



Ex-post evaluation of EU assistance to Croatia in the period 2007-2013

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Ex-post evaluation of EU assistance to Croatia in the period 2007-2013

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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 involved.*

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EUROPEAN COMMISSION

Neighborhood and Enlargement Negotiations

A –STRATEGY and TURKEY

A.3 - THEMATIC SUPPORT, MONITORING AND EVALUATION

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Ex-post evaluation of EU assistance to Croatia in the period 2007-2013

SPECIFIC TERMS OF REFERENCE

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1 MANDATE AND GENERIC OBJECTIVES

Systematic and timely evaluation of its programmes, activities, instruments, legislation and non-spending activities is a priority¹ of the European Commission² in order to demonstrate accountability and to promote lesson learning to improve policy and practice.

The generic purpose of the evaluation is to provide an overall independent assessment and evidence on the contribution of EU assistance in the period 2007-2013 to support Croatia in meeting the Copenhagen criteria so as to facilitate its accession to the European Union.

The ex-post evaluation is required by the Financial Regulation (EU) 966/2012 Article 30.

2 EVALUATION RATIONALE AND SPECIFIC OBJECTIVES AND EVALUATION USERS

2.1 Specific objectives

1. To provide an assessment on the performance of EU pre-accession assistance, particularly its effectiveness, impact and sustainability as regards the strengthening/development of the necessary capacities for the achievement and continuous uptake of Croatia's commitments for its EU membership and the subsequent capacities for EU post-accession funds management.
2. To provide to the Commission lessons learnt and recommendations to improve current support to enlargement countries.

The ex-post evaluation of EU assistance to Croatia in the period 2007-2013 will feed the whole ex-post evaluation of the Instrument for Pre-accession Assistance (IPA), which was the main financial instrument for delivering financial assistance to enlargement countries during the 2007-2013 period. This ex-post evaluation is planned for 2020.

The evaluation itself is therefore more oriented on the retrospective assessment/judgement on effectiveness, impact and sustainability of the assistance rather than on the assessment of the relevance, and intends to have a forward-looking perspective for current and future support to candidate countries.

2.2 Evaluation users and stakeholders

The main **users** of this evaluation include the European Commission, the Council of the European Union, the European Parliament and Croatia. The evaluation may also be of interest to candidate and potential candidate countries, EU Member States and their National Parliaments, civil society organisations and the general public.

¹ EU Financial Regulation (art 27); Regulation (EC) No 1905/2000; Regulation (EC) No 1889/2006; Regulation (EC) No 1638/2006; Regulation (EC) No 1717/2006; Regulation (EC) No 215/2008.

² SEC(2007) 213 "Responding to Strategic Needs: Reinforcing the use of evaluation"; Better regulation package

In the remaining candidate and potential candidate countries, the main evaluation users will include the National IPA Coordinators (NIPACs), and the relevant implementing agencies and public authorities.

The **stakeholders** include:

- The NIPACs, authorities and structures responsible for management, implementation, reporting and auditing the assistance (including for pre-IPA assistance), beneficiaries of pre-accession assistance and other national stakeholders in candidate and potential candidate countries;
- The Permanent Representation of Croatia to the European Union,
- EC stakeholders (non-exhaustive list): DG NEAR, DG EMPL, DG REGIO, DG AGRI, DG JUSTICE, DG ECFIN, EC Representation office in Croatia, etc.

3 BACKGROUND

3.1 EU-Croatia pre-accession framework

At the Thessaloniki Summit in 2003, the EU granted all countries of the Western Balkans a clear perspective of EU membership, subject to fulfilment of the necessary conditions, in particular the Copenhagen criteria³ and the conditions of the Stabilisation and Association Process (SAP).

The SAP is the European Union's policy towards the Western Balkans, established with the aim of eventual EU membership. Western Balkan countries are involved in a progressive partnership with a view of stabilising the region and establishing a free-trade area. The SAP sets out common political and economic goals although progress evaluation is based on countries' own merits.

The SAP was launched in June 1999 and strengthened at the Thessaloniki Summit in June 2003 taking over elements of the accession process. It rests on:

- Contractual relationships (bilateral Stabilisation and Association agreements⁴);
- Trade relations (autonomous trade measures⁵);
- Financial assistance (the Instrument for Pre-accession Assistance – IPA⁶);

³ Established by the Copenhagen European Council in 1993 and strengthened by the Madrid European Council in 1995, the so-called Copenhagen criteria are:

- stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities;
- a functioning market economy and the ability to cope with competitive pressure and market forces within the EU;
- ability to take on the obligations of membership, including the capacity to effectively implement the rules, standards and policies that make up the body of EU law (the 'acquis'), and adherence to the aims of political, economic and monetary union.

⁴ Refer to: http://ec.europa.eu/enlargement/policy/glossary/terms/saa_en.htm

⁵ Refer to: <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=cellar:9129ee12-9a91-415f-9b40-439c02a357b3>

⁶ Refer to: http://ec.europa.eu/enlargement/policy/glossary/terms/ipa_en.htm

- Regional cooperation and good neighbourly relations.

Croatia was the second country to sign a Stabilisation and Association Agreement (SAA) with the EU on 29 October 2001. This agreement entered into force on 1 February 2005.

The June 2004 European Council granted the status of candidate country to Croatia. Accession negotiations with Croatia were opened in October 2005 and closed in June 2011. In December 2006, the European Council agreed that an enlargement strategy based on consolidation, conditionality and communication, combined with the Union's capacity to integrate new members, formed the basis for a renewed consensus on enlargement.

After the Commission's favourable opinion, the European Parliament's assent and the Council decision on the admission of Croatia, the Accession Treaty was signed on 9 December 2011 (OJ L 112, 24.4.2012). Croatia, the European Parliament and EU member states national parliaments ratified the Accession Treaty and Croatia became a Member of the European Union on 1 July 2013.

In the course of the negotiations, Croatia agreed to a number of commitments set-up in two Accession Partnerships⁷, which had to be implemented by the date of accession, at the latest, unless specific transitional arrangements had been agreed. Such partnerships identified priorities for action in order to support efforts to move closer to the European Union within a coherent framework. The priorities were adapted to Croatia's specific needs and stage of preparation. The Partnership also provided guidance for financial assistance to Croatia. In accordance with the priorities of the Accession Partnerships, the key priorities were the following:

1. Ensure proper implementation of all commitments undertaken in the Stabilisation and Association Agreement (SAA) in areas such as competition policy, in particular the need to adopt and implement a restructuring plan for the steel sector, and the acquisition of real estate. Conclude ongoing and forthcoming negotiations on trade matters linked to the SAA (such as on a protocol introducing a tariff quota on sugar, the enlargement protocol and further trade concessions on agricultural and fisheries products), and ensure proper implementation of their results.
2. Implement the strategy and action plan for judicial reform in consultation with interested bodies, including the adoption of necessary new legislation.
3. Adopt and implement a strategic framework for public administration reform.
4. Adopt and implement a national strategy for preventing and combating corruption and provide for the required coordination among the relevant government departments and bodies involved in its implementation, including making the Office for the Suppression of Corruption and Organised Crime fully operational. Ensure pro-active efforts to prevent, detect and effectively prosecute corruption, especially at high level.
5. Fully implement the Constitutional Law on National Minorities. In particular, take steps to ensure proportional representation of minorities in local and regional self-

⁷ COUNCIL DECISION of 20 February 2006 on the principles, priorities and conditions contained in the Accession Partnership with Croatia and repealing Decision 2004/648/EC and in the COUNCIL DECISION of 5 February 2008 updating the COUNCIL DECISION of 20 February 2006 on the principles, priorities and conditions contained in the Accession Partnership with Croatia and repealing Decision 2004/648/EC

government units, in the State administration and judicial bodies, and in bodies of the public administration.

6. Complete the process of refugee return, including all cases of repossession, reconstruction and housing care for former occupancy/tenancy rights holder, and further enhance regional cooperation for accelerating the process of refugee return and local integration, in particular by contributing to implementing the Sarajevo Declaration.
7. Pursue efforts aimed at reconciliation among citizens in the region.
8. Maintain full cooperation with the International Criminal Tribunal for the former Yugoslavia and ensure integrity of domestic war crimes proceedings.
9. Work to find definitive solutions to bilateral issues, in particular border issues with Slovenia, Serbia and Montenegro and Bosnia and Herzegovina, and resolve the Ecological and Fisheries Protection Zone issue.
10. Improve the business environment and economic growth potential, in particular by reducing subsidies, restructuring large loss-making enterprises and increasing the efficiency of public spending.

The implementation of the Accession Partnerships was to be examined through the framework of the mechanisms established under the Stabilisation and Association Process, notably in committees and sub-committees, including technical meetings and summarised in the annual Reports presented by the Commission.

Linked to these priorities, EU pre-accession assistance, planned by the Commission in conjunction with Croatian authorities, aimed at supporting Croatia in its progressive alignment with the standards and policies of the European Union, including where appropriate the *acquis communautaire*, with a view to membership⁸. Pre-accession assistance aimed at helping to strengthen Croatia's administrative capacity in preparation for managing the larger amounts of EU funding available after accession.

The above mentioned Council decisions provided the framework for EU pre-accession assistance. Such framework is structured around⁹:

1. Political criteria: linked to Democracy and the rule of law, Human rights and protection of minorities
2. Economic criteria: linked to Barriers to market entry and exit, Enterprise restructuring and privatisation, Financial policies, Labour market and Land reform.
3. Obligations of membership linked to the 33 negotiation chapters¹⁰ organised around policy areas such as: agriculture, consumer and health protection, economic and

⁸ Refer to 4.1.

⁹ Please refer to Annex 5 for a reconstructed version of Croatia's' commitments for EU membership

¹⁰ Refer to COUNCIL DECISION of 20 February 2006 on the principles, priorities and conditions contained in the Accession Partnership with Croatia and repealing Decision 2004/648/EC

monetary Union, energy, financial control, justice and home affairs, social policy and employment, tax, transport, etc.

4. Participation in Community Programmes: linked to science and research and education and culture
5. Regional cooperation: linked to international obligations and regional and rural development policy and coordination of structural instruments.

The basic **policy documents** for setting down the priorities for programming of assistance under IPA were the Accession Partnership¹¹, the Enlargement Strategy Papers, which presented the Commission's overall enlargement policy, as well as the annual Progress Reports.

The **Multi-annual Indicative Planning Document** (MIPD) was the strategic document for IPA I. It was established for a three-year rolling period, with annual reviews. It followed the **Multi-annual Indicative Financial Framework** (MIFF) which allocated funds per beneficiary and per component. It drew on the pre-established IPA components¹².

3.2 Croatia's current situation and challenges¹³

In 2015, Croatia finally came out of its six-years-long recession. The sustained growth in the pre-crisis years was based on unsustainable drivers. The credit-driven consumption and investment boom resulted in the accumulation of sizeable domestic and external liabilities – mostly foreign currency denominated, while public finances maintained a broadly pro-cyclical stance. Croatia therefore entered the crisis with little room for manoeuvre and adjustment mainly relied on internal devaluation. The benefits of increased competitiveness were hampered by Croatia's limited export base and the simultaneous economic slowdown in its main trading partners. Between 2008 and 2014, GDP shrunk by more than 12 % in real terms and unemployment surged from below 9 % to more than 17 %. The situation started to improve at the end of 2014, and in the course of 2015 real GDP growth surpassed expectations. Economic activity is currently expected to have expanded by 1.8 % in 2015. The external sector performed strongly, and Croatia recovered some of the lost market shares. Growth was however mainly driven by the rebound in consumption and — to some extent — investment.

The recovery is set to strengthen over the next couple of years, but risks remain. By 2017, GDP growth is forecast to attain 2.1 % and unemployment to contract to under 14 %, while the current account surplus should stabilise at around 3 % of GDP. In a low inflation environment, high government and private debt, jointly representing more than 200 % of GDP in 2014, will continue to constrain public and private investment as well as household consumption.

¹¹ Annex 5 presents the intended intervention logic of Croatia's commitments for EU membership. It is done based on the Accession Partnerships.

¹² Refer to 4.1.

¹³ This § directly emerges from the Country Report Croatia 2016 Including an In-Depth Review on the prevention and correction of macroeconomic imbalances, EC SWD (2016) 80 final/2. For further details, please refer to it.

In the long-run, Croatia faces the challenge of lifting its low potential growth. Given the depth and length of the recession, Croatia is currently expected to grow above its potential over the next two years. Eventually, however, the economy is set to return to its long-term potential growth, currently estimated at below 1 %. This low rate weighs on the convergence process and slows down the unwinding of macroeconomic imbalances. Lifting potential growth requires sustained investments and deep structural reforms in labour and especially product markets in view of fostering full utilisation of the labour force, while ensuring robust productivity growth.

With the run-up to the autumn 2015 parliamentary elections, the reform agenda has suffered from delays, resulting in limited progress in addressing the 2015 country-specific recommendations. During the past year, Croatia has undertaken some reforms aimed at reducing the administrative burden on businesses and removing parafiscal charges. New and revised legislation in the field of personal and corporate insolvency is expected to speed up the deleveraging process and support the resolution of non-performing loans. Moreover, recent measures in support of youth employment are starting to show results. On the other hand, progress in several areas has been insufficient. Policy action aimed at encouraging some categories of workers to stay longer in employment has been put on hold. Limited progress was registered also in the area of fiscal governance, including the reform of the public administration and the adoption of a public debt management strategy. Some of the saving measures identified in the spending review are being implemented, notably in healthcare and the rationalisation of state agencies, but at a slow pace.

In a few areas, preparatory work has not been followed by concrete measures: this includes the reform of wage-setting in the public sector and state-owned enterprises and the reform of the social protection system. The procedure for selecting board members of state-owned enterprises has been made more transparent. However, other measures in the field of the public corporate sector were put on hold in the run-up to the elections. Despite some improvements, lengthy court proceedings, sizeable backlogs and still limited use of information and communication technology still hamper the efficiency and quality of the justice system.

Under the Europe 2020 Strategy, Croatia is performing well relative to some of its national targets, while more effort is needed with others. Croatia is performing well on the employment rate, reducing greenhouse gas emissions, renewable energy except transport, early school leaving, tertiary education attainment, and reducing poverty and social exclusion, but more effort is needed in R&D investment, renewable energy in transport, and energy efficiency.

3.3 Evaluations undertaken¹⁴

During the implementation of IPA, **three Interim Meta –evaluations** covering all the relevant countries, including Croatia, were undertaken in accordance with the specific provisions laid down under each IPA component in the Commission Regulation (EC) No 718/2007¹⁵.

¹⁴ Non-exhaustive list.

¹⁵ Commission Regulation (EC) No 718/2007 of 12 June 2007

The first Interim Meta evaluation¹⁶ focused mainly on the strategic framework for IPA (the MIPDs) and on the programming logic, mainly under Component I. It assessed how assistance was planned and programmed and provided judgements on its relevance, efficiency and effectiveness. The results and the follow up of the evaluation were used for strengthening and streamlining programming of IPA Component I assistance, particularly the introduction of the sector approach in the MIPDs for 2011-2013, something that happened basically for the other countries only, Croatia being too close to the accession stage.

The second interim evaluation of IPA assistance¹⁷ brought a consolidated analysis and assessment resulting from 7 Country Programme interim evaluations (namely Albania, Bosnia and Herzegovina, Montenegro, Serbia, Kosovo¹⁸, Turkey and Croatia¹⁹) and Multi-beneficiary programmes under IPA, focused on efficiency, effectiveness and results achieved. The evaluation provided relevant lessons learnt to the Commission to enhance the programming of IPA II 2014-2020.

Both evaluations played an important role in drafting proposals for improvements in IPA II, as they fed the programming process with reliable information, useful recommendations and lessons learnt from the programming and implementation of pre-accession assistance.

The third interim evaluation was carried out to assess the accomplishment of IPA programme objectives by judging the performance of the attained results and impact of IPA assistance as well as providing recommendations for improving the quality of programming and implementation (mostly for IPA II).

In 2009 a **Country Program Interim Evaluation** of EU Pre-accession Assistance to Croatia was undertaken.

The **Court of Auditors Report on whether EU assistance has improved Croatia's capacity to manage post-accession funding** published in 2011 'concludes that EU pre-accession assistance has significantly contributed to Croatia's progress in building up its capacity to manage increased EU funding after becoming a Member State. The assistance was soundly planned, taking into account lessons learned from previous enlargements. However, the objectives of the assistance have not yet been fully achieved and more capacity building work remains to be done. The Court's recommendations address the need to strengthen assistance in relation to procurement capacity, regional bodies, project preparation, rural development programmes and anti-corruption measures, and to draw lessons from experience gained in Croatia in the Commission's management of pre-accession assistance to other countries'.²⁰

IPARD²¹ Managing Authority is currently preparing the **IPARD ex-post evaluation**, to be finalised by the end of 2016.

¹⁶ Mid-term Meta Evaluation of IPA Assistance, Contract No IPA/ 2010/231987

¹⁷ Interim evaluations and meta-evaluation of IPA assistance, Contract IPA/2011/277-427

¹⁸ 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

¹⁹ Croatia and Turkey, being in decentralised management, were implemented under the responsibility of the national authorities; the one for the Former Yugoslav Republic of Macedonia, to be implemented by the national authorities, was finally delayed for administrative reasons.

²⁰ <http://www.eca.europa.eu/en/Pages/NewsItem.aspx?nid=1526>

²¹ Instrument for Pre-Accession Assistance for Rural Development (IPA's component V).

Other evaluations are mentioned in Annex 1.

4 EVALUATION SCOPE

4.1 Legal scope

The Instrument for Pre-accession Assistance (IPA)²² was established by the Council of the European Union (EU) in July 2006 as the Community's main legislative instrument under the 2007-2013 financial framework to underpin EU policy and provide financial assistance to the eight recipient beneficiaries which are candidate countries or potential candidate countries for membership of the EU (Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro, Serbia, Kosovo and Turkey).

The overall objective of IPA I was to support candidate countries and potential candidates ("beneficiaries") in their progressive alignment with the standards and policies of the European Union, including where appropriate the *acquis communautaire*, with a view to membership. IPA I consisted of five components with the first two targeted to all of the IPA beneficiaries, the latter three only to the beneficiaries recognised by the EU as candidate countries:

- Component I Transition Assistance and Institution Building (TA-IB),
- Component II Cross-Border Cooperation (CBC),
- Component III Regional Development,
- Component IV Human Resources Development, and
- Component V Rural Development.

The financial allocation for financial assistance for Croatia in the period 2007-2013 was around EUR 998 million.

Projects and programmes under the IPA started implementation during 2009. For the purpose of the present evaluation, this means that previous pre-accession assistance being implemented from 2007 to 2009 and aiming at achieving the objectives and priorities set out in the Council Decision of 13 September 2004 on the principles, priorities and conditions contained in the European Partnership with Croatia and in the two Accession Partnerships mentioned above, will also be considered. In practice, this consists in projects and programmes financed under the 'Phare' Regulation²³ (introduced in Croatia in 2005), under the Instrument for Structural Policies for Pre-Accession (ISPA)²⁴, financing infrastructure

²² Council Regulation (EC) No 1085/2006 of 17 July 2006

²³ Council Regulation (EEC) No 3906/89 of 18 December 1989 on economic aid to the Republic of Hungary and the Polish People's Republic (Phare Regulation) and its amending acts. It was until 2006 the main financial instrument of the pre-accession strategy for the Central and Eastern European countries (CEECs) which applied for membership of the European Union. The Phare programme for the period 2000-2006 had two main priorities, namely institutional and capacity-building and investment financing. Although the Phare programme was originally reserved for the countries of Central and Eastern Europe, it was extended to the applicant countries of the Western Balkans.

²⁴ Council Regulation (EC) No 1267/1999 of 21 June 1999 establishing an Instrument for Structural Policies for Pre-accession.

projects in the transport and environment sectors and the special accession programme for rural development (Sapard)²⁵.

4.2 Geographical and Temporal scope

The evaluation covers financial assistance provided to Croatia during the period January 1st 2007 to June 30th 2013.

4.3 Thematic scope

Considering that the EU membership of Croatia is a direct consequence of the actual achievement of the agreed commitments, as monitored regularly by the EC up until Croatia's accession in July 2013, the present ex-post evaluation will be mainly focused on capacity development related results, which were at the core of EU pre-accession assistance, mainly on their achievements and sustainability. From a sectorial point of view, special emphasis should be given to Rule of Law and Economic Governance, to better understand the process, both in terms of focus and modalities of intervention, given notably the shortcomings shown by the country after the accession. The other areas that could be focused on are related to public administration reform (e.g. civil service reform; administrative decentralisation process; training and strengthening of relevant bodies, etc.).

Croatia's capacity to manage post-accession funding has been already assessed in 2011 by the Court of Auditors Report on whether EU assistance has improved Croatia's capacity to manage post-accession funding²⁶. The present ex-post evaluation will take stock on the extent to which the Court of Auditors' relevant recommendations²⁷ were followed. It will also assess the extent to which institutional capacities for Croatia's progressive alignment with the standards and policies of the European Union with a view to membership, including where appropriate the *acquis communautaire*, were effectively and sustainably developed/strengthened.

Whilst relevant projects and programmes will be analysed, they will not be evaluated. Being a strategic evaluation, EU projects and programmes will only be assessed to the extent to which they sustainably contribute to capacity development and strengthening.

The thematic scope will be further detailed with the finalisation of the evaluation questions, for which a proposal is set out here below under § 5, and with the consequent identification of case studies.

Specific evaluations carried out should also be taken into account. The Contractor should come up with an integrated assessment, also taking into account the findings of these evaluations. A non-exhaustive list of relevant evaluations, which should be considered, is presented in Annex 1.

²⁵ Council Regulation (EC) No 1268/99 of 21 June 1999 on Community support for pre-accession measures for agriculture and rural development in the applicant countries of central and eastern Europe in the pre-accession period.

²⁶ Based on an analysis of a sample of 16 projects financed by IPA Components I, II, III and IV and by the previous financial instruments CARDS, Phare, ISPA and Sapard.

²⁷ The evaluation team is expected to propose a set of case studies (refer to 5.2). The actual utilization of the Court of Auditors report will depend on these.

5 EVALUATION ISSUES AND APPROACH TO THE EVALUATION, INCLUDING PROPOSED TOOLS

The evaluation should address both accountability and learning. It is expected to contribute to learning about EU pre-accession assistance's impact on institutional capacity development and/or strengthening (approach, methods) and how it can be improved for current candidate and potential candidate countries.

The analytical approach must therefore assess not only whether or not institutional capacities were sustainably developed and/or strengthened but also what the enabling and limiting factors affecting their development were. In this regard the opportunity framework, the context in which the EU intervenes, must be analysed so as to identify what its contribution to the changes and developments was.

In line with the Better Regulation guidelines on evaluations introduced by the Commission in 2015 and with DG NEAR Guidelines on linking planning/programming, monitoring and evaluation²⁸, the evaluation criteria to be covered are: relevance, efficiency, effectiveness, impact, sustainability, coherence²⁹ and to a lesser extent EU added value. Nevertheless as mentioned earlier, some evaluation criteria are more largely covered since the evaluation itself is more oriented on the retrospective assessment/judgement on effectiveness, impact and sustainability of the assistance rather than on the assessment of the relevance and EU added value.

5.1 Evaluation questions

This chapter presents a proposal for the Evaluation Questions (EQ)³⁰. The evaluation team, in consultation with the Evaluation manager, will finalise and complete (with Judgement criteria (JC) and indicators for each JC and relevant data collection sources and tools) the proposed set of EQs during the inception phase.

Nine EQs have been formulated to represent and address the fundamental issues in respect of the strategy, objectives and implementation of EU pre-accession assistance in relation to Croatian capacity development and/or strengthening in the considered period. The EQs have been selected mainly on the basis of typology of capacities (capacity outputs and capacity outcomes).

The EQs are structured along two headings: the opportunity framework³¹ and transversal (EU pre-accession programming and implementation approach and capacity development) related issues.

²⁸ Refer to http://ec.europa.eu/enlargement/news_corner/monitoring-and-evaluation/index_en.htm.

²⁹ Idem

³⁰ The EQs are based on the Evaluation Methodology & baseline study of European Commission Technical Cooperation support developed by DRN Srl on behalf of DG DEVCO in 2012.

³¹ It entails both:

Facilitating factors, all those that create favorable conditions for the implementation and development of EU pre-accession support

The Table below provides a schematic overview of the coverage of the evaluation criteria and key issues for each EQ.

TABLE 1 : RELATIONSHIP BETWEEN THE DAC EVALUATION CRITERIA, EC-SPECIFIC ISSUES AND THE EQS

	EQ 1	EQ 2	EQ 3	EQ 4	EQ 5	EQ 6	EQ 7	EQ 8	EQ 9
	OPPORTUNITY FRAMEWORK	OPPORTUNITY FRAMEWORK	PROGRAMMING & IMPLEMENTATION PROCEDURES	CAPACITY OUTPUTS	CAPACITY OUTPUTS - UNEXPECTED	CAPACITY OUTPUTS - INITIATIVE	CAPACITY OUTPUTS - LINK TO RESULTS	CAPACITY OUTCOMES - ADAPTATION	CAPACITY OUTCOMES - NETWORKING
Relevance	√√	√√	√						
Efficiency	√	√	√√√						
Effectiveness			√√√	√√√	√√√	√√√	√√√	√√√	√√√
Impact				√	√	√√	√√	√√	√√
Sustainability	√√	√√				√√	√√	√√	√√
EU value added	√	√	√						
Coherence			√√						

√√√ LARGELY COVERED √ ALSO COVERED

Please note that when reference is made to EU pre-accession assistance this relates to assistance provided via Phare, ISPA, Sapard and IPA regulations, as well as, depending on the cases, to political inputs³².

5.1.1 Opportunity framework

1. To what extent did Croatia's historical momentum, growth and membership opportunities, and other existing contextual factors affect the institutional context of the EU pre-accession assistance?

2. To what extent did the government reform records and the sectorial political economy affect the institutional context of the EU pre-accession assistance action?

5.1.2 Transversal EQs

3. To what extent have EU pre-accession assistance programming approach and implementation procedures affected the capacity of the actions to achieve the expected results in terms of institutional capacity development and/or strengthening?

Limiting factors, all those that tend to prevent or to limit the implementation and the normal development of EU pre-accession support

The set of factors of the contextual framework allows visualizing both the fertile spaces as well as those that affect or can negatively affect the implementation and development of EU pre-accession support.

The positioning or insertion of EU pre-accession support in certain context conditions is useful to determine what is the role played or being played by EU support. From a role of catalyst of initiatives to a role of rupture with respect to previous EU efforts. The same in relation to the role of EU pre-accession support in the governmental and sectorial policies and their incidence or lack of incidence in the capacity development processes in which it is inserted.

³² For example: EUs' commitments deriving from its normative & policy framework (i.e. Communications), EUs' political commitments deriving from EU's political agenda & priorities, EU-Partner countries & regions' specific political dialogues & relevant commitments (i.e. agreements), Multilateral political commitments (i.e. SDGs, etc.), Enlargement Strategy, etc.

4. To what extent has the EU pre-accession assistance contributed to the sustainable production of objectively verifiable changes in:

- a. staff competences (legal, financial, management...);
- b. institutional procedures and functions (policy and financing, stakeholders' involvement, accountability and supervision);
- c. the organisational and internal functioning (institutional structure, decision process, internal mobility and competition)

in key targeted institutions at central, regional and/or local levels (i.e. Croatian ministries, agencies and regional and local authorities involved in the programming and management of EU pre-accession assistance)?

How did external factors (political, institutional, sectorial, societal, etc.) affect such changes?

5. To what extent has EU pre-accession assistance contributed to the production of objectively verifiable changes on individuals, institutions and initiatives, which were not targeted? How did external factors affect such changes?

6. To what extent are Croatian targeted institutions more capable than before to generate the plans (strategic or other levels) that reflect their stated needs, mission and various changing environments and to then mobilise the resources and management to execute them?

7. To what extent are Croatian targeted institutions more capable than before to achieve and monitor the results stated in national plans/policies in a sustainable manner?

8. To what extent are Croatian targeted institutions in a position to constantly adapt in response to changing external environments and conditions?

9. To what extent are the Croatian targeted institutions accountable and able to work in a coordinated and efficient manner as part of a larger network of interested stakeholders?

5.2 Evaluation tools and techniques

The structuring stage aims to define the design and the methodology of the evaluation. The methodology will clearly specify the working methods and the techniques to be used (e.g. data collection, case studies, etc.)

Among the pool of main methodological techniques, the following key elements can be already pinpointed:

A. *The intervention logic (IL) and the expected effects diagram.*

The logical sequence of the hierarchy of objectives and expected effects. A first draft of the IL of Croatia's commitment for EU membership is presented in Annex 5. It differentiates between different logical levels. These are:

- ✓ **Inputs:** The political, technical, financial, human and material resources put in place in order to plan and implement activities.
- ✓ **Activities:** Specific support tasks put in place to generate outputs within the framework of an intervention. Each intervention is composed of a set of activities (or a single activity).
- ✓ **Outputs:** Direct products or services delivered by activities, directly influencing the achievement of outcomes.

- ✓ Specific objectives (Outcomes): Short to medium term effects on the political, social, economic and environmental areas targeted by EU financed interventions as well as changes in behaviour of addressees of EU financed interventions. Other external factors and players also influence the targeted areas and addressee.
- ✓ Overall objectives (Impacts): Intermediate to long-term change in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders and which will be indirectly influenced by the EU.

B. Evaluation Questions.

A draft set of EQs headings is presented here above. As mentioned earlier, the evaluation team, in consultation with the EC Evaluation manager, will finalise and complete (with Judgement criteria (JC) and indicators for each JC and relevant data collection sources and tools) the proposed set of EQs during the inception phase. Expectations expressed by the ISG members and other key informants as well as the feasibility of arriving at an answer (based on a first desk review), will be considered.

C. Evaluation Matrix: Judgement criteria, indicators and sources.

Judgement criteria determine the appropriate indicators and, more generally, the nature of the data collected and the type of analysis. The indicators will need to allow cross-checking, triangulating and strengthening the evidence base on which the questions are answered. The information gathered for each indicator will need to be presented as an annex of the desk and final reports.

D. Data collection tools.

Several tools will be used for collecting, structuring, processing and analysing data throughout the evaluation process:

- ✓ *Inventory* of EU interventions.
- ✓ *Literature review*. The team will scrutinize all relevant key documentation on the: EU policy and strategy documents (Enlargement Strategies, MIPD, EC progress reports, etc.); EU-Croatia policy and strategy documents (Accession Partnerships, etc.); Country official documents (i.e. national programme for integration of Croatia into the EU and those linked to areas covered by EU pre-accession assistance); Programme and project documents; Previous evaluations, studies, etc.
- ✓ *Interviews*. Both structured and unstructured. A round of interviews via/phone/email/face-to-face/video-conference discussions with relevant EC staff (senior management, relevant staff in charge of Croatia in DG NEAR and in other DGs in the framework of the country's actual membership, etc.) with stakeholders in Croatia (governmental and non-governmental stakeholders) and with other stakeholders (EU Member States and other donors, etc.) will be made. The selection of key informants and interlocutors will be based on the specific added value they can bring concerning the various EQs. Interviews will be carried out during the inception, desk and during the field phases. Focus groups can also be envisaged, using participatory methods.

There will be close consultations with stakeholders. For this purpose, the Permanent Representation of Croatia to the European Union will be part of

the Interservice Steering Group (ISG)³³, to ensure that the evaluation will be carried out in partnership.

The contracting authority expects the evaluation team to build in considerable time to look through documents and to have face-to-face discussions in Brussels throughout the evaluation process, particularly during the inception and desk phases.

- ✓ **Case study.** Several case studies should be conducted to provide detailed qualitative information on important issues in light of the EQs. The selection of the case studies will be done using a sample approach to be agreed upon by the EC Evaluation Manager. Some criteria to be considered might be:
 - Sector specific considerations (weight of areas covered in the intervention logic).
 - Typology and/or representativeness³³ of EU interventions' beneficiaries
 - Importance (budget related) of interventions
 - Availability of information on the interventions (mainly review, progress and evaluation reports)
 - Other.
- ✓ **Survey.** A survey is expected to be elaborated to further informing the evaluation.
- ✓ Quantitative analysis.

5.3 Envisaged limitations

Many stakeholders both in Croatia and in the EU have changed assignments or left their services. The EU Delegation to Croatia was closed on 30 June 2013. It was succeeded by the so called Croatia Transition Team, an office of former DG ELARG which existed in parallel with the EC Representation in Croatia and which terminated its activities on 31 August 2014. This presents a certain risk, as to the availability of data and information.

Even if electronic versions for some of the key documents should be available, availability of documents might be an important limitation from the EC side since most of the documents are already archived in the historic archives of the Commission. In this regard, the main contact point would be the NIPAC and sufficient time would need to be devoted to data collection from the contractor's side.

6 RESPONSIBILITY FOR THE MANAGEMENT OF THE EVALUATION

6.1 At EC level

The DG NEAR Thematic Support, Monitoring and Evaluation Unit (A3) is responsible for the management and the supervision of the evaluation.

³³ Refer to § 6.

The progress of the evaluation will be followed closely by an Interservice Steering Group (ISG) consisting of: DG NEAR Directorates A and D, DG EMPL, DG JUST, DG AGRI, DG EMPL, DG REGIO, DG ECFIN and the Permanent Representation of Croatia to the European Union.

The ISG will have the following responsibilities:

- **Steering the evaluation exercise in all key phases** to comply with quality standards: preparation and/or provision of comments to the roadmap and Terms of reference; selection of the evaluation team; consultation; inception, desk, field, synthesis and reporting phases.
The EC evaluation manager (NEAR A3) steers the ISG and is supported in its function by ISG members.
- **Providing input and information** to the evaluation team. Mobilise the institutional, thematic, and methodological knowledge available in the various DGs of the Commission that are interested in the evaluation.
- **Providing quality control** on the different draft deliverables. The EC evaluation manager, as lead of the ISG, consolidates the comments to be sent to the evaluation team and endorses the deliverables.
- **Ensuring a proper follow-up** action plan after completion of the evaluation.

To avoid duplication and consolidate communications between meetings, the ISG members communicate with the evaluation team via the EC Evaluation Manager.

6.2 At the consultants level

The contractor is expected to oversight the quality of the process, of the evaluation design, of the inputs (team) and deliverables (reports). In particular:

- Before the work actually starts, the contractor should provide guidance to the evaluation team to ensure that the evaluation team has a clear understanding of the tasks, of the evaluation process, the content and implications of the different steps. Depending on the specific needs, the guidance should focus on:
 - Scope of the work
 - Complex evaluation methodology
 - Data collection and analysis
 - Presentation of findings
 - How to inform the indicators
 - How to answer to the judgement criteria
 - How to answer to the evaluation questions
- Support the team leader in its role, mainly from a team's management perspective. In this regard, the contractor should make sure that for each evaluation phase specific tasks and deliverables for each team members are clear.
- Provide a continuous backstopping and quality control of the evaluation teams' outputs (from evaluation design to final report). The contractor should be supported in this particular field by the Quality Control expert.

7 EVALUATION PROCESS AND DELIVERABLES

The overall guidance to be used is available on the web page of the DG DEVCO Evaluation Unit (http://ec.europa.eu/europeaid/how/evaluation/methodology/index_en.htm) and on the web page of DG NEAR (http://ec.europa.eu/enlargement/news_corner/monitoring-and-evaluation/index_en.htm).

The basic approach to the assignment consists of four *main phases*, each one ending with the approval of a specific deliverable in the form of a report. As mentioned above, the ISG will support the EC Evaluation manager in assessing the quality of the draft deliverables in order to achieve their finalisation. The reports will be revised in light of feedback from the ISG. Each phase will start further to the approval of the previous phase report.

The four phases can be synthesised as follows:

- The **inception phase**, which aims at structuring the evaluation.

Clarifying the issues of the evaluation is the first aim of this phase. The inception phase will start with a kick-off meeting. The meeting has the purpose to arrive at a clear shared understanding of what is required by EC services.

Further to a first desk review of the political, institutional and technical/cooperation framework of EU pre-accession assistance to Croatia, and to the identification of the main commitments and objectives to be achieved by both parties, the evaluation team, in consultation with the EC evaluation manager, will produce the evaluation design (reconstruction/finalisation of the intervention logic and based on the latter definition/finalisation of evaluation questions and related judgement criteria and indicators, with identification of data collection tools and sources). The mapping and analysis of relevant spending (projects, programmes, etc.) and non-spending (policy dialogues, etc.) interventions, and the methodological proposal for the following phases (data collection tools and analysis), are part of this phase.

The limitations faced or to be faced during the evaluation exercise will need to be discussed and mitigation measures defined. Finally, the work plan for the overall evaluation process, that will need to be to the extent possible in line with that proposed in the present ToR, will also be presented and agreed in this phase.

If necessary, the Inception Report will also include suggestions of modifications to the composition of the evaluation team.

- **Desk phase:** During this phase, desk work takes place in order to collect and analyse data, and coming up with preliminary answers to the evaluation questions and hypotheses that can guide the subsequent field work. Information gaps for a sound answer to the evaluation questions will also be identified. A brief presentation of data collection and analyses done during this phase, challenges and limitations potentially faced will also be discussed. Changes to the evaluation questions (including judgment criteria and indicators) can also be proposed, if deemed necessary, during this phase (and not later on). On the same line, discussing potential amendments to the selection of interventions and/or case studies (if relevant) identified during the inception phase can be envisaged. The extent of these potential amendments must nevertheless be of a reasonable nature.

The methodology for the field phase, including the expected deliverable and the field phase organisation, will also be detailed in this phase. Finally, remaining work for the synthesis phase will also be mentioned. If needed, an update of the work plan will be presented.

- **Field phase:** field activities help in validating/rejecting preliminary answers to the evaluation questions and bring additional information and direct evidence.

This phase will involve discussions with:

- Croatia stakeholders: NIPAC, main beneficiary institutions, etc.
- EU officials involved in programming, implementation and oversight of EU pre-accession assistance
- CSOs in-country with experience and knowledge of EU pre-accession assistance
- EU Member States and other donors – international NGOs, bi-laterals and multi-laterals.

Assessing whether there is need for further research and interviews to prepare the synthesis report, and in particular the overall assessment, the conclusions and recommendation chapter, is part of this phase as well.

- **Synthesis and reporting phase.** This phase entails the analysis of the data collected during the desk and field phase to finalise the answers to the evaluation questions, and prepare the synthesis report that includes the overall assessment, conclusions and recommendations of the evaluation. The contracting authority will publish the Final Report, the Executive Summaries, and the annexes on the Commission's central website.

The offer will be based on 50 hard copies in English of the **Final Main Report** (without annexes) and 20 copies of the annexes. A non-editable version on a USB stick or on a CD-ROM shall be added to each printed Final Main Report. The executive summary will be translated in French and in Croatian. The translation costs should be included in the financial offer.

The evaluation manager to be nominated by the contractor will need to be present in each meeting with the ISG.

The table below summarises these phases:

Phases	Activities	Deliverables (& meetings) ³⁴
INCEPTION: STRUCTURING	<ul style="list-style-type: none"> ▪ Data collection & definition of analysis methods ▪ Background analysis ▪ Interviews at EC HQ (& country visit(s) if relevant) ▪ Reconstruction of EU Intervention's rationale, incl. objectives, specific features and target beneficiaries ▪ Reconstruction of inventory of 	<ul style="list-style-type: none"> ☑ Inception Report³⁵ incl.: <ul style="list-style-type: none"> ✓ Final <i>intended/planned</i> Intervention Logic ✓ Evaluation Questions (EQs), with judgment criteria & indicators ✓ Data analysis and collection methods ✓ EU actions inventory ✓ Work plan ✓ Consultation strategy³⁶

³⁴ The evaluation team must provide, whenever requested and in any case at the end of the evaluation, the list of all persons interviewed, documents reviewed, data collected and databases built.

³⁵ The Inception Report should not exceed 30 pages, but if required this number can be reasonably increased. Additional material may be placed in annexes, as necessary.

	the EU actions (at thematic/country levels) and analysis	<input checked="" type="checkbox"/> Inventory of the EU actions (database) <input checked="" type="checkbox"/> Slide presentation <input checked="" type="checkbox"/> Meeting(s) with ISG in Brussels
	<ul style="list-style-type: none"> ▪ Report writing (& quality control) 	
DESK: DATA COLLECTION & ANALYSIS	<ul style="list-style-type: none"> ▪ Document in-depth analysis (focused on the EQs) ▪ Interviews ▪ Identification of information gaps and of hypotheses to be tested in the field phase ▪ Methodological design (specific to Field visit) ▪ Report writing (& quality control) 	<input checked="" type="checkbox"/> Desk report ³⁷ , incl.: <input checked="" type="checkbox"/> Background and key methodological elements <input checked="" type="checkbox"/> Preliminary answers to the evaluation questions <input checked="" type="checkbox"/> field visit methodology <input checked="" type="checkbox"/> Remaining work for the synthesis phase <input checked="" type="checkbox"/> Update work plan, if needed <input checked="" type="checkbox"/> Slide presentation <input checked="" type="checkbox"/> Meeting(s) with ISG in Brussels
FIELD		
<i>(Plans, methodology and budgets for the field phase are outlined and agreed upon, all along the previous phases, since the preparatory one)</i>	<ul style="list-style-type: none"> ▪ Initial meeting at country level ▪ Data collection and analysis ▪ Note writing on field phase findings ▪ Discussion of the findings of the Field Phase with EC HQs /EC Representation to Croatia & national counterparts 	<input checked="" type="checkbox"/> Briefing & debriefing with NIPAC and EC Representation to Croatia in Croatia <input checked="" type="checkbox"/> Country Note (or PowerPoint, to be decided in due course) and Slide presentation <input checked="" type="checkbox"/> Debriefing with ISG in Brussels
SYNTHESIS	<ul style="list-style-type: none"> ▪ Expressing findings (focus on the EQs) ▪ Overall assessment, Conclusions and Recommendations ▪ Synthesis report writing (& quality control) 	<input checked="" type="checkbox"/> Synthesis report ³⁸ , incl.: <input checked="" type="checkbox"/> Synthesis of methodological steps undertaken during the evaluation exercise, including limitations, if any <input checked="" type="checkbox"/> Background analysis <input checked="" type="checkbox"/> Findings by evaluation question <input checked="" type="checkbox"/> Overall assessment, conclusions and recommendations <input checked="" type="checkbox"/> Matrix of EQs, judgement criteria, indicators & analysis <input checked="" type="checkbox"/> Executive summary in both English and Croatian <input checked="" type="checkbox"/> Slide presentation <input checked="" type="checkbox"/> Meeting(s) with ISG in Brussels
DISSEMINATION AND FOLLOW UP (by the EC)	<ul style="list-style-type: none"> ▪ Action plan writing ▪ Others to be defined if relevant 	<input checked="" type="checkbox"/> Action plan

All reports will be written in English and submitted according to the timetable in annex 2 to the EC Evaluation manager. The reports must be written in Arial or Times New Roman minimum 11 and 12 respectively, single spacing. Inception, Desk and draft Final reports will

³⁶ Even though an open public consultation (as foreseen by the Better Regulation) will not be organized for the present evaluation, it is expected that the evaluation team presents its strategy for stakeholders' consultation during the evaluation exercise.

³⁷ The Desk Report should not exceed 40 pages, but if required this number can be reasonably increased. Additional material may be placed in annexes, as necessary.

³⁸ The Final Report should not exceed 50 pages, but if required this number can be reasonably increased. Additional material may be placed in annexes, as necessary.

be delivered electronically³⁹. The Final report will also be delivered in hard copies. The Executive Summary (up to 4 pages) will be delivered both electronically and in hard copy as well. The Executive Summary will be available both integrated into the Final Report, and as a separate stand-alone document.

The final report should deliver the elements covered by these Terms of Reference, and must be written such that readers, who are not working in this area, can easily understand.

The electronic versions of all documents need to be delivered in both editable (Word) and non-editable format (PDF).

8 THE EVALUATION TEAM

The evaluation team will have to be able to satisfy the highest quality standards. In this regard, the contractors are highly advised to check relevant references of the experts proposed.

The quality criteria for the selection of the Evaluation Team are summarized as follows:

- Knowledge of the country. Previous relevant expertise in Croatia and/or in other candidate countries will be an advantage.
- Technical/sector knowledge in the following areas is required:
 - Rule of Law,
 - Public Administration Reform,
 - Economic Governance in the EU.
- Capacity development assessment experience is required
- Working experience in relation to EU enlargement policy and strategy and pre-accession assistance (IPA is required, CARDS would be an advantage)
- Knowledge of the EU institutional framework
- Working knowledge of evaluation methods and techniques and, preferably, of complex policy and strategy evaluations in the field of external relations. In particular the team needs to demonstrate experience in analytical methods which can evaluate change and contribution. This includes Quantitative and qualitative data collection and analysis
- Analytical skills
- The team leader should have excellent communication, team co-ordination, presentation and proven report writing and editing skills in English;
- The evaluation team will have excellent writing and editing skills.
- The evaluation team should have an excellent command of English – both spoken and written. Knowledge of Croatian among the team will be an advantage. The inclusion of a Croatian evaluator will be an advantage in this regard.

³⁹ But a printed version of each report needs to be annexed to the relevant invoice.

It is expected that the team will comprise a balance of experts⁴⁰ as follows:

- 2 senior experts (including the Team leader)
- 1 medium expert
- 1 junior expert

It is expected that the Team leader will be an expert of category Senior.

A project manager also needs to be proposed in the offer.

The offer should clearly state the category of each team member and which tasks the proposed team members are supposed to take responsibility for and how their qualifications relate to the tasks (if this is not self-evident from their profile). The team coordination and members' complementarity should be clearly described. A breakdown of working days per expert must be provided.

The team members must be independent from the programmes/projects/policies evaluated (they cannot have taken part in any programming and/or implementation related programmes/projects which will be covered under this assignment). Should a conflict of interest be identified in the course of the evaluation, it should be immediately reported to the Evaluation manager for further analysis and appropriate measures.

The Contractor remains fully responsible for the quality of the deliverables. Any report which does not meet the required quality will be rejected.

During the offers evaluation process the contracting authority reserves the right to interview by phone one or several members of the evaluation teams proposed.

The contractor must make available appropriate logistical support for the evaluation team, including their travel and accommodation arrangements for each mission, the secretarial support, appropriate software and communication means. The evaluation team will need to have the standard equipment, such as an individual laptop, computer, mobile phones, etc. No additional cost for these items may be included in the offer.

Performances will be assessed by the EC all over the evaluation exercise (and if needed adjustments will be required, in agreement with the contractor) based on the following criteria:

- Quality of the analysis
- Precision and clarity of the writing
- Methodological skills
- Relations with the Client
- Communication skills and interview capacity
- Flexibility and availability
- Respect of deadlines.

⁴⁰ Number of days for each expert may vary

9 **TIMING**

The evaluation implementation is due to start *in January 2017*. The expected duration is of 14 months. As part of the technical offer, the framework contractor must adhere to the timetable in annex 2, and provide their proposed, more detailed schedule within that timetable in terms of "week 1" etc. The contracting authority underlines that the contractor should ensure that the evaluation team is available to meet the demands of this schedule.

10 **OFFER FOR THE ASSIGNMENT**

10.1 Technical offer:

The total length of the technical offer (excluding annexes) may not exceed 10 pages; a CV may not exceed 4 pages. References and data relevant to the assignment must be highlighted in bold (font minimum Times New Roman 12 or Arial 11).

The methodology submitted shall not contain terms such as, "if time/budget allows," "if the data are available" etc.

Should it appear during the process of the evaluation that an activity envisaged in the methodology is impossible or inappropriate to be carried out for any reasons in the interest of the assignment, the change to the methodology as well as its financial impact must be agreed by EC services.

The offer is expected to demonstrate:

- The team's understanding of the ToR in their own words (i.e. their understanding of what is to be evaluated, and their understanding of the subject areas as relevant to this ToR)⁴¹. In this framework, the offer can propose a revised set of EQs, justifying it and respecting the main areas to be covered.
- The relevance of the team composition and competencies to the work to be undertaken.
- How the team proposes to undertake the evaluation: the evaluation design and challenges, data collection tools and methods of analysis, how the tasks will be organised.
- The level of quality control (content/proof reading/copy editing) which will apply, at which points in the process, and who will undertake them.

10.2 Financial offer:

The financial offer will be itemised to allow the verification of the fees compliance with the Framework contract terms.

The per diems will be based on the EU per diem in force when the Request for Services is launched. The EU per diem is the maximum not to be exceeded.

⁴¹ Should the offer contain quotations, these sections must be clearly identified and sources indicated

Offers shall be submitted within the deadline exclusively to this functional mailbox:

NEAR-A3-CRIS-FWC-OFFERS@ec.europa.eu.

11 TECHNICAL OFFERS SELECTION CRITERIA

The offers evaluation criteria and their respective weights are:

	Maximum
TOTAL SCORE FOR ORGANISATION AND METHODOLOGY	
Understanding of ToR	15
Organisation of tasks (including timing, quality control mechanisms)	10
Evaluation approach, working method, analysis	15
Sub Total	40
EXPERTS/ EXPERTISE	
Team Leader (senior expert)	20
Senior expert 2	15
Medium expert	12
Junior expert	08
Project manager	05
Sub Total	60
Overall total score	100

12 ANNEXES

The contracting authority reserves the right to modify the annexes during implementation without prior notice.

ANNEXES

12.1 Annex 1: Indicative documentation to be consulted for the purpose of the evaluation by the selected contractor

Annual IPA reports 2007-2013:

- http://ec.europa.eu/enlargement/news_corner/key-documents/index_en.htm?key_document=08012624887c0cc9

Annual Enlargement packages

- http://ec.europa.eu/enlargement/index_en.htm

Evaluations (non-exhaustive list):

- First Mid-term meta evaluation of IPA I http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/20110912_meta_eval_final.pdf
- Second Interim evaluation of IPA I http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2013/ipa_interim_meta_evaluation_report.pdf
- Third Interim evaluation of IPA I assistance http://ec.europa.eu/enlargement/news_corner/key-documents/index_en.htm?key_document=08012624887c0cc9
- Evaluation to support the preparation of pre-accession financial instruments beyond 2013 http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/20110912_final_report.pdf
- Interim evaluation of CBC programmes IPA I http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/20120304_2_cbc_wb_1_en.pdf
- http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/20120304_2cbc_wb_2_en.pdf
- Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia, 2009.
- Court of Auditors Report on whether EU assistance has improved Croatia's capacity to manage post-accession funding: <http://www.eca.europa.eu/en/Pages/NewsItem.aspx?nid=1526>
- IPARD ex-post evaluation (to be available by the end of 2016)

Other relevant studies, evaluations, related to IPA performance:

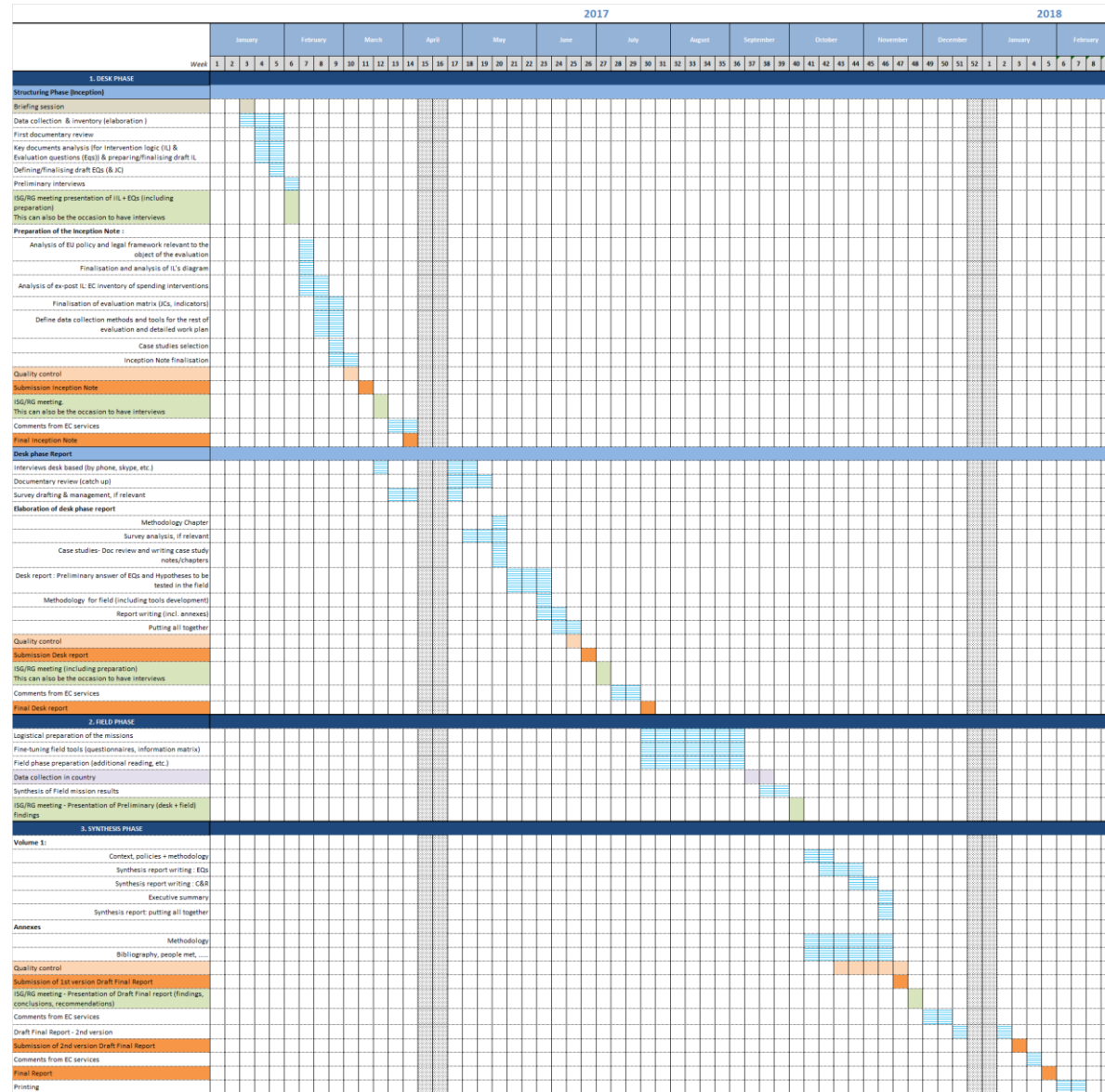
- http://ec.europa.eu/enlargement/index_en.htm
- SIGMA 2010 and 2011 annual assessments for Croatia (<http://www.sigmaweb.org/publications/public-governance-assessment-reports.htm>)

Annual and special reports of the EU Court of Auditors

- <http://www.eca.europa.eu/en/Pages/AuditReportsOpinions.aspx>

Annex 2 : Indicative timing

Evaluation Phases and Stages	Notes and Reports	Dates	Meetings/Communications
Desk Phase			
Inception (structuring) stage		Jan-April 2017	Briefing session in Brussels
	Inception Report	March-April 2017	ISG Meeting in Brussels
Desk Review	Desk Report	June-July2017	ISG Meeting in Brussels
Validation Phase			
	Field Visits Presentation of Findings	September-October 2017 October 2017	Briefing/debriefing at country level ISG Meeting in Brussels
Synthesis Phase			
	Draft Final Report Presentation of Draft Final	November 2017	ISG Meeting in Brussels
	Submission Final Report Submission printed version	January 2018 February 2018	



12.2 Annex 3: Overall structure of the final report

The overall layout of the **Final report** is:

- Executive summary (see 1 below);
- Introduction
- Analysis of the political, institutional and technical/cooperation framework of EU pre-accession assistance to Croatia
- Synthesis of methodological steps undertaken during the evaluation exercise, including limitations, if any
- Findings by evaluation question
- Overall assessment
- Conclusions (see 2 below); and
- Recommendations (see 3 below).

Length: the final main report may not exceed 50 pages excluding annexes, but if required this number can be reasonably increased. Each annex must be referenced in the main text. Additional information regarding the context, the activities and the comprehensive aspects of the methodology, including the analysis, must be put in the annexes.

The evaluation matrix must be included in the annexes. It must summarise the important responses at indicator/ judgement criteria level. Each response must be clearly linked to the supporting evidence. The matrix must also include an assessment of the quality of evidence for each significant finding. The table below presents an example of how the quality of evidence may be ranked. This is purely indicative. The contractor should present a specific approach for assessing the quality of evidence.

Ranking of Evidence	Explanation of ranking of quality of evidence
<i>Strong</i>	The finding is consistently supported by a range of evidence sources, including documentary sources, quantitative analysis and qualitative evidence (i.e. there is very good triangulation); or the evidence sources, while not comprehensive, are of high quality and reliable to draw a conclusion (e.g. strong quantitative evidence with adequate sample sizes and no major data quality or reliability issues; or a wide range of reliable qualitative sources, across which there is good triangulation).
<i>More than satisfactory</i>	There are at least two different sources of evidence with good triangulation, but the coverage of the evidence is not complete.
<i>Indicative but not conclusive</i>	There is only one evidence source of good quality, and no triangulation with their sources of evidence.

(1) A summary (maximum 4 pages)

The summary of the evaluation report may not exceed 4 pages (3.000 words). It is extra to the 70 page limit for the main report. It should be structured as follows:

- a) 1 paragraph explaining the objectives and the challenges of the evaluation;
- b) 1 paragraph explaining the context in which the evaluation takes place;
- c) 1 paragraph referring to the methodology followed, spelling out the main tools used;
- d) The key findings, clustered by major issues (not necessarily by evaluation criteria)
- e) The general conclusions (overall assessment)
- f) A limited number of main conclusions should be listed and classified in order of importance; and
- g) A limited number of main recommendations should be listed according to their importance and priority.

The chapters on conclusions and recommendations should be drafted taking the following issues into consideration:

(2) Conclusions

- The conclusions have to be assembled by homogeneous "clusters" (groups). It is not required to set out the conclusions according to the evaluation criteria.
- The conclusions must enable to identify lessons learnt, both positive and negative.

(3) Recommendations

- The recommendations have to be linked to the main conclusions.
- Recommendations have to be grouped in clusters (groups), preferably those used in the conclusions, and presented in order of importance and priority within these clusters.
- Recommendations have to be realistic and operational.
- The possible conditions of implementation (who? when? how?) have to be specified and key steps/action points should be detailed when possible.

Annexes (non-exhaustive)

- National background;
- Methodological approach;
- Evaluation matrix;

- Case studies, if relevant;
- List of documents consulted;
- List of institutions and persons met;
- Results of any focus group, expert panel etc.;
- All data bases constructed for the purpose of the evaluation.

EDITING

- The Final Report must have been copy edited and proof read such that it is:
 - consistent, concise and clear;
 - well balanced between argument, tables and graphs;
 - free of typos and language errors;
 - include a table of contents indicating the page number of all the chapters listed therein, a list of annexes (whose page numbering shall continue from that in the report) and a complete list in alphabetical order of any abbreviations in the text;
 - contain an Executive summary (or summaries in several language versions when required).
 - be typed in single spacing and printed double sided, in A4 format.
- The presentation must be well spaced (the use of graphs, tables and small paragraphs is strongly recommended). The graphs must be clear (shades of grey produce better contrasts on a black and white printout).
- Hard copies of the reports must be glued or stapled; plastic spirals are not acceptable.
- The contractor is responsible for the quality of translations and ensuring that they correctly reflect with the original text.

12.3 Annex 4: quality assessment grid

	Very weak	Weak	Good	Very good	Excellent
1. Meeting needs:					
a.	Does the report describe precisely what is to be evaluated, including the intervention logic?				
b.	Does the report cover the requested period, and clearly includes the target groups and socio-geographical areas linked to the project / programme?				
c.	Has the evolution of the project / programme been taken into account in the evaluation process?				
d.	Does the evaluation deal with and respond to all ToR requests? If not, are justifications given?				
2. Appropriate design :					
a.	Does the report explain how the evaluation design takes into account the project / programme rationale, cause-effect relationships, impacts, policy context, stakeholders' interests, etc.?				
b.	Is the evaluation method clearly and adequately described in enough detail?				
c.	Are there well-defined indicators selected in order to provide evidence about the project / programme and its context?				
d.	Does the report point out the limitations, risks and potential biases associated with the evaluation method?				
3. Reliable data :					
a.	Is the data collection approach explained and is it coherent with the overall evaluation design?				
b.	Have data collection limitations and biases been explained and discussed?				
c.	Are the sources of information clearly identified in the report?				
d.	Are the data collection tools (samples, focus groups, etc.) applied in accordance with standards?				
e.	Have the collected data been cross-checked?				
4. Sound analysis :					
a.	Is the analysis based on the collected data?				
b.	Does the analysis focus well on the most relevant cause/effect assumptions underlying the intervention logic?				
c.	Is the context taken into account adequately in the analysis?				
d.	Are inputs from the most important stakeholders used in a balanced way?				
e.	Are the limitations of the analysis identified, discussed and presented in the report, as well as the contradictions with available knowledge, if there are any?				
5. Credible findings :					
a.	Are the findings derived from the qualitative and quantitative data and analyses?				
b.	Is there a discussion whether the findings can be generalised?				
c.	Are interpretations and extrapolations justified and supported by sound arguments?				
6. Valid conclusions :					

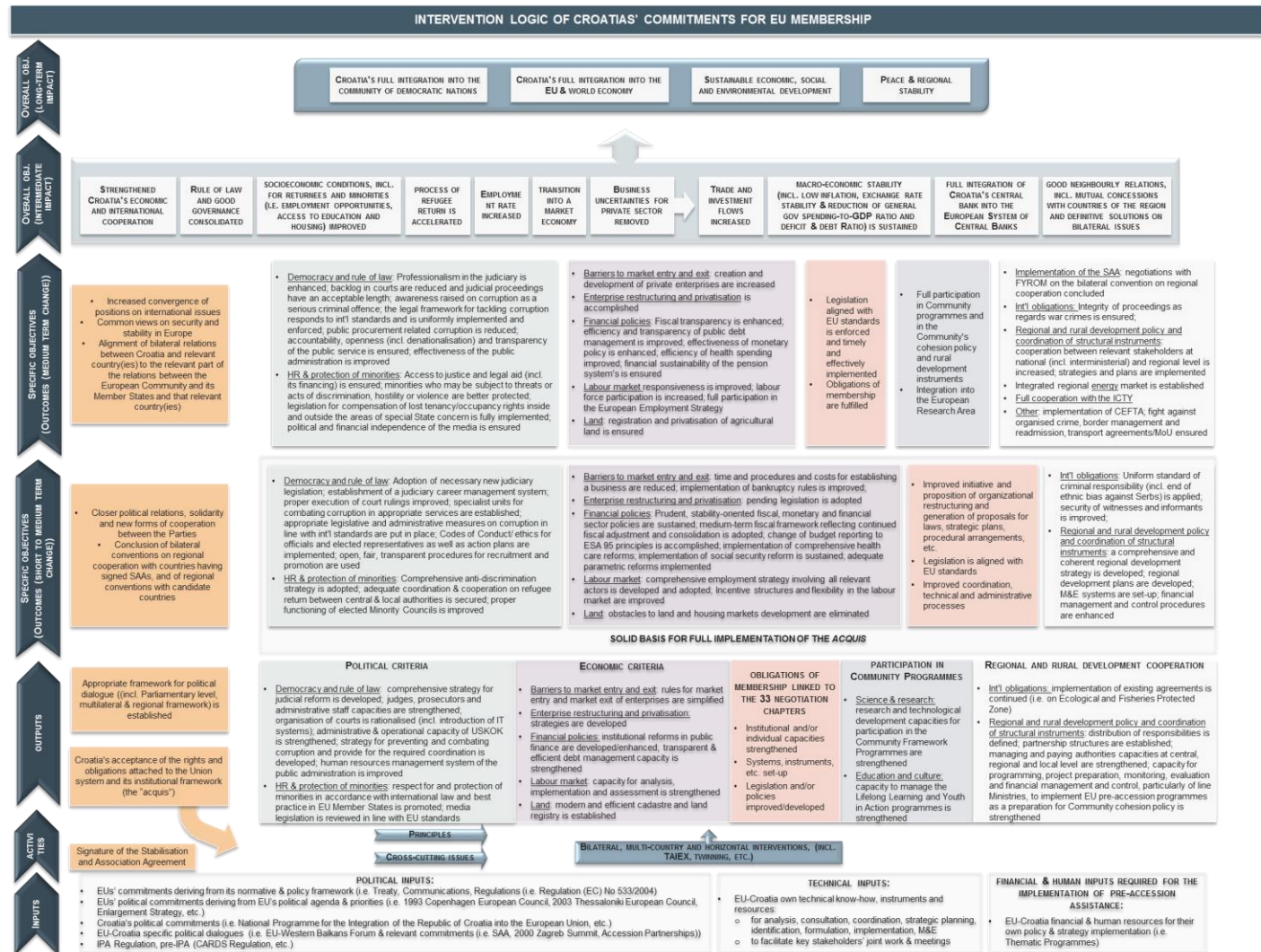
	Very weak	Weak	Good	Very good	Excellent
a. Are the conclusions coherent and logically linked to the findings?					
b. Does the report draw overall conclusions on each of the five DAC criteria?					
c. Are conclusions free of personal or partisan considerations?					
7. Useful recommendations :					
a. Are the recommendations consistent with the conclusions?					
b. Are recommendations operational, realistic and sufficiently explicit to provide guidelines for taking action?					
c. Are the recommendations drafted for the different target stakeholders of the evaluation?					
d. When necessary, have the recommendations been clustered and prioritised?					
8. Clear report :					
a. Does the report include a relevant and concise executive summary?					
b. Is the report well-structured and adapted to its various audiences?					
c. Are specialised concepts clearly defined and not used more than necessary? Is there a list of acronyms?					
d. Is the length of the various chapters and annexes well balanced?					

Legend: *very weak* = criteria mostly not fulfilled or absent; *weak* = criteria partially fulfilled; *good* = criteria mostly fulfilled; *very good* = criteria entirely fulfilled; *excellent* = criteria entirely fulfilled in a clear and original way

Comments on meeting needs (1):
Comments on appropriate design (2):
Comments on reliable data (3):
Comments on sound analysis (4):
Comments on credible findings (5):
Comments on valid conclusions (6):

Comments on useful recommendations (7):
Comments on clear report (8):
Comments on the overall quality of the report

12.4 Annex 5: Intervention logic of Croatia's commitments for EU membership



ANNEX 2 – METHODOLOGY

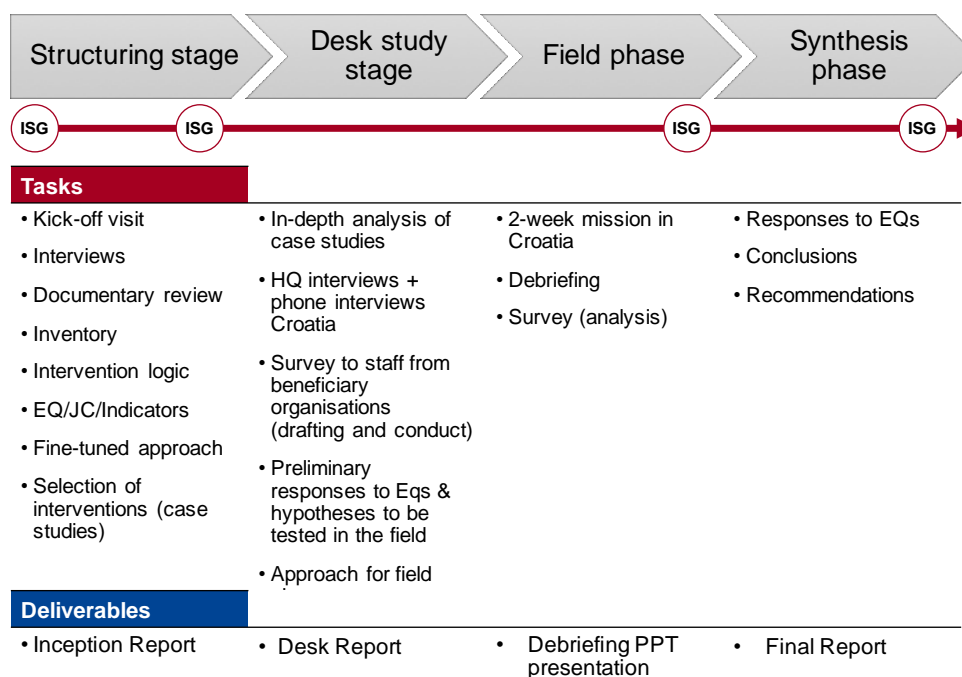
This annex details successively i) the overall methodological approach, process and challenges; ii) the intervention logic; iii) the evaluation questions; and iv) the tools and techniques for data collection and analysis. Appendix 1 presents the evaluation matrix. Details on the inventory and on the survey can respectively be found under Annex 3 and Annex 5.

1. OVERALL METHODOLOGICAL APPROACH, PROCESS AND CHALLENGES

The team has applied a **theory-based non-experimental design** for this evaluation, using a reconstructed theory of change as the basis for assessing the contribution of EU assistance to Croatian capacity development. The analytical framework is mainly based on Contribution Analysis principles. The approach used an intervention logic analysis to consolidate all the most relevant elements of EU assistance in a single framework. Evaluation questions structure the analysis with a view to assess to what extent and how EU assistance contributed to attainment of objectives set. The analysis responding to each judgment criteria, informed by the examination of indicators, constitute the main elements of the answer to each EQ. From the answers to the EQs, the team derives a set of conclusions and recommendations.

The **evaluation process** follows the four phases as described in the Terms of Reference (Annex 1) and as per the figure below presenting the evaluation process, with the main activities, deliverables, and Inter-Service Group (ISG) meetings in Brussels.

Figure 1 – Evaluation process



Source: ADE

The evaluation faced **key challenges** and adopted the following measures to mitigate them, as detailed in the below table.

Challenges	Mitigating measures
<p>Institutional memory: evaluating capacity development support provided in the period 2007-2013 through an evaluation conducted in 2017-2018 implied a range of ‘institutional memory’ related issues (e.g. asking interviewees to go back very far in their memories)</p>	<ul style="list-style-type: none"> • Identifying and interviewing key EU and Croatian staff involved during the pre-accession period, who are among ‘institutional memories’. • Relying on a mix of data collection and evaluation tools to widen the information basis and increase the reliability of the analysis. This includes: <ul style="list-style-type: none"> ○ in-depth documentary review, so as to rely on existing secondary qualitative and quantitative data; ○ the on-line survey; ○ conducting interviews with representatives from key beneficiary institutions. • Triangulating data emerging from various sources to ensure the robustness of the findings.
<p>Data availability: documentary evidence on the effectiveness of capacity development activities at intervention level is scarce</p>	

2. INTERVENTION LOGIC

The methodological framework uses a theory-based approach¹ involving an intervention logic that illustrates, in diagrammatic form, the logic of EU pre-accession assistance to Croatia. The intervention logic diagram presents, through a results chain, the succession of elements from inputs to outputs, outcomes and impacts, and major assumptions behind the links between levels. The intervention logic diagram provides a starting point and reference against which the EU pre-accession assistance to Croatia will be evaluated. It is the basis for formulating the evaluation questions.

Two intervention logic diagrams are proposed to frame the evaluation:

- The intervention logic diagram of Croatia's commitments for EU membership, and
- The intervention logic diagram of EU capacity development support to Croatia

Following the diagrams, there is an outline of the key features of each level in the results chain. In order to ease understanding, colours have been used to highlight the main areas of assistance (rule of law in green, economic governance in blue, PAR in purple, and actions to enhance Croatia's ability to assume the obligations of membership in yellow). Arrows linking boxes have not been included; instead, the links are described in the comments that follow.

2.1 The intervention logic of Croatia's commitments for EU membership

The **intervention logic diagram of Croatia's commitments for EU membership** presents the overarching logic of EU pre-accession assistance. It is a simplified version of the diagram included in the ToR (Annex 5 of the ToR). It has been reconstructed ex-post on the basis of the policy orientations detailed in key documents: the 2001 SAA, the 2004 Council Decision on the principles, priorities and conditions contained in the European Partnership with Croatia, the 2006 Accession Partnership, and its revised version in 2008. These documents give the policy and strategic framework for the programming of EU pre-accession assistance, which is determined by the following main documents: a Country Strategy Paper (CSP) for Croatia covering the period 2002-2006 and its related Multi-annual Indicative Programmes, as well as four successive Multi-annual Indicative Planning Documents for Croatia covering as a whole the period 2007-2013.

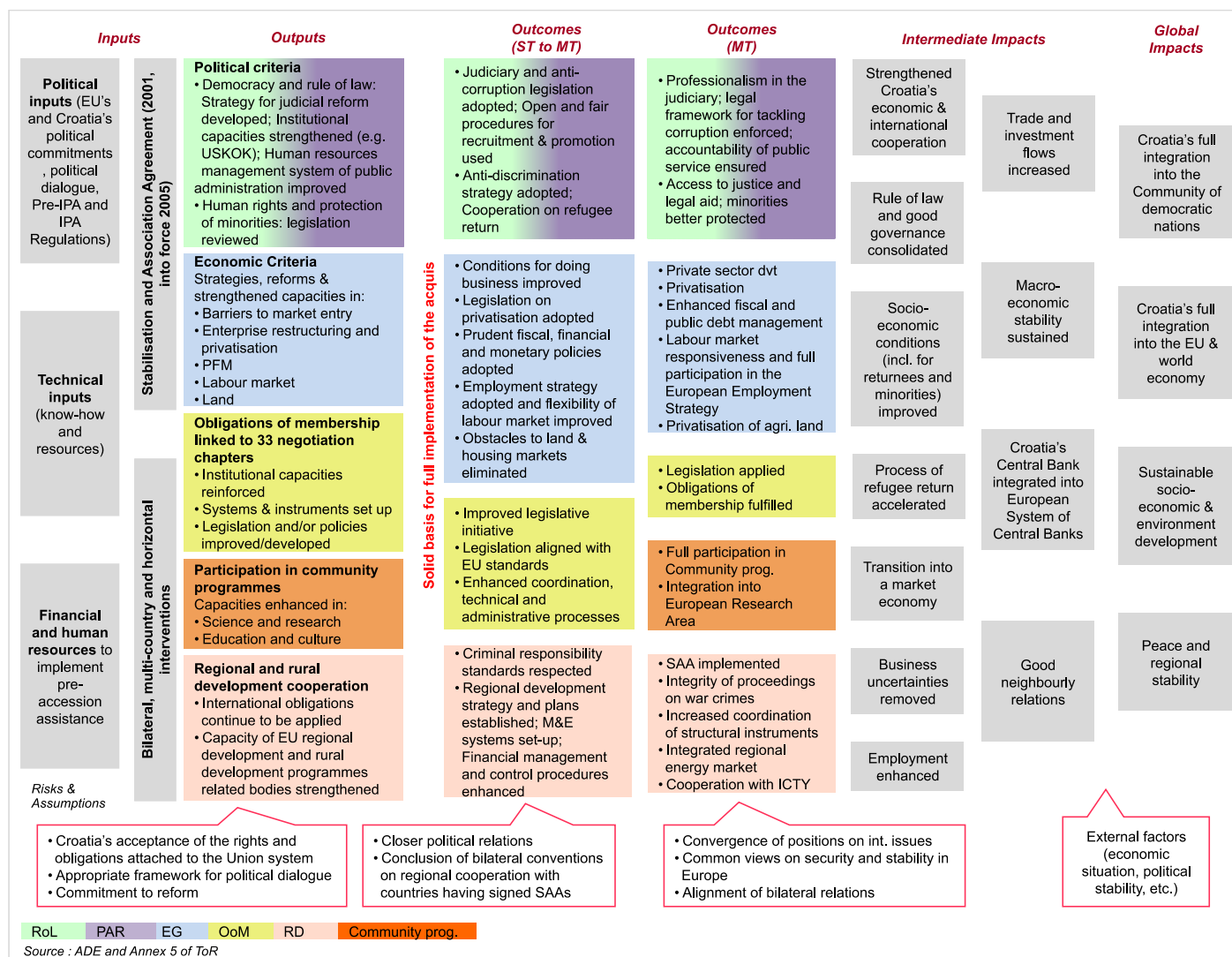
The intervention logic includes four major levels - inputs, outputs, outcomes and impacts².

¹ Theory-based evaluations are valuable because they can provide policy makers with not only an answer to what things work but also insights into why things work, or don't and under what circumstances. They are appropriate for ex-post evaluations of EU assistance programmes where outputs, and intermediate and end outcomes can be assessed, taking into account both limiting and enhancing factors.

² These are defined as follows in the 2016 EC DG NEAR Guidelines on linking planning/programming, monitoring and evaluation:

- Inputs: the political, technical, financial, human, and material resources put in place to generate activities. They are under the sphere of control of an intervention.
- Outputs: direct products or
- vices delivered by activities, directly influencing the achievement of outcomes. They include effects in the political, social, economic and environmental areas targeted by the interventions as well as changes in behaviour of addressees of interventions. EU interventions contribute to outcomes, together with interventions of other players and external factors.
- Outcomes: medium-term changes on the political, social, economic and environmental areas targeted by the intervention, as well as changes in behaviour of addressees of the intervention.
- Impacts: changes that are expected to happen due, among other things, to the implementation of an intervention. They can be positive and negative, direct and indirect, intended or unintended, on any dimension (social, economic, environmental, political, etc.).

Figure 2 – 3: Intervention logic diagram of Croatia's commitments for EU membership



The diagram proposes six major levels:

- **Inputs:** corresponding to the areas of EU support (political, technical, financial and human resources) to the country in its efforts to comply with the essential conditions for membership, and preparation to participate in Community programmes.
- **Outputs:**
 - Political criteria: legislation and strategies in line with EU standards developed; institutions guaranteeing PAR and democracy, the rule of law, human rights and respect for and protection of minorities strengthened;
 - Economic criteria: strategy for a functioning market economy and the capacity to cope with competition and market forces developed and strengthened; institutional reforms in public finance and related capacities are developed/enhanced;
 - Administrative and institutional capacity to effectively implement the *acquis* and ability to take on the obligations of membership strengthened: systems and instruments set up;
 - Participation in community programmes (to gain familiarity with EU policies and working methods especially in science and research, and education and culture) capacities strengthened;

³ This is a simplified version of the diagram included in Annex 5 of the ToR.

- Regional and rural development cooperation: EU regional development and rural development programmes bodies established and capacities strengthened; implementation of existing international obligations.
- **Outcomes:** sub-divided into short to medium-term, and medium-term⁴. These are intended to give a solid basis for the full implementation of the *acquis*.

Short to medium-term outcomes:

- Political criteria: adoption of necessary judiciary and public administration reforms and anti-discrimination legislation; cooperation on refugee return, improved functioning of Minority Councils;
- Economic criteria: conditions for doing business improved; prudent stability-oriented fiscal, financial and monetary policies adopted; flexibility of labour market improved; obstacles to development of land and housing markets removed;
- Obligations of membership: improved legislative initiative and proposition of organizational restructuring and generation of proposals for laws, strategic plans, procedural arrangements; legislation aligned with EU standards; coordination, technical and administrative processes enhanced;
- Regional and rural development cooperation: regional development strategy plans established; M&E systems set-up; financial management and control procedures enhanced; criminal responsibility standards and security of witnesses and informants as regards war crimes are respected.

Medium-term outcomes:

- Political criteria: professionalism and effectiveness of the judiciary and accountability, openness and transparency of the public service is enhanced; access to justice and legal aid ensured, rights of minorities better protected;
- Economic criteria: private sector development increased; enterprise restructuring and privatisation achieved; fiscal transparency and public debt management enhanced; labour market responsiveness improved, full participation in the European Employment Strategy; privatisation of agricultural land made certain;
- Obligations of membership: legislation applied; obligations of membership fulfilled;
- Participation in community programmes: full participation in community programmes; integration into European research area;
- Regional and rural development cooperation: SAA implemented; integrity of proceedings on war crimes made certain; cooperation between relevant stakeholders at national (incl. interministerial) and regional level is increased, regional and rural development strategies and plans are implemented; integrated regional energy market established; cooperation with the International Criminal Tribunal for the former Yugoslavia demonstrated.
- **Intermediate Impacts:** Croatia's economic and international cooperation strengthened; rule of law and good governance consolidated; economic conditions (including for returnees and minorities) improved; refugee return process accelerated; transition to a market economy; removal of business uncertainties; enhancement of employment rate & opportunities; trade and investment flows increased; macro-economic stability (incl. low inflation, exchange rate stability & reduction of general gov spending-to-GDP ratio and deficit & debt Ratio) is sustained; Croatia's Central Bank is fully integrated into the European System of Central Banks; good neighbourly relations, incl. mutual concessions with countries of the region and definitive solutions on bilateral issues.
- **Global impacts:** full integration of Croatia into the community of democratic nations, and into the EU and world economy; sustainable socio-economic and environmental development; peace and regional stability;

⁴ We assume: medium-term = 1 to 3 years; short-term = under 1 year.

- Risks and assumptions corresponding with the following four levels: outputs – appropriate framework for political dialogue and commitment to reform (acceptance of the rights and obligations of the *acquis*); short to medium-term outcomes – closer political relations, conclusion of bilateral conventions on regional cooperation with countries having signed SAAs; medium-term outcomes – convergence of positions on international issues, common views on security and stability in Europe, alignment of bilateral relations; global impacts – external economic and political factors.

2.2 The intervention logic of EU's capacity development related assistance to Croatia

Given that the focus of this evaluation is on capacity development, particularly in the areas of economic governance, PAR, and the rule of law, it was key to more clearly delineate the intended chain of effects of EU assistance in terms of capacity development. The **intervention logic diagram of the EU pre-accession assistance to Croatia from a capacity development perspective** is therefore proposed below. It shows the logic of EU pre-accession assistance to Croatia as far as capacity development is concerned in the three areas under review, and more generally to reinforce Croatia's ability to assume obligations of membership⁵. It presents the intended effects that could be clearly identified from key policy and programming documents but does not propose a reconstruction of possible gaps. It has been reconstructed ex-post on the basis of the policy and programming orientations detailed in the successive EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2009-2011; 2011-2013).

We use the definitions provided in the 2012 Methodology of EC technical cooperation support for capacity outputs and capacity outcomes, namely:

Capacity outputs⁶	They refer to the acquisition of specific competences and skills at individual or organisation level. They identify areas where institutional competence is likely to have been increased through the contribution of the support intervention or other resources available in the context. Four categories of changes are identified: i) new staff competences, ii) changes in the procedures (e.g. policy, financing) of the institution, iii) changes in the institutional structure of the institution, and iv) unintended outputs acquired as a consequence of the implementation of the support intervention.
Capacity outcomes⁷	They refer to the actual institutional capabilities. They include the acquisition by the beneficiary institution(s) of new levels of capacity. Four types of capabilities are identified: i) autonomous policy development initiative; ii) adaptation to the context; iii) results based decision-making and iv) institutional networking. These capacities are necessary for the accomplishment of the mission of the institutions, beyond the duration of any external support intervention, and are therefore the basis for the continuity of the institution.

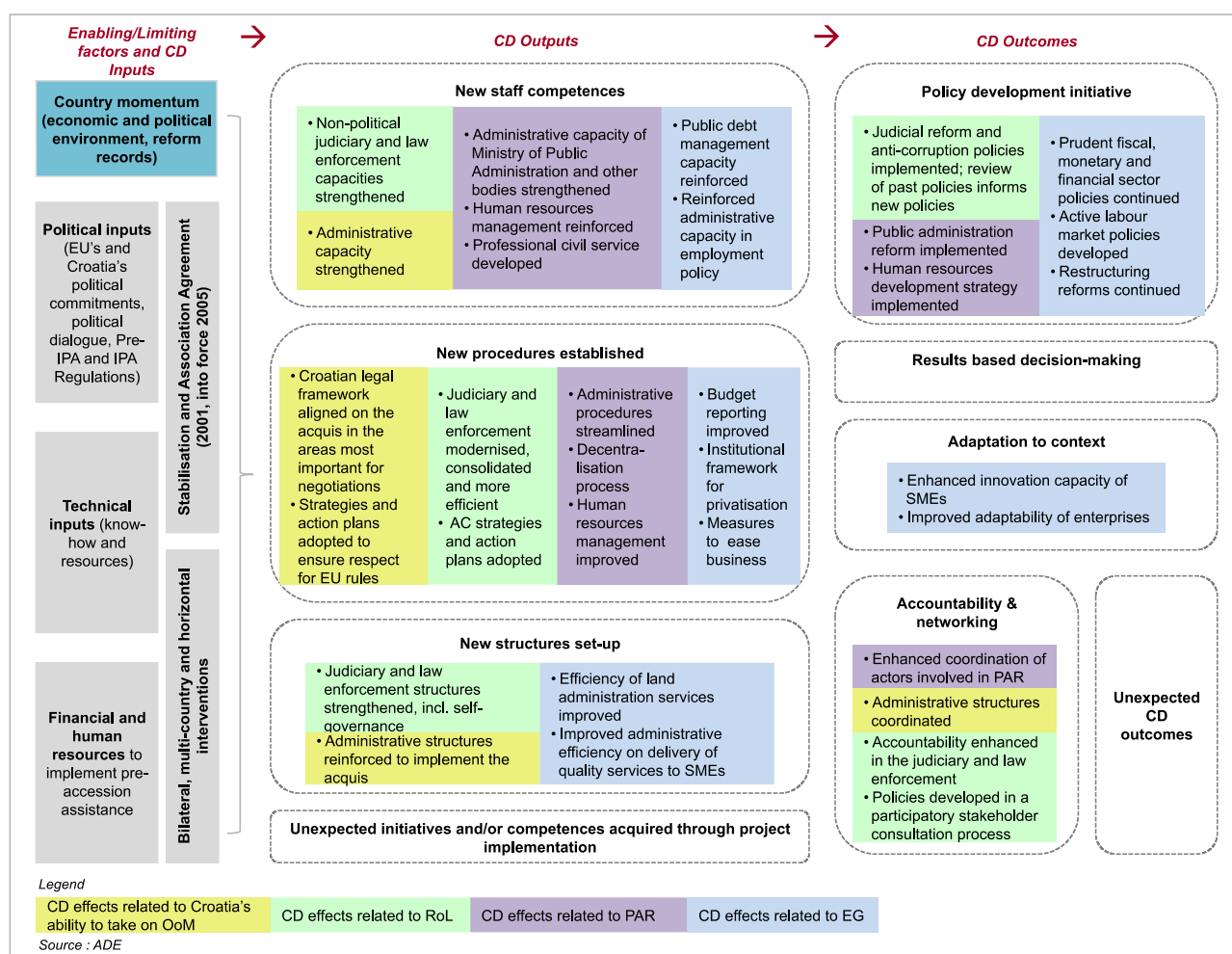
Source: DRN for the European Commission, *Evaluation Methodology & Baseline Study of European Commission Technical Cooperation support, 2012*

⁵ It follows the methodological guidance proposed in the 2012 DRN Evaluation Methodology & Baseline Study of EC Technical Cooperation Support.

⁶ Capacity outputs are considered to be direct or indirect products of EU interventions' activities.

⁷ Capacity outcomes need an actual change in behaviour and institutional development of beneficiaries to be achieved; they can be directly influenced by (EU) interventions but not produced by them.

Figure 3 – Intervention logic diagram of EU capacity development support to Croatia



The diagram proposes three major levels:

- **Enabling/Limiting factors and capacity development inputs:**

- The country momentum, including major evolutions of the economic and political environment, as well as the reform commitment of the government during the evaluation period.
- Capacity development inputs: including EU assistance (political, technical, financial and human resources) to the country's efforts to comply with the accession criteria, i.e. the political and economic criteria, as well as the adoption, implementation and enforcement of the *acquis communautaire*. As part of the analysis of the inputs provided, we will examine the quality of the support provided, both at design and implementation stages.

- **Capacity development outputs:**

- New staff competences: EU assistance aimed to strengthen institutional capacity for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis. It also specifically aimed to reinforce i) judiciary and law enforcement capacities, ii) the capacity of public administration at central, regional and local levels to manage decentralization reforms and the administrative capacity of the Ministry of Public

Administration and other bodies⁸, iii) human resources management, iv) public debt management capacity and v) administrative capacities in the employment, education and social policy areas.

- New procedures established: EU assistance aimed to have the Croatian legal framework aligned on the *acquis* in the areas most important for negotiations. It also aimed to contribute to: i) modernising the justice system, adopting measures to combat corruption, ii) streamlining administrative procedures, iii) improving budget reporting, strengthening the institutional framework for privatisation⁹, and leading to the preparation of measures to ease business.
 - New structures set up: to reinforce the implementation of the *acquis*, including in the judiciary and law enforcement (court management systems and systems for management of asylum, illegal migration and borders¹⁰), and as far as land management is concerned.
 - Unexpected outputs: changes in the institutional framework that were not explicitly intended by EU assistance but that occurred during and because of the influence of the implementation of that assistance.
- **Capacity development outcomes:**
 - Policy development initiative: EU assistance aimed to reinforce the policy initiative administrative capacity so as to ensure that key reforms and strategies are implemented, particularly in the judiciary and anti-corruption, in PAR (including human resources) and in economic governance (public finance, restructuring of enterprises, labour market).
 - Results-based decision-making: the objectives of EU assistance as defined in the successive MIPDs did not explicitly emphasize the enhancement of monitoring capacities, apart from the reinforcement of CSOs capacity to monitor public and *acquis*-related policies which is linked to the democracy area and hence not reproduced in the diagram.
 - Adaptation to the context: the objectives of EU assistance as defined in the successive MIPDs did not explicitly emphasize support to adapting to the context, apart from increased adaptability of enterprises (development of a culture of entrepreneurship).
 - Accountability and networking: EU assistance aimed to enhance the coordination of administrative structures, particularly for actors related to PAR. It also aimed to enhance accountability in the judiciary and law enforcement as well as to foster participation from stakeholders in policy design.
 - Unexpected capacity development outcomes. Changes that were not explicitly intended by EU assistance but that occurred during intervention implementation because of the interaction of individuals and/or institutions with one or more EU support interventions.

3. EVALUATION QUESTIONS AND APPROACH TO ANSWERING THEM

3.1 Overall rationale for the set of evaluation questions

Overall rationale

In order to provide focus to the evaluation, six Evaluation Questions (EQs) have been formulated during the structuring stage of the evaluation and further revised throughout the desk phase (refer to section 2.3). The set of EQs focuses on the performance of the EU pre-accession assistance to Croatia as far as capacity development in key targeted institutions is concerned. The EQs are summarised in the table below.

⁸ Source: EC, *MIPD 2011-2013*, 2011

⁹ Source: EC, *MIPD 2007-2009*, 2007

¹⁰ Source: EC, *MIPD 2011-2013*, 2011

The set of EQs draws on the ToR, documentary review and exchanges held with the Inter-service steering group (ISG) during the structuring and desk phases. The team restructured the initial set of EQs suggested in the ToR with a view to simplifying it, and namely to regroup similar themes under a single EQ. The proposed set of six EQs fully covers the themes addressed by the initial set of nine EQs.

The set of EQs, approved by DG NEAR A4 on May 16th 2018 is presented in the table below.

Table 1 – Evaluation Questions

EQ#	Theme	EQ
EQ1	Design of the support	To what extent did the design and implementation of the EU pre-accession assistance for capacity development sufficiently take into account the country momentum, reform records, and institutional needs, while conferring a leadership role to the Croatian partners?
EQ2	Capacity outputs – Staff competences	To what extent did the EU pre-accession assistance contribute to enhancing staff competences?
EQ3	Capacity outputs – Institutional procedures and structures	To what extent did the EU pre-accession assistance contribute to improving the institutional procedures and structures?
EQ4	Capacity outcomes – Policy development initiative, results based decision-making and adaptation, accountability and networking	To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfil their mission (to plan and implement their tasks, to monitor the results, to adapt to a changing environment, to collaborate with stakeholders and to be more accountable)?
EQ5	Sustainability	To what extent has the EU support continued to impact directly or indirectly the Croatian capacity development after the EU accession of Croatia?
EQ6	Explanatory factors	What were the factors that facilitated or hampered the contribution of EU pre-accession assistance to the development of the capacities of Croatian institutions?

Documentary sources

The documents consulted to elaborate the set of EQs include in particular key policy documents setting down the priorities for programming of assistance under IPA (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) and key evaluations and reviews (the 2009, 2010 and 2012 Country Programme Interim Evaluations, the three Interim Evaluations of IPA I assistance, and the 2011 Court of Auditors report on whether EU assistance has improved Croatia’s capacity to manage post-accession funding) and the OECD-SIGMA ‘Principles of Public Administration’ (2014).

4. TOOLS AND TECHNIQUES FOR DATA COLLECTION AND ANALYSIS

4.1 Overall view

The team relied on a set of tools to collect and analyse data (see table below). It enabled us to collect the required information at the level of the indicators, and to triangulate the information from different sources with a view to validate (or invalidate) the judgment criteria. The combination of tools and triangulation of data ensured the validity of our findings and credibility of our analysis, as well as the wider applicability of the findings, conclusions and recommendations.

Table 2 – Evaluation tools

Evaluation tool	What will the tool be used for?
Literature review: Systematic review of earlier evaluations and studies	<ul style="list-style-type: none"> Integrate lessons and best practices when conducting this evaluation
Documentary study: In-depth examination of existing documents at strategy/policy and area levels, and screening at intervention level	<ul style="list-style-type: none"> Provide an understanding of the context in which the EU assistance took place Clarify the strategic and operational objectives of the EU assistance, particularly in the three focus areas Build evidence on the capacity development achievements reached at area level Build evidence on the interventions selected for in-depth review
Inventory & typology: In-depth quantitative/statistical analysis on intervention data (see annex 3 detailing the inventory)	<ul style="list-style-type: none"> Provide a quantification of EU funding to Croatia and a typology per instrument, management mode, area, etc. Provide background information for understanding the subject of the evaluation and for answering several EQs
Statistical/Quantitative analysis	<ul style="list-style-type: none"> Process data at macro, area and intervention level to build evidence for several EQs
Interviews	<ul style="list-style-type: none"> Collect views of Croatian partners (interlocutors/ stakeholders) Collect views of EU staff (HQ and former EU Delegation) Collect views of beneficiaries and other stakeholders
Survey: A structured questionnaire to collect data and opinions from a market perspective (see details on the survey below and annex 5)	<ul style="list-style-type: none"> Systematically collect and analyse the perceptions of beneficiary institutions on a range of issues
On-site visits	<ul style="list-style-type: none"> Provide evidence on the capacity development outputs and outcomes of the interventions Verify information from oral and documentary sources

4.2 Analysis of EU pre-accession capacity development assistance

The analytical approach was four-fold:

- The evaluation reviewed the EU strategic priorities, particularly as far as capacity development is concerned and got a firm understanding of the portfolio of interventions actually implemented. It reviewed key policy documents framing the EU assistance (Accession Partnership, Progress Reports, Enlargement Strategy Papers, MIPDs, etc.).
- The evaluation closely examined the capacity development effects linked to the EU pre-accession assistance. The review was made along the lines of the evaluation matrix. We particularly examined capacity development effects generated at the level of the Croatian institutions that were supported. Tools such as the documentary review, the statistical analysis, the interviews and the survey were used for data collection and analysis.

- The evaluation considered the three focus areas identified in the ToR: economic governance, public administration reform and the rule of law. For each area, the evaluation reviewed the overall context of the interventions as well as the evolution over the period. It also studied relevant national policies and strategies and complemented this information with telephone and face-to-face interviews.
- The review was also informed by the conduct of an analysis at intervention level for 30 interventions (see also section 4.5 below). This included the documentary analysis - on the basis of available intervention documentation (in particular identification studies, financing agreements, and monitoring and evaluation reports) - of these 30 interventions, leading to the reconstruction of project fiches (Annex 6), an analysis of capacity development outputs and outcomes at intervention level (Annex 7), and a review of expected objectives and capacity development outputs of IPA TAIB Component I interventions (Annex 8).

4.3 Survey of staff from beneficiary institutions

The e-survey (see also annex 5) aimed at gathering perceptions from Croatian partners having benefited from EU pre-accession assistance to assess the support and draw where possible transferable lessons to improve current EU support to candidate countries and potential candidates. It was primarily targeted towards current or former Croatian officials or non-governmental bodies strongly or partially involved in EU capacity development assistance to Croatia.

The e-survey was closely linked to the key themes of investigation covered by the evaluation questions. It was structured in five parts, namely: design of the support, effects of the support till accession in 2013, longer lasting effects of the support, explanatory factors and lessons learned.

4.4 Consultation with key interlocutors

The team has consulted the following list of stakeholders throughout the evaluation process (see also Annex 11 – List of persons met). Stakeholders have been interviewed through face-to-face meetings in Brussels and in Zagreb and by phone.

Table 3 – Key stakeholders consulted

European Commission	DG AGRI (Agriculture and Rural Development)
	DG ECFIN (Economic and Financial Affairs)
	DG EMPL (Employment, Social Affairs and Inclusion)
	DG NEAR (Neighbourhood and Enlargement Negotiations)
	DG REGIO (Regional and Urban policy)
European Parliament	Members of the European Parliament
Croatian Mission to the EU	Permanent Representation of the Republic of Croatia to the EU
Croatian Central Institutions	Central Finance and Contracting Agency
	Government Legislation Office
	Government Office for Cooperation with NGOs
	Government Office for Human Rights and Rights of National Minorities
Croatian Line Institutions	Ministry of Agriculture
	Ministry of Economy
	Ministry of Environment and Energy
	Ministry of Finance
	Ministry of Foreign and European Affairs
	Ministry of Interior
	Ministry of Justice
	Ministry of Labour and Pension System
	Ministry of Public Administration
	Ministry of Regional Development and EU Funds
	Ministry of Science and Education
	Ministry of Demography, Family, Youth and Social Policy
	Other Croatian Institutions
Croatian Chamber of Economy	
Croatian Competition Agency	

	Croatian Employment Service
	Education and HRD Directorate Judicial Academy
	Judicial Academy of Croatia
	National School for Public Administration
	Paying Agency for Agriculture, Fisheries, and Rural Development
	State Attorney's Office of the Republic of Croatia
	State Commission for the supervision of public procurement procedures
	Supreme Audit Institution of Croatia
	Supreme Court of the Republic of Croatia
	USKOK (Croatian State Prosecutor's Office for the Suppression of Organized Crime and Corruption)
Non-governmental Organisations	Association of Judges of Croatia
	Association of Cities
	Centre for Peace Studies Osijek
	GONG (Citizens' organization to oversee voting)
	Human Rights House Zagreb
Development partners	World Bank office in Croatia

4.5 Selection of a sample of interventions for systematic analyses

We reviewed an in-depth selection of 30 interventions to provide concrete examples for each focus area illustrating the answers to the evaluation questions. This in-depth study allowed the team to better understand the assistance through concrete cases of capacity development support to key Croatian institutions across the three focus areas, and to provide clear examples to enrich and illustrate answers to the evaluation questions. We examined available documentation on these interventions and conducted interviews in Brussels and Zagreb.

The list of 30 interventions (see below table) aims at providing a diversified and balanced set of interventions across different key parameters of this evaluation (see table 6):

- **Financing:** The selection covers 30 interventions amounting to €25.7 million, which is 1.9% of the whole portfolio during the period 2004-2016. Considering that the portfolio is spread across a wide range of interventions of a relatively small size, a selection of 30 projects cannot be statistically representative. One should recall that the interventions only aim at illustrating the support provided and that we will not provide detailed reporting at intervention level.
- **Sizes:** The selection covers a wide array of sizes, from relatively large (around €2.9 million) to small interventions (below €100 000);
- **Period:** The selection covers contracts implemented during the period 2004-2013, with specific consideration of the early period (14 contracts before 2007);
- **Financial instruments:** The selection covers contracts under CARDS, PHARE and IPA: 11 CARDS interventions, 3 PHARE interventions and 16 IPA interventions. We deliberately put specific focus on CARDS, which focused on accession priorities from the outset and explicitly on capacity strengthening;
- **Management mode:** The selection covers 9 centralised and 21 decentralised interventions;
- **Implementation modality:** The selection covers capacity strengthening related modalities: TA and Twinning in particular.
- **Focus areas:** The selection covers interventions that explicitly focused, from our understanding of their titles, on capacity strengthening of key institutions. Moreover, it covers the sub-areas of emphasis proposed for the three main focus areas:
 - Public financial management and support to enterprise restructuring and privatisation for economic governance,
 - Policy development, public service delivery, human resources management, and accountability for public administration reform (with perspective within both horizontal and sectoral PAR in the areas of agriculture and environmental protection),
 - Justice and anti-corruption for rule of law.

The selection mirrors to the extent possible the portfolio distribution across key characteristics both in absolute and relative values as further detailed in the below table.

Table 4 – Selection of interventions per main portfolio characteristics

Criteria	Portfolio		Selection		Portfolio		Selection	
	Amounts (in €m)	%	Amounts (in €m)	%	Number of interventions	%	Number of interventions	%
Domain								
CARDS	289.9	22%	9.3	36.4%	431	22%	11	36.6%
IPA	591.2	44%	13.1	51.2%	1067	54%	16	53.3%
PHARE	435.6	33%	3.2	12.4%	404	20%	3	10%
Other	9.3	1%	0	0%	89	4%	0	0%
Management mode								
Centralised	596.8	45%	7.9	31%	605	30%	9	30%
Decentralised	729.1	55%	17.7	69%	1386	70%	21	70%
Areas								
Democracy and Rule of law	82.8	6.2%	6.7	26%	187	9.4%	10	33.3%
Economic Governance	93.7	7%	11.2	43.5%	166	8.3%	10	33.3%
Public administration reform	14.7	1.1 %	5.5	21.6%	22	1.1%	7	23.3%
Other	1135	85.6%	2.2	8.8%	1616	81.2%	3	10%

The following table presents the detailed list of contracts selected for in-depth review, categorized by area.

Table 5 – List of contracts selected for systematic analysis

Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Sub area	Negotiation Chapter
Economic Governance							
CARDS	2005	106793	Further Strengthening of the Croatian Competition Agency and Implementation of the Competition Law and Policy	448.030,90	448.030,90	Investment Climate and Competitiveness	Chap. 8 Competition
CARDS	2005	103264	Strengthening Croatian Public Procurement System	782.942,50	782.942,50	Public Finance Management	Chap. 5 public procurement
CARDS	2005	105432	Development of Public Debt Management Capacity	897.423,98	897.423,98	Public Finance Management	Chap. 5 public procurement
CARDS	2006	117252	Strengthening the Public Internal Financial Control Structure	1.297.107,84	1.297.107,84	Public Finance Management	Chap. 32 financial control
IPA	2007	IPA2007/HR/16IPO/001-020501	Development of Investment Climate in the Republic of Croatia	2.921.556,25	2.921.556,25	Investment Climate and Competitiveness	Chap. 8 Competition and 20 Enterprise
IPA	2007	2007-0303-010101	Implementing Croatian Competition and State Aid P	910.321,31	910.321,31	State aid	Chap. 8 Competition
IPA	2008	2008-0303-040101	Croatian Employment Service Labour Market TC	713.969,37	713.969,37	Employment policy	Chap. 19 Employment
IPA	2010	2010-03-16-020101	Enhancement of the CTA administrative and institutional capacity in the field of application of VAT EU common system	753.634,59	753.634,59	Tax policy and administration support	Chap. 16 Taxation
PHARE	2005	2005-0404-020101	Strengthening of Capacity to manage and Enforce EU competition and state aid policies	1.138.383,72	1.138.383,72	Capacity building	Chap. 8 Competition
PHARE	2006	2006-0303-010101	Improving Budget Processes	1.305.978,82	1.305.978,82	Public Finance Management	Chap. 5 public procurement
Public Administration Reform							
CARDS	2005	104235	Capacity Strengthening of the State Commission for Supervision of Public Procurement Procedures	585.772,29	585.772,29	Capacity building	All chapters
CARDS	2005	115347	Support to Implementation of the Civil Service Reform Programme	1.668.360,50	1.668.360,50	Civil service reform	All chapters

Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Sub area	Negotiation Chapter
IPA	2007	2007-0202-010101	Development of Regulatory Impact Assessment (RIA)	1.067.861,74	1.067.861,74	Other	All chapters
IPA	2008	2008-0101-030101	Support to the implementation of the GAPA	1.372.157,16	1.372.157,16	Public sector policy and administrative management	All chapters
IPA	2010	2010-04-40-012801	Support to strengthening administrative capacity through development of the competences framework in civil service	155.896,80	155.896,80	Civil service reform	All chapters
IPA	2012	2012-01-36-010301	Strengthening the role of citizens in improving the quality of public administration services	70.222,50	14.044,50	Public sector policy and administrative management	All chapters
IPA	2012	2012-04-40-010201	Streng. integrity of public sector (CRO INTEGRITY)	630.000,00	492.261,30	Public sector policy and administrative management	All chapters
Democracy and Rule of Law							
CARDS	2004	2004-0301-010101	Improving Court and Case Management	953.340,99	953.340,99	Legal and judicial development	Chap. 23 Judiciary rights & 24 Justise, freedom & security
CARDS	2004	2004-0301-010202	Improving Court and Case Management	457.357,00	457.357,00	Legal and judicial development	Chap. 23 & 24
CARDS	2005	96029	Capacity building for USKOK (Twinning)	631.599,55	631.599,55	Anti-corruption	Chap. 23 & 24
CARDS	2005	115227	Training and Education of Prosecutors	719.894,83	719.894,83	Legal and judicial development	Chap. 23 & 24
IPA	2007	2007-0101-0101	Strenghtening Capacities of USKOK	185.082,00	185.082,00	Anti-corruption	Chap. 23 & 24
IPA	2007	2007-0101-010201	Strenghtening capacities of USKOK	711.082,32	711.082,32	Anti-corruption	Chap. 23 & 24
IPA	2007	2007-0101-020101	Strengthening Anti-Corruption Inter-Agency Cooperation	591.307,14	591.307,14	Anti-corruption	Chap. 23 & 24
IPA	2007	2007-0101-020201	Strengthening Anti-Corruption Inter-Agenci Co-oper	853.663,82	853.663,82	Anti-corruption	Chap. 23 & 24

Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Sub area	Negotiation Chapter
IPA	2009	2009-0101-010101	Professional development of Judicial Advisors, Judges, State Attorneys through self sustainable training system	846.262,06	846.262,06	Legal and judicial development	Chap. 23 & 24
PHARE	2005	2005-0101-010101	Enhancement of Mediation	749.057,81	749.057,81	Legal and judicial development	Chap. 23 & 24
Agriculture							
CARDS	2004	87691	Operational Capacity Building within the Ministry of Agriculture, Forestry and Water Management	900.000,00	900.000,00	Capacity building	Chap. 11 Agriculture & RD
Environmental protection							
IPA	2009	2009-0303-090101	Capacity building for implementation Directive on pollution caused by certain dangerous substances discharged into aquatic environment and the WFD	661.955,02	661.955,02	Capacity building	Chap. 27 Environment
IPA	2013	TF/HR/P3-M1-O1-0101	Streng.cap.of MENP for adaptation to climate change and preparation of the Draft Strategy for adaptation to climate change	693.000,00	138.600,00	Capacity building	Chap. 27 Environment

APPENDIX 1 – EVALUATION MATRIX

The evaluation matrix outlines for each evaluation question: i) the rationale and coverage of the question; ii) the judgement criteria; iii) the indicators; and iv) the sources of information to be used.

Question 1	To what extent did the design and implementation of the EU pre-accession assistance for capacity development sufficiently take into account the country momentum, reform records and institutional needs, while conferring a leadership role to the Croatian partners?	
<p><u>Rationale:</u></p> <p>When conceiving a Capacity Development (CD) process it is necessary to take into account the enabling factors that act both as preconditions and as key inputs in such process. According to the <i>Evaluation Methodology & Baseline Study of European Commission Technical Cooperation Support</i> (EC, 2012), these include three groups of items:</p> <ul style="list-style-type: none"> i) <u>the opportunity framework</u>: the context of the country and the reform commitment of the government; ii) <u>the quality criteria</u>: the support provided was conceived, appropriated and implemented: a) according to the specific context and to the demands and commitments of the beneficiaries; b) establishing a harmonised support among beneficiaries and donors; c) linking the results and expected outcomes; and d) defining the supply modality, decision making process and the way to deliver the support (implementation arrangements); iii) <u>the support inputs provided</u>: the design, appropriation and delivery methods as well as explicit CD inputs. <p>The design and implementation of CD processes require both a comprehensive analysis of the above-mentioned aspects and an active role of the partner authorities. Therefore, this evaluation question will examine to what extent:</p> <ul style="list-style-type: none"> • The EU performed a thorough analysis of the country’s political, economic and institutional environment, institutional needs and reform records and verified to what extent it was an enabling environment for the assistance. • The EU pre-accession support sufficiently took such analysis into account in the choice of the type of support provided (programming) and in the manner in which it was provided (implementation procedures/modalities). • The key targeted Croatian partners had a leadership position and were actively involved in the choice and management of the EU pre-accession assistance. 		
	Description	Information Sources
JC.1.1	The EU pre-accession assistance made, and updated when necessary a quality analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs.	
I.1.1.1	Existence of documents at strategic and/or project level that refer to such analysis (and its possible updates).	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports
I.1.1.2	<p>The analysis refers to the different aspects of:</p> <ul style="list-style-type: none"> • Political and economic country momentum, • reform records (reform agendas and corresponding financial perspectives; consistency of reform agendas with the Government’s financial circumstances) 	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Intervention level documents: identification/project fiches; financing

	<ul style="list-style-type: none"> and institutional context (e.g. organisational structure (functions and responsibilities of both political and administrative level management and co-ordination structures), co-ordination structures and leadership of the key targeted institutions, inclusive consultation processes, absorption capacity). 	agreements; and progress, monitoring and evaluation reports
I.1.1.3	The EU analysis took a position on the extent to which there was an enabling environment for EU pre-accession assistance.	<ul style="list-style-type: none"> EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) Interviews with EU and GoC officials
I.1.1.4	Stakeholders' reference to and views on the quality and usefulness of such analysis.	<ul style="list-style-type: none"> Interviews with EU and GoC officials Survey
JC.1.2	The EU pre-accession assistance implementing procedures and programming reflected the results of the analysis mentioned in JC 1.1 (i.e. designed the assistance in accordance with the specific political, economic and institutional contexts and needs of the respective beneficiaries)	
I.1.2.1	Strategic and project documents refer to the capacity development related analysis.	<ul style="list-style-type: none"> EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports
I.1.2.2	Inclusion of objectives and indicators focusing on capacity-development-related effects in the design and implementation of the EU pre-accession support strategy and specific interventions.	<ul style="list-style-type: none"> EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports Interviews with EU and GoC officials
I.1.2.3	Stakeholders' views on the extent to which support provided was based on the analyses.	<ul style="list-style-type: none"> Interviews with EU and GoC officials Survey
JC.1.3	Key targeted Croatian partners were actively engaged in the relevant sector reforms and had a leadership position in the planning and management of the EU pre-accession assistance	
I.1.3.1	Leadership role of targeted institutions in the choice of the type of EU support provided (programming) and in the manner in which it was provided (implementation procedures/modalities)	<ul style="list-style-type: none"> Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports Interviews with EU and GoC officials Survey
I.1.3.2	Leadership role of targeted institutions in the management of EU assistance (e.g. as far as coordination mechanisms in place and/or set-up are concerned).	<ul style="list-style-type: none"> Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports Interviews with EU and GoC officials Survey

Question 2	To what extent did the EU pre-accession assistance contribute to enhancing staff competences?				
<p><u>Rationale</u></p> <p>Staff competences could be described as “<i>new staff with new expertise, or new competences among the existing staff, with a view to responding better to the institution’s mission</i>”¹¹ and to perform new functions or improve the existing ones. The CD interventions to enhance staff competences may include actions promoting or facilitating the staff recruitment, training and upgrading (new sectoral/thematic competences), exchange of experience, better career opportunities and so forth.</p> <p>This question focuses on the outputs generated by the EU pre-accession assistance interventions on the skills of the staff of key targeted institutions. It aims at analyzing to what extent the EU pre-accession assistance:</p> <ul style="list-style-type: none"> • Foreseen in the design of its interventions specific objectives towards the strengthening the staff competences directly or indirectly. • Produced changes in staff competencies and if the involvement of staff in programme activities contributed to this purpose. 					
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:25%;"></th> <th style="width:45%;">Description</th> <th style="width:30%;">Information Sources</th> </tr> </thead> </table>				Description	Information Sources
	Description	Information Sources			
JC.2.1	EU pre-accession assistance was specifically geared to strengthening staff competences directly or indirectly				
I.2.1.1	Strategy and projects aimed at creating or strengthening different dimensions of the staff competences ¹² .	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports ▪ Interviews with EU and GoC officials ▪ Survey 			
I.2.1.2	Stakeholder views on the extent to which EU pre-accession assistance was sufficiently geared to strengthening staff competences ¹³ .	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey 			
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:25%;"></th> <th style="width:45%;">Description</th> <th style="width:30%;">Information Sources</th> </tr> </thead> </table>				Description	Information Sources
	Description	Information Sources			
JC.2.2					
EU pre-accession assistance produced changes in staff competences					
I.2.2.1	Documentary evidence and stakeholder views on the role of the EU pre-accession support in the creation or strengthening of competences to allow	<ul style="list-style-type: none"> ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports 			

¹¹ Refer to http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/reports/2012/1310_en.pdf

¹² Such as professionalism of human resources management services across the public service, implementation of merit-based standards promoting better career opportunities, alignment of staff recruitment practices with the competences needed, existence of an active training system and implementation of actions towards a non-politicized civil-service.

¹³ In the approved methodology (May 16th, 2018) the Indicator I.2.1.2 was written as follows: “Stakeholder views on the extent to which EU pre-accession assistance indeed (adequately) strengthened staff competences”. However, it overlapped with the content of indicator I.2.2.1 “Documentary evidence and *stakeholder views* on the role of the EU pre-accession support in the creation of strengthening of competences to allow the institution to fulfil new functions or improve the existing ones”. Therefore, to be consistent with the JC.2.1, it is proposed to focus the content of indicator I.2.1.2 to the “Stakeholder views on the extent to which EU pre-accession assistance was sufficiently geared to strengthening staff competences”.

	the institution to fulfil new functions or improve the existing ones.	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey
I.2.2.2	Extent to which the involvement of staff in programme activities has directly or indirectly contributed to the strengthening/creation of staff competences as well as the ownership of the approach strategy.	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey

Question 3	To what extent did the EU pre-accession assistance contribute to improving institutional procedures and structures?	
<p><u>Rationale:</u></p> <p>The <i>Evaluation Methodology & Baseline Study of European Commission Technical Cooperation Support</i> (EC, 2012) considers two categories of induced outputs: procedures and structures. These two concepts are then referred to in the methodology as <i>institutional procedures and functions</i>, and <i>organizational and internal functioning</i>, respectively. In this question, the terms procedures and structures will be use instead.</p> <p>The structure refers to the way the institution is organized in terms of hierarchical arrangements and lines of authority, defined scopes, roles and responsibilities. In terms of induced outputs linked to structures, they range from the creation of new units, the reduction of organisational overlapping, the adoption of a decentralized structure, and so on.</p> <p>A procedure is a specified manner or sequence of actions to be followed in administrative work¹⁴. In the context of CD, the support may contribute to changing and standardising some strategic procedures, mechanisms and/or functions of the institution (i.e. the introduction of systematic stakeholder consultations) (2012). When referring to procedures, the terms mechanisms and functions will also be taken into account.</p> <p>The question will assess the extent to which:</p> <ul style="list-style-type: none"> • The EU Pre-Accession assistance contributed to improving the procedures and structures of key targeted Croatian institutions (related to). • The interventions design included specific objectives linked to the strengthening of institutional procedures and structures and if the staff involvement in the corresponding programme activities contributed to their improvement. 		
	Description	Information Sources
JC.3.1	EU pre-accession assistance was specifically geared to improving different dimensions of institutional procedures and structures	
I.3.1.1	Strategy and projects (specific inputs and activities) aimed at establishing and/or improving institutional procedures. ¹⁵	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports ▪ Interviews with EU and GoC officials ▪ Survey

¹⁴ Inter Active Terminology for Europe. IATE ID 1634958

¹⁵ Related for instance to: policy and financing, the legal framework (among other, to ensure respect i) for EU rules for EG/RIL / and ii) adopted national standards for PAR), Human Resources Management practices across the public service, stakeholder involvement, accountability and supervision, co-ordination mechanisms, clear definition of functions and responsibilities at all administrative levels, decision-making processes (evidence-based decisions) or mechanisms to provide effective controls over public organisations.

I.3.1.2	Strategy and projects (specific inputs and activities) aimed at improving dimensions of institutional structures. ¹⁶	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports ▪ Interviews with EU and GoC officials ▪ Survey
JC.3.2	EU pre-accession assistance produced changes in institutional procedures (e.g. policy and financing, Human Resources Management stakeholder involvement, accountability and supervision) and structures	
I.3.2.1	Documentary evidence and stakeholder views on the role of the EU pre-accession support in improving institutional procedures and structures.	<ul style="list-style-type: none"> ▪ Sector policies, strategies, practices and guidelines ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports ▪ Interviews with EU and GoC officials ▪ Survey
I.3.2.2	Extent to which the involvement of staff in programme activities has directly or indirectly contributed to improving institutional procedures and structures as well as ownership of the approach.	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey

Question 4	To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?
<p><u>Rationale</u></p> <p>This question focuses on the capacity outcomes as the necessary capacities “...for the accomplishment of the institution’s mission, beyond the duration of any specific support programme, and is therefore the basis for the institution’s sustainability” (2012). For an institution to fulfill its mission, it requires the capacities (DG NEAR, 2017):</p> <ul style="list-style-type: none"> • To understand its needs and mission and consequently plan and allocate the resources considering the changing environments – Ability to Survive and Act • To put in place policy and management frameworks that build upon one another and provide evidence of a clear chain of results from the strategic to the operational levels – Ability to Achieve Coherence • To reach development results in a sustainable way stated in national development and sectorial policies – Ability to Achieve Results • To work in a coordinated and efficient manner as part of a larger network of interested stakeholders – Ability to Network • To constantly adapt in response to changing external environments and conditions – Ability to Self-Renew <p>In conclusion, the necessary capacities to show that the institutions are able of doing what they are meant to do according to their mission.</p> <p>This question will therefore aim at understanding the extent to which the EU pre-accession assistance contributed to developing the capacities of the key Croatian institutions:</p> <ul style="list-style-type: none"> • To plan strategically and act upon it. It implies that the plans, policies and strategies are developed through a comprehensive consultation process and are in line with the institutions’ needs, mission, changing environments and financial circumstances. (Ability to Survive and Act) 	

¹⁶ Related for instance to: new or strengthened units, reduction of organisational overlapping, or the adoption of a decentralized structure.

<ul style="list-style-type: none"> To develop and use monitoring systems with a view to be able to follow-up and establish a track record on the implementation of national plans/policies and the results achieved, and based on their results to adapt to a changing environment. (Abilities to achieve results and to self-renew) To work together with stakeholders while being more accountable. (Ability to Network) 		
	Description	Information Sources
JC.4.1	EU pre-accession support has contributed to strengthening the capacities of key targeted Croatian institutions to generate and implement plans in line with their needs, mission and various changing environments and to then mobilize (human and financial) resources to execute them	
I.4.1.1	Extent to which EU support directly or indirectly aimed at improving the capacities of key targeted Croatian institutions to generate and implement policies/strategies/ plans in line with their needs and financial circumstances.	<ul style="list-style-type: none"> EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports National policies and strategies, particularly in the three focus areas Medium-term budgetary frameworks in force during the period Interviews with EU and GoC officials Survey
I.4.1.2	Further to the EU pre-accession support, targeted institutions have generated respectively ¹⁷ : <ul style="list-style-type: none"> Plans.¹⁸ National policies and strategies, particularly in the three focus areas. 	<ul style="list-style-type: none"> (Existence of) National policies and strategies, particularly in the three focus areas Independent studies, evaluations, etc. Interviews with EU and GoC officials
I.4.1.3	Ability to prepare smoothly and without delay the document under the EMU legislation after joining the EU (notably stability and convergence programmes, the NRP, etc.)	<ul style="list-style-type: none"> National policies and strategies, particularly in the three focus areas EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) Independent studies, evaluations, etc. Interviews with EU and GoC officials
I.4.1.4	Extent to which EU pre-accession assistance contributed to strengthening the capacity of key targeted institutions to implement EU legislation after accession.	<ul style="list-style-type: none"> Interviews with EU and GoC officials Independent studies, evaluations, etc.

¹⁷ A plan should be understood as a document in which an institution defines its strategy to accomplish its tasks (objectives, responsibilities, timeline, etc.). A national policy defines the objectives to be reach in a sector and how to reach them. In that sense, a national policy strategy can be an indicator of the enhanced capacities of an institution.

¹⁸ Quality plans are realised through effective public and inter-ministerial consultation as well as genuine dialogue between parties, based on comprehensive needs assessments, are in line with financial resources, are according to the sector strategies, are realistic and in line with Government priorities and evolving circumstances, include reform objectives; actions, targets, responsible institutions and costs, and duly included in planning documents.

I.4.1.5	Documentary evidence and/or stakeholder views allow linking of the existence of such plans to EU pre-accession support.	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Interviews with EU and GoC officials ▪ Survey
JC 4.2	EU pre-accession support has contributed to strengthening the capacities of key targeted Croatian institutions to monitor the results of their activity and to adapt to a changing environment	
I.4.2.1	Extent to which EU support directly or indirectly aimed at improving the capacities of key targeted Croatian institutions to monitor the results of their activity and to adapt to a changing environment.	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports ▪ Interviews with EU and GoC officials ▪ Survey
I.4.2.2	Further to the EU pre-accession support, targeted institutions have put in place operational monitoring systems ¹⁹ .	<ul style="list-style-type: none"> ▪ Sector policies, strategies, practices and guidelines ▪ Independent studies, evaluations, etc. ▪ Progress, monitoring and evaluation reports at intervention level ▪ Survey ▪ Interviews with officials in the GoC, EU and civil society representatives
I.4.2.3	Policy-making changes and adjustments result from the information provided by monitoring, evaluation and feedback mechanisms.	<ul style="list-style-type: none"> ▪ Sector policies, strategies, practices and guidelines ▪ Interviews with EU and GoC officials ▪ Survey
I.4.2.4	Documentary evidence and/or stakeholder views allow linkage of the existence of such systems to EU pre-accession support.	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Interviews with EU and GoC officials ▪ Survey
JC 4.3	EU pre-accession support has contributed to strengthening the capacities of key targeted Croatian institutions to collaborate with stakeholders and to be more accountable	
I.4.3.1	Extent to which EU support directly or indirectly aimed at improving the capacities of key targeted Croatian institutions to collaborate with stakeholders and to be more accountable.	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports ▪ Interviews with EU and GoC officials ▪ Survey
I.4.3.2	Further to the EU pre-accession support, targeted institutions work in a coordinated and efficient manner as part of a wider network of interested stakeholders (e.g. develop, implement and report on policies through a participatory stakeholder involvement process-incl. public and inter-ministerial consultation; are recognized by their	<ul style="list-style-type: none"> ▪ Sector policies, strategies, practices and guidelines ▪ Independent studies, evaluations, etc. ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports ▪ Survey

¹⁹ Allowing recording of performance targets in relation to national developmental results, including feedback mechanisms to ensure self-renewal (adaptation), used in practice on a continuous basis, providing quality and timely information.

	stakeholders for their citizen-orientation, openness and transparency).	<ul style="list-style-type: none"> ▪ Interviews with officials in the GoC, EU and civil society representatives
I.4.3.3	<p>Further to the EU pre-accession support, targeted institutions have put in place functional accountability mechanisms:</p> <ul style="list-style-type: none"> • Applying rules and laws to regulate oversight bodies • Allowing oversight institutions and the public to exercise scrutiny on administration bodies • Introducing effective corruption prevention measures (incl. removal of discretion; monopoly in decision making' and introduction of transparency redress mechanisms to challenge decisions). 	<ul style="list-style-type: none"> ▪ Sector policies, strategies, practices and guidelines ▪ Independent studies, evaluations, etc. ▪ Progress, monitoring and evaluation reports at intervention level ▪ Survey Interviews with officials in the GoC, EU and civil society representatives
I.4.3.4	Documentary evidence and/or stakeholder views allow linkage of the existence of such coordinated stakeholder work and to EU pre-accession support.	<ul style="list-style-type: none"> ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports ▪ Interviews with EU and GoC officials ▪ Survey

Question 5	To what extent has the EU support continued to impact the Croatian capacity development after the EU accession of Croatia?	
<p><u>Rationale:</u></p> <p>This evaluation concerns the EU support for capacity development to Croatia from 2007 until 2013. This question focuses specifically on the effects of the EU support in the longer run, i.e. after the support was ended and the country joined the EU on 1 July 2013. These effects might be direct or indirect. By direct effects we mean effects that are clearly linked to the support provided (this may concern for instance the fact that the support privileged structural over temporal changes in capacities). Indirect effects concern more approaches developed through the EU support that have influenced the manner in which capacities were development, after the accession. The purpose is hence to understand to what extent one can still see effects of the EU support provided in the period 2007 till 2013 and to what extent that support has contributed to shaping the way in which the Croatian authorities developed capacities after 2013. This means that the question will also aim at examining to what extent the Croatian authorities have taken continued ownership of the approached devised with the Commission over the period 2007-2013.</p>		
	Description	Information Sources
JC.5.1	The EU support was geared to generating longer lasting effects after 2013	
I.5.1.1	The EU strategy and the support interventions aimed at generating effects in the longer run (this may be through aiming at generating structural changes, and/or initiatives to favour ownership by Croatian partners).	<ul style="list-style-type: none"> ▪ EU pre-accession policy documents (the Accession Partnership, the Enlargement Strategy Papers, the annual Progress Reports, and the Multi-annual Indicative Planning Document (MIPD)) ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports
I.5.1.2	Stakeholder views on the extent to which EU support was geared towards generating effects in the long run.	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey
JC.5.2	Direct effects of the EU support provided over the period 2007-2013 were/are still visible after the accession	
I.5.2.1	Documentary evidence on the effects of EU support after 2013.	<ul style="list-style-type: none"> • Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports

		<ul style="list-style-type: none"> • Independent studies, evaluations, etc.
I.5.2.2	Stakeholder views on the effects of the EU support.	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey
JC.5.3	Extent to which the GoC adopted (or further developed) the EU capacity development approach	
I.5.3.1	References in documents to the adoption/ownership by GoC of the EU capacity development approach.	<ul style="list-style-type: none"> ▪ Intervention-level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports
I.5.3.2	Stakeholder views on the adoption/ownership of the GoC of the EU capacity development approach.	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey

Question 6	What were the factors that facilitated or hampered the contribution of EU pre-accession assistance to the development of the capacities of Croatian institutions?	
<p><u>Rationale:</u></p> <p>Capacity Development is a complex process explained by internal and external factors. The internal ones, could be clearly identified as objectives of the CD support. On the other hand, external factors are not necessarily linked to the CD interventions but are part of the context of the institution and play a role in the development of its capacities. In a learning perspective, it is crucial to identify those internal and external factors and consequently formulate transferable lessons that the EU could use in other pre-accession support processes.</p> <p>This question focuses on those “explanatory factors” (internal or external) of the attainment of capacity development objectives (or lack thereof). It will particularly explore the role of the programming approach and implementation procedures as a factor in the attainment of EU pre-accession support objectives linked to Capacity Development. The purpose is also to leave room for the coverage of any other factor the team might identify in the course of the evaluation.</p>		
	Description	Information Sources
JC.6.1	Extent to which the EU pre-accession and implementation practices affected the capacity of EU actions to achieve the expected results	
I.6.1.1	References in documents (final reports, evaluations) on the impact of the EU pre-accession programming approach and implementation procedures.	<ul style="list-style-type: none"> ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports
I.6.1.2	Stakeholder views on the impact of the EU pre-accession implementation practices.	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey
JC.6.2	Extent to which other internal or external factors have affected the capacity of EU actions to achieve the expected results	
I.6.2.1	References in documents on the role played by other factors.	<ul style="list-style-type: none"> ▪ Intervention level documents: identification/project fiches; financing agreements; and progress, monitoring and evaluation reports
I.6.2.2	Stakeholder views on the role played by other factors.	<ul style="list-style-type: none"> ▪ Interviews with EU and GoC officials ▪ Survey

ANNEX 3 – INVENTORY OF EU INTERVENTIONS

This annex provides an overview of EU funding dedicated to Croatia during the period 2004-2016. The database constructed served for further data analysis and, where relevant, was used to answer the evaluation questions.

The following sections detail the methodological approach used to build the inventory before presenting a general overview of EU assistance to Croatia and key statistical breakdowns.

Approach followed to build the inventory

The inventory has been done at the contract level because it gives a more detailed overview of the interventions implemented in Croatia.

Delineating the scope of the inventory

The following scope has been agreed upon following discussions with NEAR A3 and key staff from DG NEAR so as to give an all-encompassing mapping of EU assistance to Croatia:

Temporal scope: 2004-2016 is considered. The temporal scope has hence been extended to cover assistance as of 2004 because CARDS pre-accession assistance focused on the accession priorities from the outset. Moreover, for a practical reason of availability of documents, the inventory is restricted to CARDS 2004 onwards. In addition, the inventory covers interventions contracted from the year 2013 onwards: these concern 6 contracts that were clearly linked to interventions that fall within the temporal scope 2004-2013 of this evaluation (e.g monitoring of IPA 2007 contracts).

Financial instruments: the following domains are considered:

- CARDS, PHARE and IPA
- EIDHR/DDH (European Instrument for Democracy and Human Rights)
- MIGR (Migration instrument)
- IFS-RRM (Instrument for Stability – Rapid Response Mechanism)
- GENRE (Gender instrument)
- DEVCOM (Development Communication Network)
- FINHCRIS (Financial follow-up outside CRIS (Framework Contract))

Management mode: centralised and decentralised management contracts under the responsibility of different DGs and Croatian partners are considered as further detailed below:

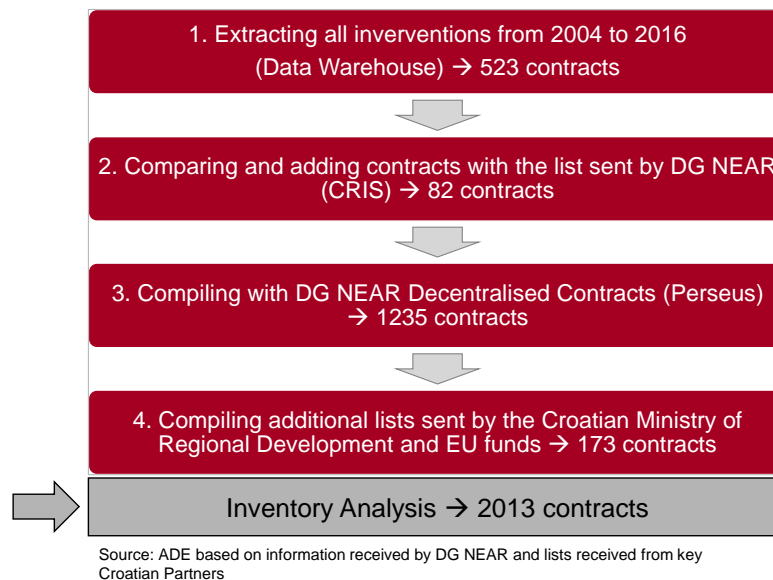
- Centralised management contracts under the responsibility of DG ELARG/NEAR, DG DEVCO, and the Service for Foreign Policy Instrument (FPI);
- Decentralised management contracts managed by key Croatian partners before the accession: the ARD and the Central Finance and Contracting Agency (contracts under the responsibility of DG ELARG/NEAR), the Ministry of Regional Development and EU Funds and CODEF (contracts under the responsibility of DG REGIO and DG NEAR), the Ministry of Labour and Pension System (contracts under the responsibility of DG EMPL), and the SAPARD and IPARD agencies (contracts under the responsibility of DG AGRI).

Note: various Croatian entities were involved in the management of PHARE and TAIB pre-accession assistance. The role of NIPAC (NAC - in PHARE) was entrusted to the **Central Office for Development Strategy and Coordination of EU Funds** (CODEF), which was primarily responsible for programming (as well as for monitoring and evaluation). Overall responsibility for implementation rested with the **Central Financing and Contracting Agency** (CFCA), in charge of tendering, contracting, and payments, the latter in collaboration with the National Fund at the Ministry of Finance. The technical implementation of projects

was the responsibility of beneficiary institutions, through a series of *Project Implementation Units* (PIU), placed under the authority of Senior Program Officers.

Compiling a comprehensive mapping from various lists of interventions

The following figure depicts the approach followed to build a comprehensive mapping of EU assistance to Croatia during the period 2004-2016.



Step 1: Extracting the first list from the Data Warehouse (DWH). This list covers the DG DEVCO, DG NEAR and FPI centralised and decentralised management contracts from 2004 to 2016. The extraction was made on 7 March 2017.

Step 2: Comparing the DWH list to the list received from DG NEAR downloaded from CRIS (on the 7th March 2017) and adding 82 contracts to the first list. The 82 contracts added are contracts implemented in Croatia but that are related to regional decisions.

Step 3: Adding a third list coming from the Perseus database to the first two lists. This list covers decentralised management contracts managed by the ARD and CFCA. 144 ARD contracts and 1,091 CFCA contracts were added.

Step 4: Adding seven other lists received from the Croatian Ministry of Regional Development and EU funds the 13th and 14th of March 2017. They cover several decentralised contracts under the responsibility of DG REGIO, DG EMPL and DG AGRI. Adding these seven lists required the following methodological choices for each list:

- One list of contracts implemented by the SAPARD agency (DG AGRI). The information received is in Croatian. The list of contracts was regrouped under one line to include this information and be able to process it quantitatively.
- Two lists of contracts implemented by the IPARD agency (DG AGRI). The information received is in Croatian. The list of contracts was regrouped under one line to include this information and be able to process it quantitatively.
- One list of contracts implemented by the Ministry of Labour and Pension System (DG EMPL). The list received contained a range of interventions implemented by various agencies that could not be systematically identified from the information provided in the list. Only the contracts related to the Croatian Employment Services that could be clearly identified were taken into account. They were summed up in one line in the inventory.
- One list received from DG EMPL concerning the Agency for Vocational Education and Training and Adult Education (AVETAE).

- One list of contracts registered ISPA 2005 (DG REGIO). These contracts were summed up in the inventory under 5 lines corresponding to the 5 programmes.

Step 5: Verifying or appointing a sector for more than 90% of the total contracted amount that represent around 1,124 contracts.

Carrying out sector classification

For 69% of the contracts (1,387 contracts out of a total of 2,013), no sector / sector code was defined. While the DG NEAR databases generally include an OECD-DAC code, the other lists received – which mostly concern decentralised contracts – do not provide information on the sectors targeted. The evaluation team has therefore designed and applied a sector classification system. It applied it to more than 90% of the total contracted amount (or 1,124 contracts).

The OECD-DAC CRS coding system (most up to date version dated February 2017) was used as a basis for sector classification for two major reasons. Firstly, it is an internationally recognised sector classification that gives details at sector and sub-sector level, thereby enabling the team to perform sector classification on a line-by-line basis. Secondly, DG NEAR uses the OECD-DAC coding in its data management system (CRIS database).

The team regrouped the main sub-sectors falling into the three focus areas on the basis of the details provided by the OECD-DAC code list at sector and sub-sector levels and in line with the EU strategic approach in the three focus areas during the period under review (see table 1). This implies for instance that PFM related contracted are included under the ‘economic governance’ area. The team then assigned sectors/sub-sectors on a line-by-line basis for a total of 1,124 contracts. To do so, the team crosschecked the title of each intervention with the DAC sector code – when the latter was mentioned - and other relevant columns¹. The information provided by the lists of projects annexed to the 2012 Country Programme Interim Evaluation², the Ad Hoc Interim Evaluation of the European Pre-Accession Assistance³ and the MMP⁴ was also used.

One should note that **the inventory presents an all-encompassing view of the EU assistance to democracy and rule of law in the inventory section, whilst the evaluation focus will be put on rule of law per se, which is understood as encompassing the following OECD-DAC sub-sectors: legal and judicial development, anti-corruption and police.**

Furthermore, as far as PAR is concerned, the team could provide a correct overview of ‘horizontal PAR’ contracts on the basis of the limited information provided by the various lists of interventions. ‘Horizontal PAR’ contracts include the contracts that explicitly include in their title a reference to aspects covered by this reform (including for instance civil service reform or the implementation of the General Administrative Procedure Act). The team could not provide a correct overview of ‘sector PAR’ contracts on the basis of the limited information provided by the inventory. For instance, a capacity building contract in agriculture does not necessarily imply that this intervention focused on PAR related aspects (e.g. “Capacity Strengthening of Veterinary Border Inspection”). Contracts addressing administrative capacity building in the sectors (‘sector PAR’) are instead classified in the sectors that they were targeted, together with more general TA or capacity building contracts. It is indeed not possible to identify from the titles of the interventions the ones that explicitly focused on ‘sector-PAR’. Capacity building, training and TA are identified in the inventory as sub-sectors (when their mention is explicit in the titles of the contracts) so as to well capture the elements related to capacity strengthening (see also below sections giving further details).

¹ When the title of the contract wasn’t clear and the other columns were not useful; an internet search was made to find more information.

² DFC SAU, 2012, “*Country Programme Interim Evaluation: Evaluation Report*”

³ MWH Consortium, 2009, “*Ad Hoc Interim Evaluation of the European Pre-Accession Assistance: Review of Phare Assistance to Preparation for Structural Funds in Croatia*”

⁴ MRDEUF, 2011, “*Manual of Monitoring Procedure*”, Integrated Monitoring System (IMS), chapter 4, 2011

Table 1: OECD-DAC sectors and sub-sectors corresponding to the three main focus areas

Focus area	Corresponding OECD-DAC sectors and sub-sectors
Economic governance⁵	<ul style="list-style-type: none"> • 15155 - Tax policy and administration support: the elimination of tax obstacles to cross-border economic activity, the fight against harmful tax competition, tax evasion and tax fraud and the promotion of greater cooperation between tax administrations • 250 – Business and other services: Investment Climate and Competitiveness, State aid. • 331 - Trade policy: Trade policy and planning; support to ministries and departments responsible for trade policy; trade-related legislation and regulatory reforms; policy analysis and implementation of multilateral trade agreements, mainstreaming trade in national development strategies • 16062 - Statistical capacity building: Both in national statistical offices and any other government ministries. • 43030 - Land policy and urban management: Urban development and planning; urban management, land information systems. • 15111 - Public Finance Management: Fiscal policy and planning; support to ministries of finance; strengthening financial and managerial accountability; public expenditure management; improving financial management systems; budget drafting; inter-governmental fiscal relations, public audit, public debt. • 32130 - SME development: Direct support to the development of small and medium-sized enterprises in the industrial sector, including accounting, auditing and advisory services. • 16020 - Employment policy: Employment policy and planning; labour law; labour unions; institution capacity building and advice; support programmes for unemployed; employment creation and income generation programmes; occupational safety and health; combating child labour.
Public Administration Reform	<ul style="list-style-type: none"> • 15110 - Public sector policy and administrative management: Institution-building assistance to strengthen core public sector management systems and capacities. <ul style="list-style-type: none"> - Civil service reform - Human resources management - Capacity building • 15112 - Decentralisation: including political, administrative and fiscal dimensions; intergovernmental relations and federalism; strengthening regional and local authorities and their national associations.
Democracy and rule of law	<ul style="list-style-type: none"> • 15130 - Legal and judicial development: Support to institutions, systems and procedures of the justice sector, both formal and informal. Measures that support the improvement of legal frameworks, constitutions, laws and regulations, border management. • 15160 - Human rights: Measures to support specialised official human rights institutions and mechanisms at universal, regional, national and local levels in their statutory roles to promote and protect civil and political, economic, social and cultural rights; translation of international human rights commitments into national legislation • 16063 - Narcotics control: In-country and customs controls including training of the police; educational programmes and awareness campaigns to restrict narcotics traffic and in-country distribution. • 15113 - Anti-corruption: Specialised organisations, institutions and frameworks for the prevention of and combat against corruption, bribery, money- laundering and other aspects of organised crime, with or without law enforcement powers. • 15153 - Media and free flow of information: Activities that support free and uncensored flow of information on public issues; activities that increase the editorial and technical skills and the integrity of the print and broadcast media, e.g. training of journalists. • 15150 - Democratic participation and civil society: Support to the exercise of democracy and diverse forms of participation of citizens beyond elections • 15132 - Police: Police affairs and services. • 15136 - Migration: Migrations affairs and services (including alien registration, issuing work and travel documents to immigrants)

⁵ Tax administration and PFM, currently being covered under the six core areas of OECD-SIGMA Principles of Public Administration, will be covered in the conclusions and recommendations chapter of the final report of the current evaluation under PAR, not under Economic governance.

Limits and difficulties encountered

Building a consolidated list of all EU interventions implemented in Croatia has been resource intensive for a number of reasons:

- Firstly, the team had to liaise with the various services concerned to receive all the lists and to understand well the information provided by these lists. Some of the lists provided information in Croatian. The evaluation team had further phone and e-mail exchanges with the Ministry of Regional Development and EU funds to understand clearly the information provided.
- The evaluation team had to reconcile the various databases that present data in their own way and do not necessarily provide the same information in a single and homogeneous database.
- Finally, the evaluation team had to perform, on line-by-line basis, sector classification for more than 1,000 contracts as explained above.

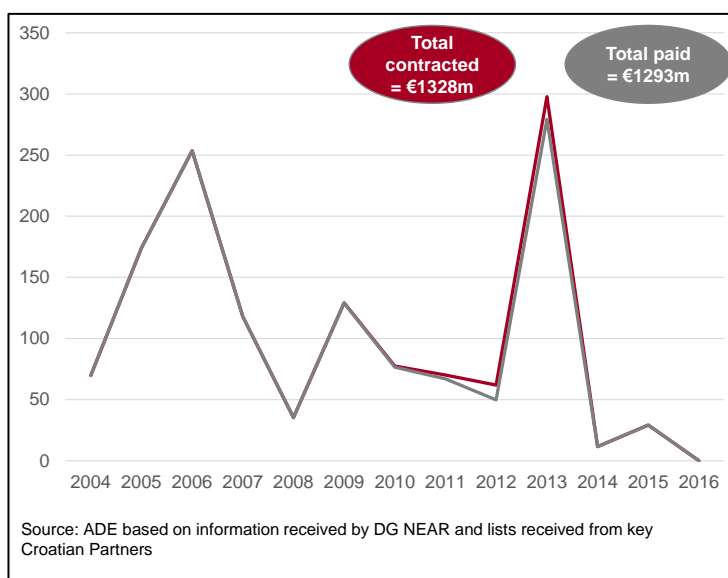
Secondly, carrying out sector classification has been challenging. While for some of the contracts, the exercise was relatively straightforward due to an obvious match between the title of the interventions and the sector to which it belongs (for instance the contract named “Development of Public Debt Management” can be easily classified under the “Public Finance Management” label), for others it was more difficult because one cannot identify a sector from a generic title and without a DAC code (such as “Establishment of the Management Information System of the EC Delegation to Croatia ” or “Assessment of Supply for Two IPA 2009 Projects” contracts). An Internet search was made on key words of the titles of the contracts (e.g. acronyms of Croatian agencies) so as to assign a sector. For cases where the titles were too generic and where no other information could be retrieved, we assigned the other or multi-sector category. It was the case for 282 contracts (i.e 25% of the 1,124 contracts). Contracts were classified as belonging to the ‘multi-sector’ category when the title indicates that more than one specific sector was covered (the 2005 and 2006 PHARE National Programmes for Croatia for instance focus on diverse sectors such as human rights, economic and social cohesion or internal market and trade). Contracts were classified into the ‘other sectors’ category when it was not possible to identify a sector from the information provided in the listing (examples include contracts such as “European Class”). Moreover, considering the resource-intensiveness of this exercise, sector classification was limited to more than 90% of the contracts so as to cover the bulk of the portfolio. The inventory does not provide an overview of the sector breakdown for the full portfolio.

Finally, the approach adopted to classify PAR contracts might have resulted in an under-representation of PAR contracts in the total of the assistance but it has the advantage of having identified the contracts explicitly linked to this area (‘horizontal PAR’ contracts).

General overview during the period 2004-2016

Overall the EU contracted €1,328 million of assistance for Croatia during the period 2004-2016. It concerns a total of 2,013 contracts, with an average project size of €666,000. There are a lot of small size projects, only 14% are bigger than €666,000. Figure 3 provides an overview of the evolution of the contracted and paid amounts. There are two commitment peaks, in 2006 and 2013. Contracted amounts tend to equal paid amounts. This results from the fact that at contract closure the EU adjusts automatically the final paid value as the contracted amount.

Figure 1: Evolution of Contracted and Paid amounts from 2004-2016 (in €m)

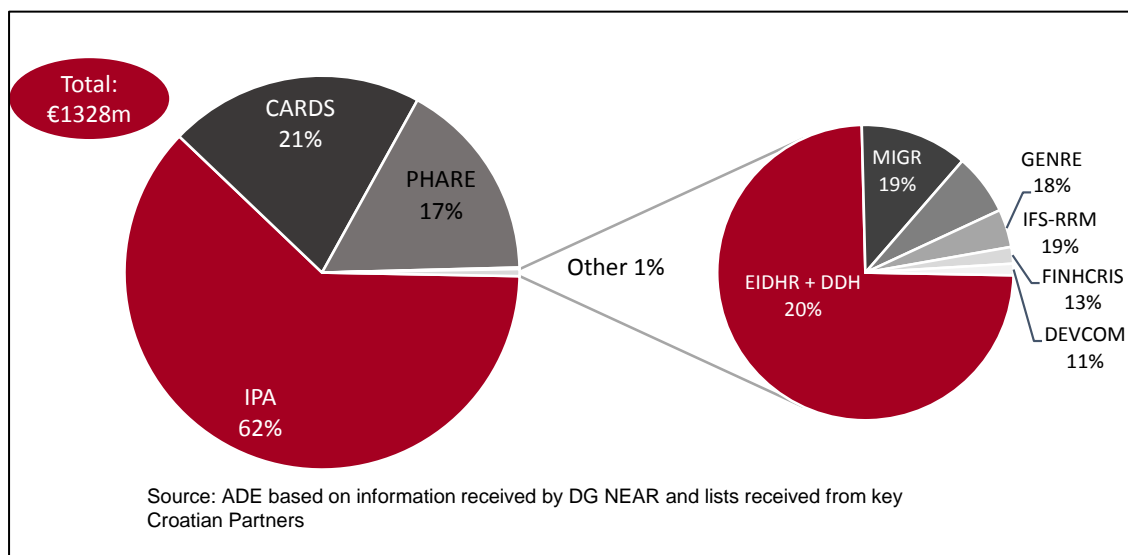


Statistical breakdowns

By financial instrument

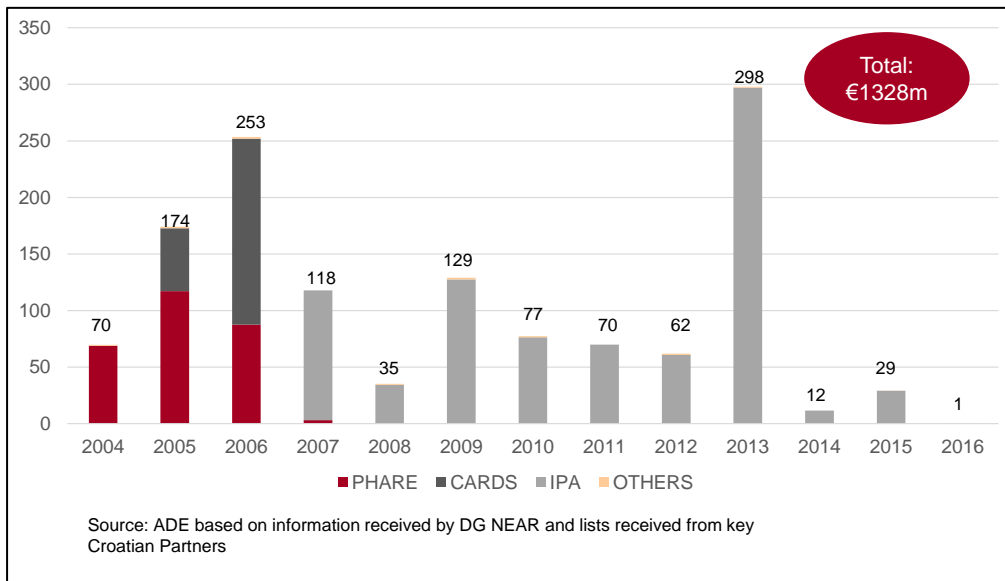
Three financial instruments (IPA, PHARE and CARDS) have been mostly used, accounting for 99% of the total contracted amounts. The Instrument for Pre-accession Assistance (IPA) was the largest source of funding for Croatia (62% of the total contracted or €821 million). Then CARDS accounted for 21% of the total contracted (€277 million) and PHARE for 17% of the total contracted (€220 million). The other instruments (including the EIDHR) represented a relatively modest share (1%) of the total contracted.

Figure 2: Overview of contracted amounts by financial instrument (in €m)



CARDS and PHARE have been used during the first years of the evaluation period before IPA took over as of 2007 (as illustrated in the below figure). Other financial instruments have been used such as EIDHR and DDH or FINHCRIS – they account for 1% of the total contracted amounts.

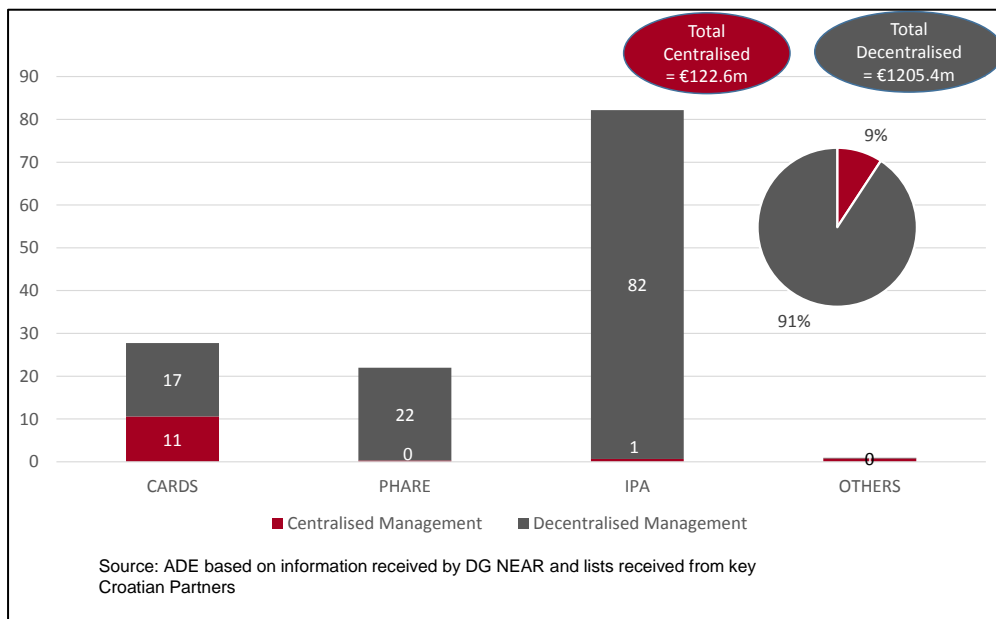
Figure 3: Overview of contracted amounts by year and financial instrument (in €m)



By management type

Most of the assistance was managed in a decentralised way (91% of the total contracted amounts or €1205 million). 9% of the assistance (€123 million) was managed in a centralised way. Moving from CARDS to PHARE, the assistance has been increasingly managed in a decentralised way.

Figure 4: Overview of contracted amounts by management type (in €m)



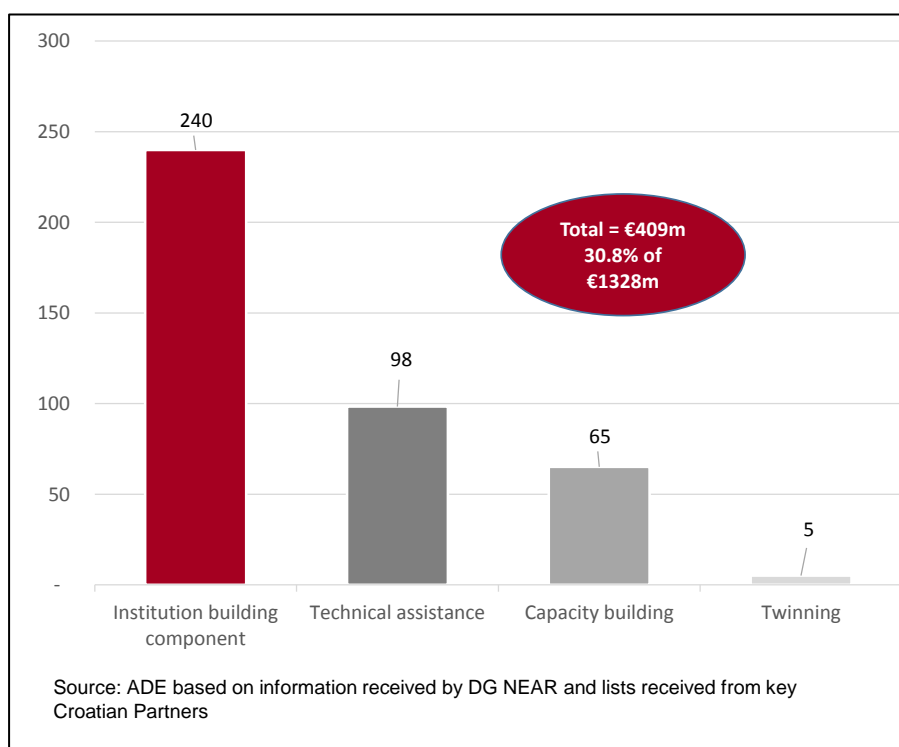
By area

This section first gives an overview of EU assistance aiming at strengthening capacity development. It then provides an overview of the funds by area and analyses in more detail the three main areas: economic governance, public administration reform⁶, and democracy and rule of law.

Capacity development

A specific data treatment of the inventory was carried out to provide a quantitative approximation of the EU assistance explicitly focused on capacity development across all the sectors, including the ‘multi-sector’ and ‘other’ categories. The team compiled all the contracts that include in their titles and/or nature the following key words: ‘institution building’, ‘capacity/capacities’, ‘technical assistance’⁷, ‘twinning’. The contracts explicitly focused on these capacity development dimensions represent 30.8% (€409 million) of the total portfolio (€1,328 million). Most of them are contracts belonging to the institution-building component of IPA (€240 million). A quarter of them (€98 million) are contracts with TA explicitly mentioned in their titles. Projects with explicit mention of twinning⁸ represent 3.7% of the portfolio (€5 million).

Figure 5: Overview of capacity development contracts (in €m)



⁶ For PAR, the inventory covers ‘horizontal PAR’ contracts since it was possible to identify those contracts from the limited information provided by the databases. It was not possible to identify ‘sector-PAR’ contracts from the information provided by the inventory. Hence ‘sector-PAR’ is covered within the sectors themselves.

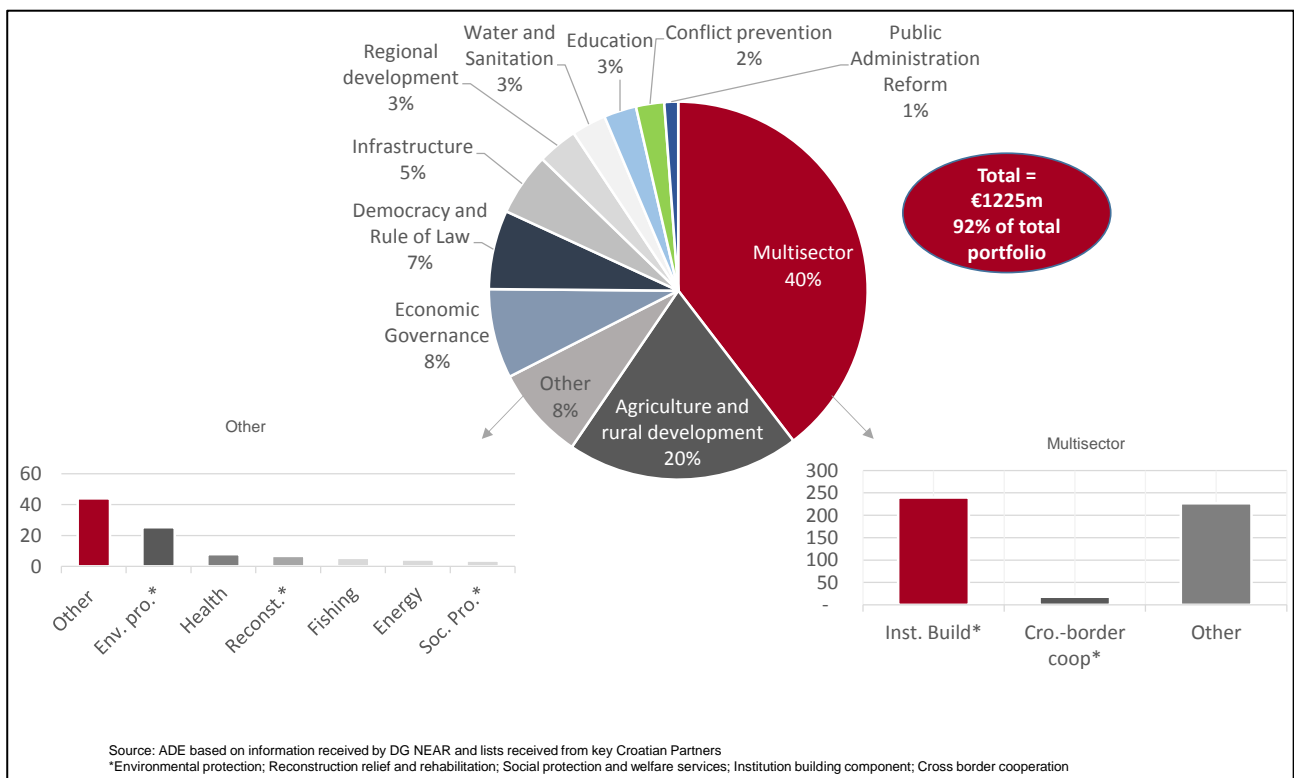
⁷ Technical assistance can encompass a wide range of activities, from TA dedicated to capacity strengthening to TA to implement EU funds and TA focusing on rent of premises, etc.

⁸ Inventory data indicates that contracts having been implemented through the twinning-light modality were contracted before 2004

All areas

The following figure allows us to picture the allocation of the EU assistance by area. It covers 92% (€1,225 million) of the total portfolio (€1,328 million), or the 1,124 contracts for which the team carried out sector classification (see above). The ‘multi-sector’ category benefited from most of the funding, with 40% of the total contracted amounts or €485.2 million. Within this category, the largest share (€238.2 million) concerns the institution-building component of the National Programme for Croatia under the IPA for each year over the 2007-2013 period. Then comes the “Other” category (of the multi-sector classification) (€227 million) which covers contracts such as “National Work Programme for Croatia for the European Year for Development” that do not focus on a specific sector. Rural development and agriculture received 20% of the assistance (or €243.7 million). This area mostly includes capacity building contracts (€8.9 million) and contracts related to the implementation of European instruments (e.g. SAPARD, IPARD). 8% of the assistance (€98m) benefited the ‘Other’ category, which includes a wide range of contracts that could not be regrouped under a specific area such as “Electronic media”, “Public opinion research”, “Herbal network” or “Supersize Europe” contracts. 7% of the assistance was directed both towards economic governance and democracy and the rule of law, while public administration reform benefited from 1% of the assistance. This is further detailed in the next sub-section.

Figure 6: Overview of contracted amounts by area (in €m)



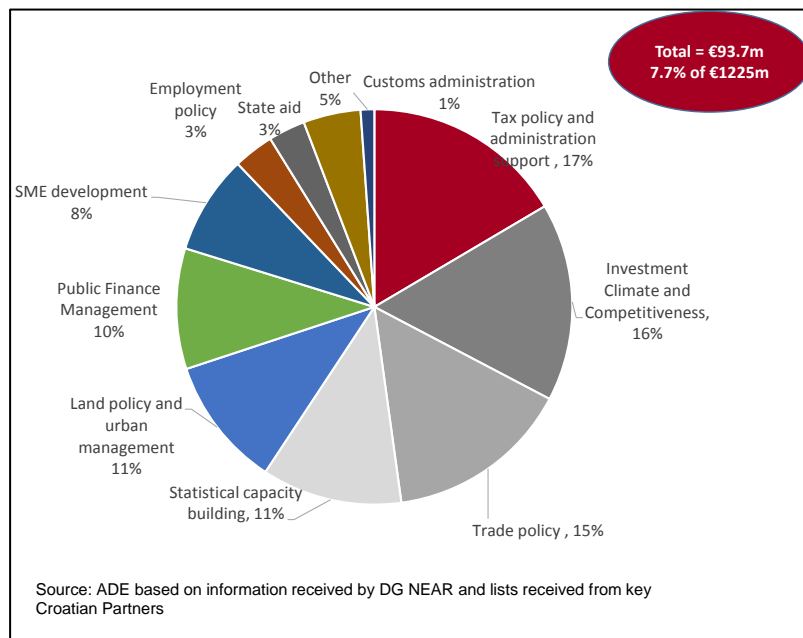
Three focus areas

Economic governance (EG) related contracts represent a total amount of €93.7 million (see figure below). Around 50% of the assistance benefited (i) tax policy and administration support, (ii) investment climate and competitiveness, and (iii) trade policy; each sub-area accounting for around 16% of the EG assistance, or a total amount of €44.8 million. Tax policy related contracts mainly dealt with the implementation of the European common tax system in Croatia (VIES, TARIC and EMCS). As far as trade policy is concerned, it is noteworthy that around 66% of the contracts provided support to customs administration⁹. The second half of the budget benefited the following sub-areas: statistical capacity building (11% of the EG budget, with

⁹ Customs administration, currently being covered under the six core areas of OECD-SIGMA Principles of Public Administration, will be covered in the conclusions and recommendations chapter of the final report of the current evaluation under PAR, not under Economic governance.

contracts mostly focused on equipment and technical assistance); land policy and urban management (11% of the EG budget, with contracts focusing mainly on land registry and cadastre reform); Public Finance Management¹⁰ (10% of the EG budget, with contracts focusing on debt management and budget processes); and SME development (8% of the EG budget, with contracts directed towards the competitiveness and European integration of Croatian SMEs).

Figure 7: Economic Governance overview of contracted amounts by sub-area (in €m)

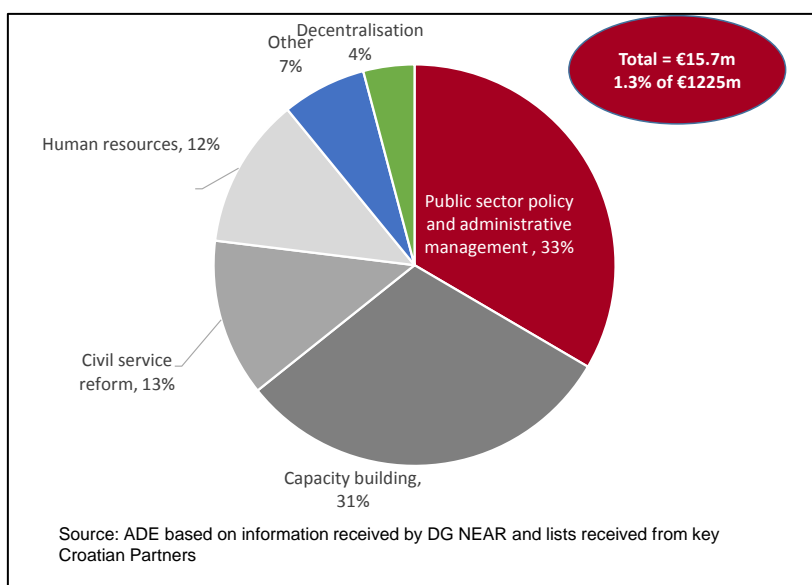


Contracts explicitly linked to **public administration reform** represent €15.7 million¹¹. 33% of them are related to public sector policy and administrative management (see figure below). With a total budget of €5.3 million these contracts particularly aimed to improve the general functioning and efficiency of public administration services (the funds dedicated to the support for GAPA totalize 26% of this particular budget). Then, civil service reform related contracts amounted €1.9 million. They mainly focused on equipment contracts for the Civil Service Training Centre (with 60% of the contracts in this specific category). Finally, human resources related contracts represented 13% of the PAR budget with a single IT system equipment contract of €1.9 million.

¹⁰ Idem.

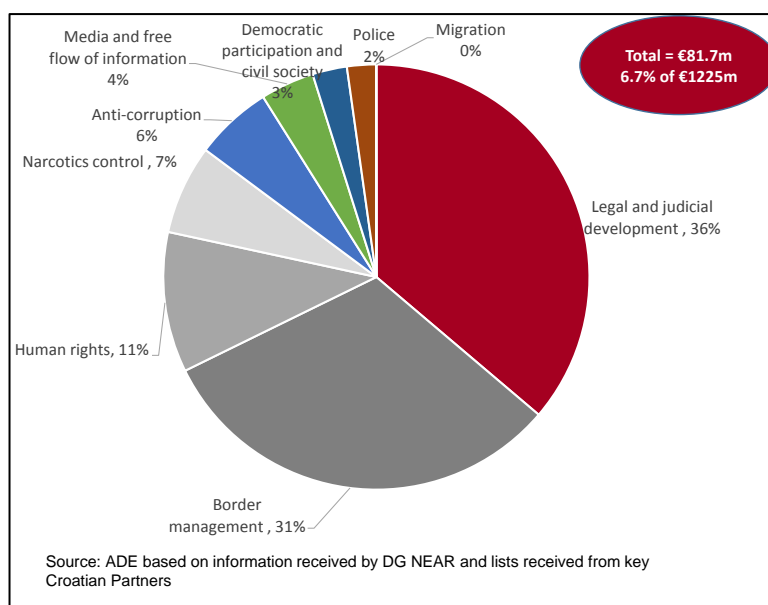
¹¹ As mentioned already, for PAR, the inventory covers ‘horizontal PAR’ contracts since it was possible to identify those contracts from the limited information provided by the databases. It was not possible to identify ‘sector-PAR’ contracts from the information provided by the inventory. Hence ‘sector-PAR’ is covered within the sectors themselves.

Figure 8: Public Administration Reform overview of contracted amounts by sub-area (in €m)



The contracts focusing on **democracy and the rule of law (D&RoL)** represent a total amount of €81.7 million (see figure below). Within this category, various sub-areas were identified. Legal and judicial development related contracts capitalize the largest share (36%) of the D&RoL funds. The associated budget of €29.6 million is mainly dedicated to equipment contracts for judicial and administrative bodies. The second sub-area includes contracts in support of border management (31% of the D&RoL funds), for a budget of €25.7 million. They mostly include equipment and technical assessment contracts. Contracts supporting the protection of human rights represent 11% of the D&RoL funds; they targeted minorities, migrants, women, and children. Finally, narcotics control and anti-corruption account respectively for 7% and 6% of the D&RoL funds. These two sub-areas total €10.4 million. More than half of the narcotics control contracts dealt with smuggling whilst more than half of the anti-corruption contracts concerned Croatia’s anti-corruption body USKOK.

Figure 9: Democracy and Rule of Law overview of contracted amounts by sub-area (in €m)



ANNEX 4 – LIST OF EU’S INTERVENTIONS IN CROATIA (2004-2016)

This annex details the 1991 contracts signed during the period 2004-2016 that are included in the inventory. It distinguishes between centralized (table 1) and decentralised management (table 2) contracts and presents the contracts by DG, year and sector.

TABLE 1 – LIST OF CONTRACTS – CENTRALISED MANAGEMENT

This list includes centralised management contracts under the responsibility of DG DEVCO, ELARG/NEAR, and FPI.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
DEVCO	DDH	2004	73620	Toward a Human Rights Culture	48.683,98	48.683,98	Not classified	Not classified	EUROPSKI DOM SLAVONSKI BROAD
DEVCO	DDH	2004	73621	Gender Equality: From Concept to Mainstream	49.454,79	49.454,79	Not classified	Not classified	CENTRA ZA ZENSKJE STUDIJE
DEVCO	DDH	2004	73639	Role of Local Media in Strengthening Local Democracy and Development of Civic Society	49.998,38	49.998,38	Not classified	Not classified	STINA DRUSTVO ZA NOVINSKO NAKLADNICKU DJELATNOST DOO
DEVCO	DDH	2004	73642	Protection and Promotion of Human Rights in Karlovac County	36.930,39	36.930,39	Not classified	Not classified	ODBOR ZA LJUDSKA PRAVA KARLOVAC
DEVCO	DDH	2004	73692	Booklet about State Institutions and Public Administration	49.246,35	49.246,35	Not classified	Not classified	GONG UDRUGE
DEVCO	DDH	2004	73712	Improvement of the Position of the Roma Population in Croatia	38.861,01	38.861,01	Not classified	Not classified	HRVATSKI PRAVNI CENTAR
DEVCO	DDH	2004	73713	Active - Promotion of the Youth Participation in decision-making at the local level	41.171,28	41.171,28	Not classified	Not classified	ZAMIRNET UDRUGE
DEVCO	DDH	2004	74025	PETRA - Project Education and Technology for Creative Social Action in Schools	49.995,44	49.995,44	Not classified	Not classified	ZDRAVI GRAD UDRUGE
DEVCO	DDH	2004	74027	Colleagues to Colleagues 3	49.485,39	49.485,39	Not classified	Not classified	VOKUVARSKI INSTITUT ZA MIROVNA ISTRAZIVANJA I OBRAZOVANJE
DEVCO	DDH	2004	74031	Against Corruption	46.728,70	46.728,70	Not classified	Not classified	UDRUGA ZA DEMOKRATSKO DRUSTVO

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
DEVCO	DDH	2004	74032	The Legislative Changes Regarding Status of Women in Croatia and Its Implementations	40.000,00	40.000,00	Not classified	Not classified	ZENSKA INFOTEKA - INFORMATICKA USTANOVA ZA PRIKUPLJANJE I OBRADU PODATAKA O POLOZAJU ZENA U DRUSTVU
DEVCO	DDH	2004	74034	Strengthening the Role of Civil Society Organisations in Process of Democratisation through Action Oriented Research	49.421,84	49.421,84	Not classified	Not classified	CENTAR ZA RAZVOJ NEPROFITNIH ORGANIZACIJA UDRUGE
DEVCO	DDH	2004	74035	My Right to be Part of Croatian Society	37.134,40	37.134,40	Not classified	Not classified	HRVATSKA UDRUGA GLUHOSLIJEPIH OSOBA DODIR
DEVCO	DDH	2004	74037	Strengthening Democratic Principles in Croatian Higher Education to Lead Croatia into a Europe of Knowledge	43.182,06	43.182,06	Not classified	Not classified	STUDENTSKI INFORMACIJSKI CENTAR
DEVCO	DDH	2004	74038	The New School	47.300,00	47.300,00	Not classified	Not classified	NANSEN DIJALOG CENTAR UDRUGE
DEVCO	DDH	2004	74039	Public Participation in Environmental Decision-making Process (Promoting Aarhus Principles)	40.000,00	40.000,00	Not classified	Not classified	THE REGIONAL ENVIRONMENTAL CENTER FOR CENTRAL AND EASTERN EUROPE
DEVCO	DDH	2004	96578	Human Rights Education and Education for Democratic Citizenship Program (HRE & EDC)	32.390,86	32.390,86	Not classified	Not classified	UDRUGE MALOG KORAKA-CENTRA ZA KULTURU MIRA I NENASILJA
DEVCO	DDH	2004	96735	Sexual Rights: Future for Equality	38.200,38	38.200,38	Not classified	Not classified	ZENSKA SOBA - CENTAR ZA SEKSUALNA PRAVA UDRUGE
DEVCO	DDH	2004	96865	Hrvatska (k)raj na zemlji - Campaign for affirmation and protection of right to asylum in Croatia	33.544,00	33.544,00	Not classified	Not classified	UDRUGE CENTAR ZA MIROVNE STUDIJE
DEVCO	DDH	2004	96957	Monitoring war crimes trials in the process of dealing with the past	41.775,59	41.775,59	Not classified	Not classified	UDRUGE CENTAR ZA MIR,NENASILJE I LJUDSKA PRAVA-OSIJEK
DEVCO	MIGR	2005	103578	Protection of Asylum Seekers in the Republic of Croatia and Region	900.000,00	900.000,00	Democracy and Rule of Law	Human rights	HRVATSKI PRAVNI CENTAR
DEVCO	GENRE	2006	117319	National Awareness Raising Campaign for Prevention of Gender Based Violence	318.021,92	318.021,92	Democracy and Rule of Law	Human rights	CESI -CENTAR ZA EDUKACIJU SAVJETOVANJE I ISTRAZIVANJE CESI

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
DEVCO	EIDHR	2008	171470	Consolidation of democracy and respect for all human and minority rights through strengthening of the reconciliation process and citizens' participation in the decision making process in the municipalities of Pakrac, Lipik and Okucani	92.630,00	92.630,00	Democracy and Rule of Law	Democratic participation and civil society	ARBEITER-SAMARITER-BUND DEUTSCHLAND EV
DEVCO	EIDHR	2008	171485	Building Trust - Path for Community Development in the Area of Special State Concern	93.889,73	93.889,73	Democracy and Rule of Law	Democratic participation and civil society	UDRUGA MI - SPLIT
DEVCO	EIDHR	2008	171604	Citizens' Centre	90.896,00	90.896,00	Democracy and Rule of Law	Democratic participation and civil society	PROJEKT GRADJANSKIH PRAVA SISAK UDRUGA
DEVCO	EIDHR	2008	171719	Old Castle New Bridges - reconciliation and consensus building in Zadar County hinterland	71.147,85	71.147,85	Democracy and Rule of Law	Human rights	UDRUGE CENTAR ZA MIROVNE STUDIJE
DEVCO	EIDHR	2008	172375	Monitoring War Crime Trials in the Process of Dealing with the Past	574.166,49	574.166,49	Conflict prevention	Not classified	UDRUGE CENTAR ZA MIR,NENASILJE I LJUDSKA PRAVA-OSIJEK
DEVCO	EIDHR	2009	209011	EIDHR Workshops in the Towns of the Areas of Special State Concern - Vukovar, Osijek, Pozega, Sisak, Gospic, Knin, Karlovac, Zadar and Zagreb	16.482,25	16.482,25	Democracy and Rule of Law	Human rights	REPUBLIKA HRVATSKA
DEVCO	EIDHR	2009	227176	Citizens, Police and Local Government Together Toward Participatory Democracy - Building Community Capacity for Consensus	96.736,48	96.736,48	Democracy and Rule of Law	Democratic participation and civil society	UDRUGE CENTAR ZA MIR,NENASILJE I LJUDSKA PRAVA-OSIJEK
DEVCO	EIDHR	2009	227188	Bridging Troubled Waters on Air: Listening to Minority Voices	93.501,58	93.501,58	Democracy and Rule of Law	Democratic participation and civil society	B.A.B.E. GRUPA ZA ZENSKA LJUDSKA PRAVA BUDI AKTIVNA BUDI EMANCIPIRANA
DEVCO	EIDHR	2009	227308	Common Past - Common Future	74.807,71	74.807,71	Democracy and Rule of Law	Human rights	NANSEN DIJALOG CENTAR UDRUGE
DEVCO	EIDHR	2009	227413	Civil Centre Hrvatska Kostajnica	91.701,32	91.701,32	Democracy and Rule of Law	Democratic participation and civil society	PROJEKT GRADJANSKIH PRAVA SISAK UDRUGA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
DEVCO	EIDHR	2009	227431	Education for Gender Equality	53.991,76	53.991,76	Democracy and Rule of Law	Human rights	ZENSKA UDRUGA IZVOR
DEVCO	EIDHR	2009	227525	SUVEZ - Inclusion of Women into Sustainable Development of War Affected Areas	60.850,83	60.850,83	Democracy and Rule of Law	Human rights	ORGANIZACIJA ZA GRADJANSKE INICIJATIVE UDRUGE
DEVCO	EIDHR	2009	227554	Enabling Local Democracy	73.937,30	73.937,30	Democracy and Rule of Law	Democratic participation and civil society	UDRUGA ZA PROMICANJE INFORMATIKE, KULTURE I SUZIVOTA
DEVCO	EIDHR	2009	227716	In the Abyss of Discrimination - the programme of emotional, cultural and social empowerment of women with sensor impairment	93.435,59	93.435,59	Social protection and welfare service	Not classified	HRVATSKA UDRUGA GLUHOSLIJEPIH OSOBA DODIR
DEVCO	EIDHR	2009	227765	Old castle - more bridges - reconciliation and trust building in Zadar hinterland and Lika region	91.375,62	91.375,62	Democracy and Rule of Law	Human rights	UDRUGE CENTAR ZA MIROVNE STUDIJE
DEVCO	EIDHR	2009	227796	Let us get to know each other	100.000,00	100.000,00	Other	Not classified	OTVORENA MEDIJSKA GRUPACIJA UDRUGA
DEVCO	EIDHR	2009	227809	Implementation of Child Rights for Children Placed in Foster Families	65.204,73	65.204,73	Democracy and Rule of Law	Human rights	UDRUGA ZA INICIJATIVE U SOCIJALNOJPOLITICI
DEVCO	EIDHR	2010	243722	Publishing of call for Proposal Europe Aid /130091/L/ACT/HR- EIDHR-CBSS	2.663,81	2.663,81	Other	Not classified	EP 64 DRUSTVO S OGRANICENOM ODGOVORNOSCU ZA MARKETING I MEDIJE
DEVCO	EIDHR	2010	257042	Promotion and education about the opportunities of persons with physical disabilities	64.599,09	64.599,09	Social protection and welfare service	Not classified	DRUSTVO OSOBA S CEREBRALNOM I DJECJOM PARALIZOM ZAGREB UDRUGA
DEVCO	EIDHR	2010	257414	Support Network	86.289,76	86.289,76	Other	Not classified	UDRUGA RODITELJA DJECE S POSEBNIM POTREBAMA PUT U ZIVOT
DEVCO	EIDHR	2010	257788	"STRONG" platform (Strengthening Organizational Networks' Gaps)	64.697,33	64.697,33	Other	Not classified	CENTRA ZA CIVILNE INICIJATIVE UDRUGE CCI
DEVCO	EIDHR	2010	257799	Enabling Mobilisation of Local Communities in Rural Areas	95.259,46	95.259,46	Democracy and Rule of Law	Democratic participation and civil society	PROJEKT GRADJANSKIH PRAVA SISAK UDRUGA

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DEVCO	EIDHR	2010	257857	Visually impaired women show others the way – equal opportunities for visually impaired women and girls	86.418,77	86.418,77	Social protection and welfare service	Not classified	CESI -CENTAR ZA EDUKACIJU SAVJETOVANJE I ISTRAZIVANJE CESI
DEVCO	EIDHR	2010	258042	Human Rights Coordination Platform	79.200,00	79.200,00	Democracy and Rule of Law	Human rights	UDRUGE CENTAR ZA MIROVNE STUDIJE
DEVCO	EIDHR	2010	258381	Include me	53.449,77	53.449,77	Social protection and welfare service	Not classified	UDRUGA ZORA
DEVCO	EIDHR	2010	258750	United for LGBT Equality at Workplace	81.066,01	81.066,01	Social protection and welfare service	Not classified	LEZBIJSKA GRUPA KONTRA UDRUGE
DEVCO	EIDHR	2010	258756	Service model for providing support and help to the disabled living in the area of the Primorsko-Goranska County, Croatia	68.502,21	68.502,21	Social protection and welfare service	Not classified	UDRUGA OSOBA S CEREBRALNOM I DJECJOM PARALIZOM RIJEKA
DEVCO	EIDHR	2010	258943	In my name!	45.357,68	45.357,68	Other	Not classified	HRVATSKI INSTITUT ZA LOKALNU SAMOUPRAVU UDRUGE
DEVCO	EIDHR	2010	258953	Would You Like to Be in My Shoes?	85.379,25	85.379,25	Other	Not classified	MREZE UDRUGA OSOBA S INVALIDITETOM DALMACIJE
DEVCO	EIDHR	2010	259069	A human-rights approach in helping women affected by cancer and their families	79.600,00	79.600,00	Democracy and Rule of Law	Human rights	UDRUGA ZENA OBOLJELIH I LIJECENIH OD RAKA DOJKE, NJIHOVIH OBITELJI I PRIJATELJA SVE ZA NJU
DEVCO	EIDHR	2010	259133	Citizen's participation in the development of the democracy and improvement of the human rights at local level	89.199,00	89.199,00	Democracy and Rule of Law	Democratic participation and civil society	SRPSKI DEMOKRATSKI FORUM SDF
DEVCO	EIDHR	2010	259551	IT IS IMPORTANT SUPPORT	96.731,22	96.731,22	Other	Not classified	UDRUZENJE ZA MIR I LJUDSKA PRAVA BARANJA UDRUGE
DEVCO	EIDHR	2012	307118	Human Rights Advocacy through Learning by Doing	89.869,85	89.869,85	Democracy and Rule of Law	Human rights	GONG UDRUGE

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DEVCO	EIDHR	2012	307691	Building Capacity of the Roma Civil Society Organisations in the Sisak-Moslavina County	97.725,19	97.725,19	Democracy and Rule of Law	Democratic participation and civil society	PROJEKT GRADJANSKIH PRAVA SISAK UDRUGA
DEVCO	EIDHR	2012	307707	Together in Action: Strengthening institutional and human capacities through promotion of human rights and reducing discrimination against underrepresented groups	92.691,93	92.691,93	Democracy and Rule of Law	Human rights	UDRUGA TERRA
DEVCO	EIDHR	2012	307763	Community for human rights: empowering the community of Sisak-Moslavina County to become promoters of human rights culture	83.907,68	83.907,68	Democracy and Rule of Law	Human rights	UDRUGA ZA PROMICANJE INFORMATIKE, KULTURE I SUZIVOTA
DEVCO	EIDHR	2012	307775	United for LGBT Equality	93.785,60	93.785,60	Social protection and welfare service	Not classified	ZAGREB PRIDE UDRUGE
DEVCO	EIDHR	2012	307784	War Crime Trials Monitoring in the Process of Dealing With the Legacy of Past and Insuring Sustainability of Judicial Reforms in Croatia	292.540,62	292.540,62	Democracy and Rule of Law	Legal and judicial development	DOCUMENTA CENTAR ZA SUOCAVANJE S PROSLOSCU UDRUGE
DEVCO	EIDHR	2012	308147	History for Understanding - Dealing with Prejudice and Promoting Human Rights through Debate and Dialogue	99.372,00	99.372,00	Democracy and Rule of Law	Human rights	ANNE FRANK STICHTING
DEVCO	EIDHR	2012	308642	Intercultural education through personal histories	84.031,87	84.031,87	Education	Not classified	NANSEN DIJALOG CENTAR UDRUGE
DEVCO	EIDHR	2012	308715	Half-day stay for preschool and school children with disabilities	74.226,88	74.226,88	Social protection and welfare service	Not classified	UDRUGA OSOBA S INVALIDITETOM IMOTSKI
DEVCO	EIDHR	2012	309012	My home is in Jaglac	65.679,47	65.679,47	Other	Not classified	UDRUGA ZA POMOC OSOBAMA S MENTALNOM RETARDACIJOM ORAHOVICA
DEVCO	EIDHR	2013	321057	Intercultural education for integrated communities	90.145,51	90.145,51	Education	Not classified	NANSEN DIJALOG CENTAR UDRUGE
DEVCO	EIDHR	2013	321098	Supporting Victims of Torture	99.574,81	99.574,81	Democracy and Rule of Law	Human rights	DOCUMENTA CENTAR ZA SUOCAVANJE S PROSLOSCU UDRUGE

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
DEVCO	EIDHR	2013	321170	The overall response (creating of a new model of inter sectoral cooperation in protection of national minorities and other socially vulnerable population)	59.891,55	59.891,55	Social protection and welfare service	Not classified	PROJEKT GRADJANSKIH PRAVA SISAK UDRUGA
DEVCO	EIDHR	2013	321522	Development of innovative programs of prevention and social inclusion of homeless through the activities of civil society	86.403,84	86.403,84	Social protection and welfare service	Not classified	CENTAR ZA RAZVOJ NEPROFITNIH ORGANIZACIJA UDRUGE
DEVCO	EIDHR	2013	321550	THE WOMEN'S ROOM Gender Equality for all- It's time for Transgender Rights	88.363,66	88.363,66	Democracy and Rule of Law	Human rights	ZENSKA SOBA - CENTAR ZA SEKSUALNA PRAVA UDRUGE
DEVCO	EIDHR	2013	321576	Improving conditions for asylum migrants reception and integration	96.549,27	96.549,27	Democracy and Rule of Law	Human rights	UDRUGE CENTAR ZA MIROVNE STUDIJE
DEVCO	EIDHR	2013	321645	Building child friendly communities	95.400,00	95.400,00	Social protection and welfare service	Not classified	EUROPSKI DOM SLAVONSKI BROT
DEVCO	EIDHR	2013	321986	Enhance children's right to be safe	79.500,00	79.500,00	Democracy and Rule of Law	Human rights	UDRUGA RODITELJA KORAK PO KORAK
DEVCO	EIDHR	2013	322252	Capacity building of the support system for victims and witnesses of crime	71.090,33	71.090,33	Democracy and Rule of Law	Legal and judicial development	UDRUGA ZA PODRSKU ZRTVAMA I SVJEDOCIMA
DEVCO	EIDHR	2013	322649	I will- I know- I can !	74.320,41	74.320,41	Other	Not classified	S.O.S - SAVJETOVANJE, OSNAZIVANJE,SURADNJA UDRUGA
DEVCO	DEVCO M	2015	356956	National Work Programme for Croatia for the European Year for Development	96.176,00	96.176,00	Multisector	Not classified	REPUBLIKA HRVATSKA
ELARG	CARDS	2004	75854	Legal Assistance and Capacity Building of National Minority Councils in Croatia	69.427,09	69.427,09	Democracy and Rule of Law	Legal and judicial development	SRPSKI DEMOKRATSKI FORUM SDF
ELARG	CARDS	2004	75855	Education and Information Support to Implementation and Protection of National Minorities and Strengthening of Inter-ethnic Tolerance in Croatia	96.978,46	96.978,46	Democracy and Rule of Law	Human rights	STINA DRUSTVO ZA NOVINSKO NAKLADNICKU DJELATNOST DOO

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ELARG	CARDS	2004	77143	Fostering flourishing democratic and pluralistic communities	118.093,61	118.093,61	Democracy and Rule of Law	Democratic participation and civil society	INTERNATIONAL RESCUE COMMITTEE UK
ELARG	CARDS	2004	77174	Novi List Supplement "Europa"	25.000,00	25.000,00	Other	Not classified	NOVI LIST NOVINSKO NAKLADNICKO DIONICKO DRUSTVO DD
ELARG	CARDS	2004	77498	Support for the second year of activities to the EICC Zagreb	87.651,19	87.651,19	Other	SME development	HRVATSKA GOSPODARSKA KOMORA
ELARG	CARDS	2004	77924	Labour Redeployment Fund Croatia	680.840,00	680.840,00	Economic governance	Employment policy	FOND ZA RAZVOJ I ZAPOSJAVANJE
ELARG	CARDS	2004	78240	Supply of IT and Office Equipment to the Internal Audit Directorate of the Ministry of Finance	29.842,63	29.842,63	Economic governance	Public Finance Management	MULTISOFT DOO ZA MARKETING,PROJEKTIRANJE I UVODENJE OBRADE PODATAKA
ELARG	CARDS	2004	79011	Twinning:Support to a more efficient, effective and modern operation and functioning of the Croatian Court system.	870.000,00	870.000,00	Democracy and Rule of Law	Legal and judicial development	SUOMEN TASAVALTA
ELARG	CARDS	2004	80575	Sustainable Development in Return Areas through Civil Society Project	676.820,68	676.820,68	Democracy and Rule of Law	Democratic participation and civil society	CARE OSTERREICH VEREIN FUR ENTWICKLUNGSZUSAMMENARBEIT UND HUMANITARE HILFE
ELARG	CARDS	2004	81747	Enhancing Inter-agency Co-operation, Development and Implementation of Croatia's "Integrated Border Management" Strategy	1.618.099,20	1.618.099,20	Democracy and Rule of Law	Border management	AGENTUR FUR EUROPAISCHE INTEGRATIONUND WIRTSCHAFTLICHE ENTWICKLUNG VEREIN
ELARG	CARDS	2004	82440	International Symposium Humanitarian Demining 2004	32.168,00	32.168,00	Conflict prevention	Not classified	HRVATSKI CENTAR ZA RAZMINIRANJE
ELARG	CARDS	2004	83258	Support to State Institutions Involved in Anti-money Laundering	89.994,00	89.994,00	Democracy and Rule of Law	Anti-corruption	ATOS BELGIUM
ELARG	CARDS	2004	83264	Conference on Problems in Public Enterprises	31.643,20	31.643,20	Economic governance	Investment Climate and Competitiveness	SWECO DANMARK AS
ELARG	CARDS	2004	85505	Supply of equipment to the Croatian Employment Service	493.416,55	493.416,55	Economic governance	Employment policy	COMPING KOMPJUTORSKI INZENJERING DOO

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ELARG	CARDS	2004	87691	Operational Capacity Building within the Ministry of Agriculture, Forestry and Water Management	900.000,00	900.000,00	Agriculture	Capacity building	DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH
ELARG	CARDS	2004	87759	Capacity Strengthening Measures for the Croatian Environment Agency	492.121,30	492.121,30	Environmental protection	Capacity building	EPTISA PROYECTOS INTERNACIONALES SA
ELARG	CARDS	2004	87890	Intellectual Property Rights Croatia - IT and Documentation	136.989,67	136.989,67	Not classified	Not classified	BCC SERVICES DRUSTVO S OGRANICENOMODGOVORNOS CU ZA TRGOVINU I USLUGE
ELARG	CARDS	2004	89407	Supply of Web-based Books and Standards Selling System	45.250,00	45.250,00	Economic governance	Investment Climate and Competitiveness	SEDAM IT DOO PRIMJENA INFORMATIEKIH TEHNOLOGIJA
ELARG	CARDS	2004	89410	Supply of Equipment for a Server of an Electronic Sale System for Standards	21.064,54	21.064,54	Economic governance	Investment Climate and Competitiveness	STORM COMPUTERS DOO
ELARG	CARDS	2004	90202	Supply of Digitalised Data to the Croatian Ministry of Interior	287.000,00	287.000,00	Democracy and Rule of Law	Legal and judicial development	GDI GISDATA DOO
ELARG	CARDS	2004	90405	Supply of Software for the Asylum Documentation and Resource Centre	39.700,00	39.700,00	Democracy and Rule of Law	Human rights	IN2 DOO ZA INFORMATICKI INZENJERING I USLUGE
ELARG	CARDS	2004	90407	Criminal Intelligence System Phase 1 - Supply of GPS/GSM Equipment	65.882,50	65.882,50	Democracy and Rule of Law	Legal and judicial development	ECCOS-INZENJERING DOO
ELARG	CARDS	2004	90864	Supply of equipment for calibration and testing laboratories - Lot 5	100.534,00	100.534,00	Economic governance	Investment Climate and Competitiveness	MICOM ELECTRONICS TRGOVINA IN PROIZVODNJA DOO
ELARG	CARDS	2004	91096	Development of a National Border Management Information System - Phase 1	743.583,15	743.583,15	Democracy and Rule of Law	Border management	CIVI POL CONSEIL, SOCIETE DE CONSEIL ET DE SERVICE DU MINISTERE DE L'INTERIEUR
ELARG	CARDS	2004	91470	Supply of equipment to the Croatian Employment Service II	29.780,10	29.780,10	Economic governance	Employment policy	COMPING KOMPJUTORSKI INZENJERING DOO
ELARG	CARDS	2004	91762	Criminal Intelligence System: Supply of IT Equipment - Lot 3	248.944,00	248.944,00	Democracy and Rule of Law	Legal and judicial development	AUTOMATIZOVANE SYSTEMY KONICEK SRO

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ELARG	CARDS	2004	92037	Investment for the City of Zagreb Sanitary Inspection - Supply of Telecommunications equipment (Lot 4)	17.400,00	17.400,00	Health	Not classified	AUTOMATIZOVANE SYSTEMY KONICEK SRO
ELARG	CARDS	2004	93304	Supply of Networking, Hardware and Software to the Croatian Competition Agency	42.607,18	42.607,18	Economic governance	Investment Climate and Competitiveness	BCC SERVICES DRUSTVO S OGRANICENOMODGOVORNOS CU ZA TRGOVINU I USLUGE
ELARG	CARDS	2004	93351	Supply of Books and Periodicals for the Croatian Competition Agency	33.727,50	33.727,50	Economic governance	Investment Climate and Competitiveness	AUTOMATIZOVANE SYSTEMY KONICEK SRO
ELARG	CARDS	2004	93468	IBM -Supply of equipment for the Customs Administration - Lot 2 & 3	416.169,00	416.169,00	Economic governance	Trade policy	EUREFI SA
ELARG	CARDS	2004	93478	Web Design and Management for the Croatian Competition Agency	3.801,05	3.801,05	Economic governance	Investment Climate and Competitiveness	STORM COMPUTERS DOO
ELARG	CARDS	2004	94448	Supply of IT equipment to the Central Statistical Office - Lot 1	72.857,90	72.857,90	Economic governance	Statistical capacity building	BULL DOO TRGOVINA I SERVIS RACUNARA
ELARG	CARDS	2004	94534	Supply of equipment to the Central Statistical Office of the Republic of Croatia - Lot 2	303.559,70	303.559,70	Economic governance	Statistical capacity building	XAGENT DOO ZA TRGOVINU I POSREDOVANJE
ELARG	CARDS	2004	95420	Supply of equipment for the Customs Administration - Lot 7	140.290,00	140.290,00	Economic governance	Trade policy	DATA LOOP LIMITED
ELARG	CARDS	2004	95552	IBM - Investment for the Veterinary and Phytosanitary Services - Lot 2 and 3	327.976,90	327.976,90	Agriculture	Agriculture	AMEX-EXPORT-IMPORT GESMBH
ELARG	CARDS	2005	96029	Capacity building for USKOK (Twinning)	631.599,55	631.599,55	Democracy and Rule of Law	Anti-corruption	FUNDACION INTERNACIONAL Y PARA IBEROAMERICA DE ADMINISTRACION Y POLITICAS PUBLICAS
ELARG	CARDS	2004	96213	Intellectual Property Rights Croatia, IT and Documentation - Lot 1 and 3	205.580,67	205.580,67	Other	Not classified	BCC SERVICES DRUSTVO S OGRANICENOMODGOVORNOS CU ZA TRGOVINU I USLUGE
ELARG	CARDS	2004	96419	Asylum Reception Centre in Stubicka Slatina, Oroslavlje, RH	0,00	0,00	Democracy and Rule of Law	Human rights	GEO OPREMA CIGLENECKI DOO
ELARG	CARDS	2004	96507	Preparation of Terms of Reference and Twinning Fiches for CARDS 2003 and 2004 Projects in Judiciary	38.970,00	38.970,00	Democracy and Rule of Law	Legal and judicial development	ATOS BELGIUM

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ELARG	CARDS	2004	96525	Supply of equipment for the Customs Administration - Lot 5	84.240,00	84.240,00	Economic governance	Trade policy	ENGINEERING DOBERSEK GMBH
ELARG	CARDS	2004	96557	Construction of BREGANA Border Crossing (Lot 1)	4.632.157,00	4.632.157,00	Infrastructure	Not classified	ALPINE BAU-ZAGREB DOO
ELARG	CARDS	2004	96564	EU Acquis and Case Law Teaching at Universities in Croatia	53.385,00	53.385,00	Education	Not classified	ATOS BELGIUM
ELARG	CARDS	2004	96627	Provision of Legal Documentation to the Judicial Academy	4.992,44	4.992,44	Democracy and Rule of Law	Legal and judicial development	INZENJERSKI BIRO DD
ELARG	CARDS	2004	96679	Provision of Legal Croatian Documentation to the Judicial Academy	4.999,01	4.999,01	Democracy and Rule of Law	Legal and judicial development	ORGANIZATOR DOO ZA IZDAVACKO-GRAFICKU DJELATNOST TRGOVINU I USLUGE
ELARG	CARDS	2004	96685	Provision of Croatian Legal Documentation to the Judicial Academy	4.639,46	4.639,46	Democracy and Rule of Law	Legal and judicial development	NARODNE NOVINE DD ZA IZDAVANJE I TISKANJE SLUZBENOG LISTA REPUBLIKE HRVATSKE SLUZBENIH I DUGIH OBRAZACA TE ZA TRGOVANJE SKOLSKIM I UREDSKIM
ELARG	CARDS	2004	96829	Investment for the Judicial Training Centre under Ministry of Justice -Lot 4	11.970,00	11.970,00	Democracy and Rule of Law	Legal and judicial development	AUTOMATIZOVANE SYSTEMY KONICEK SRO
ELARG	CARDS	2004	96943	Equipment for calibration and testing laboratories - Lot 4	213.851,40	213.851,40	Other	Not classified	PRORAS SRL
ELARG	CARDS	2004	96959	Supply of equipment for the Customs Administration - Lot 4	160.320,00	160.320,00	Economic governance	Trade policy	NORCROS SL
ELARG	CARDS	2004	97079	Investment for the Judicial training Centre under Ministry of Justice - Lot 1	102.950,20	102.950,20	Democracy and Rule of Law	Legal and judicial development	COMBIS DOO
ELARG	CARDS	2004	97167	Competition Policy - Equipment and documentation - Lot 3	741,16	741,16	Economic governance	Investment Climate and Competitiveness	BCC SERVICES DRUSTVO S OGRANICENOMODGOVORNOS CU ZA TRGOVINU I USLUGE
ELARG	CARDS	2004	97191	Equipment for the Civil Service Training Centre of the Central State Office for Administration - Lot 1	81.500,58	81.500,58	Public Administration Reform	Civil service reform	KODEKS DOO

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	CARDS	2004	97229	Investment for the Judicial training Centre under Ministry of Justice- Lot 3	29.522,00	29.522,00	Democracy and Rule of Law	Legal and judicial development	MED-KOK DOO
ELARG	CARDS	2004	97237	Equipment for the Civil Service Training Centre of the Central State Office for Administration - Lot 1 Office and training equipment	49.350,00	49.350,00	Public Administration Reform	Civil service reform	EUREFI SA
ELARG	CARDS	2004	97251	Equipment for calibration and testing laboratories - Lot 6	390.620,00	390.620,00	Other	Not classified	METTLER TOLEDO DOO
ELARG	CARDS	2004	97277	IBM - Investment for the City of Zagreb Sanitary Inspection - Lot 3	206.055,00	206.055,00	Health	Not classified	AUTOMATIZOVANE SYSTEMY KONICEK SRO
ELARG	CARDS	2004	97291	Intellectual Property Rights Croatia - IT and Documentation - Lot 4	32.448,00	32.448,00	Other	Not classified	AUTOMATIZOVANE SYSTEMY KONICEK SRO
ELARG	CARDS	2004	97360	Supply of equipment for calibration and testing laboratories - Lot 1	247.856,83	247.856,83	Other	Not classified	PRORAS SRL
ELARG	CARDS	2004	97376	Supply of equipment for calibration and testing laboratories - Lot 2	216.630,07	216.630,07	Other	Not classified	PRORAS SRL
ELARG	CARDS	2004	97412	Equipment for calibration and testing laboratories - Lot 3	299.595,00	299.595,00	Other	Not classified	DEVEXPORT SAS
ELARG	CARDS	2004	97461	Equipment for the Civil Service Training Centre of the Central State Office for Administration - Lot 2	41.605,00	41.605,00	Public Administration Reform	Civil service reform	MED-KOK DOO
ELARG	CARDS	2004	97468	IBM - Investment for the City of Zagreb Sanitary Inspection - Sampling Equipment	4.890,00	4.890,00	Health	Not classified	TAMIKO INSTRUMENTS DOO
ELARG	CARDS	2004	97632	ICT equipment for both veterinary and phytosanitary services	71.778,78	71.778,78	Agriculture	Not classified	KING ICT DOO
ELARG	CARDS	2004	97747	Investment for the Judicial Training Centre under Ministry of Justice - Lot 2	72.053,28	72.053,28	Democracy and Rule of Law	Legal and judicial development	AS KONGRESNI SERVIS DOO
ELARG	CARDS	2004	97815	Inspection equipment for the Veterinary Border Inspection	0,00	0,00	Agriculture	Not classified	PRIZMA DOO
ELARG	CARDS	2004	97915	Investment for the City of Zagreb Sanitary Inspection - Thermometers and Measuring Instruments	0,00	0,00	Health	Not classified	H.I.P DOO
ELARG	CARDS	2004	97991	Supply of equipment for the Customs Administration - Lot 1	73.720,00	73.720,00	Economic governance	Trade policy	COMPING KOMPJUTORSKI INZENJERING DOO

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	CARDS	2004	98069	Investment for the Judicial Academy under Ministry of Justice - Procurement of Books - Lot 2	14.432,85	14.432,85	Democracy and Rule of Law	Legal and judicial development	ALGORITAM DOO
ELARG	CARDS	2004	98079	Investment for the Judicial Academy under Ministry of Justice - Procurement of Books - Lot 1	13.453,27	13.453,27	Democracy and Rule of Law	Legal and judicial development	NAKLADA LJEVAK DOO
ELARG	CARDS	2004	98375	IT equipment for the Ministry of Interior	4.774,10	4.774,10	Democracy and Rule of Law	Legal and judicial development	KODEKS DOO
ELARG	CARDS	2004	98381	Provision of Audio/Video equipment for the Judicial Academy	0,00	0,00	Democracy and Rule of Law	Legal and judicial development	PEVEC DOO ZA USLUGE PROIZVODNJU I TRGOVINU
ELARG	CARDS	2004	98387	Provision of Technical equipment to the Judicial Academy	760,85	760,85	Democracy and Rule of Law	Legal and judicial development	ALU PROTEKT DOO
ELARG	CARDS	2004	98391	IT equipment for the Ministry of Interior	4.080,00	4.080,00	Democracy and Rule of Law	Legal and judicial development	COMBIS DOO
ELARG	CARDS	2005	100215	Criminal Intelligence System - Phase 1	408.854,16	408.854,16	Democracy and Rule of Law	Legal and judicial development	UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND
ELARG	CARDS	2005	101689	Establishment of a System for Producing Regional Accounts at NUTS II Level	365.513,90	365.513,90	Economic governance	Public Finance Management	DANMARKS STATISTIK
ELARG	CARDS	2005	102217	Tourism development based on local tradition resources of Galovac Municipality and area of Ravni Kotari.	56.455,39	56.455,39	Other	Tourism	MUNICIPALITY OF GALOVAC
ELARG	CARDS	2005	102566	Improvement and development of entrepreneurship in the Obrovac area	63.472,51	63.472,51	Economic governance	Investment Climate and Competitiveness	UDRUZENJE OBRTNIKA ZADAR UDRUGE
ELARG	CARDS	2005	102568	Local development and small enterprises: Business Growth through Economic Cooperation between Sibenik-Knin and Tuscany	146.571,06	146.571,06	Economic governance	SME development	AGENZIA DI PROMOZIONE ECONOMICA DELLA TOSCANA
ELARG	CARDS	2005	102589	Supply of IT equipment to the Central Harmonisation Unit of the Ministry of Finance - Lot 1	14.905,80	14.905,80	Economic governance	Public Finance Management	BCC SERVICES DRUSTVO S OGRANICENOMODGOVORNOS CU ZA TRGOVINU I USLUGE

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	CARDS	2005	102593	The project documentation for water-supply system for the territory Benkovac-Lisane Ostrovice	184.838,80	184.838,80	Water and Sanitation	Not classified	GRAD BENKOVAC
ELARG	CARDS	2005	102701	Project documents for construction of Polaca Basin water supply system	76.980,99	76.980,99	Water and Sanitation	Not classified	POLACA MUNICIPALITY
ELARG	CARDS	2005	102764	The new facilities and the prolongation of the tourist season in Paklenica National Park and in the Commune of Starigrad	147.686,15	147.686,15	Other	Tourism	NACIONALNI PARK PAKLENICA
ELARG	CARDS	2005	102810	Project of tourism development in the wider Knin area	263.496,57	263.496,57	Other	Tourism	TURISTICKA ZAJEDNICA GRADA KNINA UDRUGE
ELARG	CARDS	2005	102822	TURINA & BRIBIR	302.004,29	302.004,29	Other	Not classified	TURISTICKA ZAJEDNICA GRADA SKRADINAUDRUGE
ELARG	CARDS	2005	102987	Construction of Water Supply and Wastewater Infrastructure Works in Sibenik-Knin and Zadar Counties	2.308.255,43	2.308.255,43	Water and Sanitation	Environment	CETINA DD
ELARG	CARDS	2005	103264	Strengthening Croatian Public Procurement System	782.942,50	782.942,50	Economic governance	Public Finance Management	DEUTSCHE GESELLSCHAFT FUR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH
ELARG	CARDS	2005	103277	The foundation of a Multimedia cultural centre with the purpose of increasing local capacities and extending the tourist season	68.333,43	68.333,43	Other	Tourism	OPCINA KUKLJICA
ELARG	CARDS	2005	103285	Zadar City Library mobile library	230.013,55	230.013,55	Other	Not classified	GRADSKA KNJIZNICA ZADAR
ELARG	CARDS	2005	103667	Family Farming Modernization and Revitalisation	109.658,41	109.658,41	Agriculture	Not classified	INSTITUT ZA JADRANSKE KULTURE I MELIORACIJU KRSA-SPLIT
ELARG	CARDS	2005	103946	Support to the Croatian State Aid System	720.000,00	720.000,00	Economic governance	State aid	BUNDESREPUBLIK DEUTSCHLAND
ELARG	CARDS	2005	104104	Business Incubator Mandalina	236.434,06	236.434,06	Economic governance	Investment Climate and Competitiveness	REGIONALNA RAZVOJNA AGENCIJA MURA DOO
ELARG	CARDS	2005	104107	Development of a Model for Implementing Business Advisory Services at Regional Chambers	84.771,86	84.771,86	Economic governance	Investment Climate and Competitiveness	SEQUA GGMBH

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ELARG	CARDS	2005	104235	Capacity Strengthening of the State Commission for Supervision of Public Procurement Procedures	585.772,29	585.772,29	Public Administration Reform	Capacity building	REPUBLIKA SLOVENIJA
ELARG	CARDS	2005	105159	Tourist Promotion and Development	78.587,70	78.587,70	Other	Tourism	OPCINA NOVIGRAD
ELARG	CARDS	2005	105421	Capacity Building of the State Institute for Nature Protection	492.200,00	492.200,00	Environmental protection	Capacity building	GOPA-GESELLSCHAFT FUR ORGANISATIONPLANUNG UND AUSBILDUNG MBH
ELARG	CARDS	2005	105432	Development of Public Debt Management Capacity	897.423,98	897.423,98	Economic governance	Public Finance Management	HULLA & CO HUMAN DYNAMICS KG
ELARG	CARDS	2005	105562	Development of Sustainable Tourism in the Vransko Lake Nature Park and Its Surrounding	180.404,53	180.404,53	Other	Tourism	JAVNA USTANOVA PARK PRIRODE VRANSKOJEZERO
ELARG	CARDS	2005	105794	Community Transit-conform Customs Procedures and IT Interconnectivity System	885.910,97	885.910,97	Economic governance	Trade policy	AGENTUR FUR EUROPAISCHE INTEGRATIONUND WIRTSCHAFTLICHE ENTWICKLUNG VEREIN
ELARG	CARDS	2005	105795	Development of Business and Investment Climate in Croatia	1.345.455,18	1.345.455,18	Economic governance	Investment Climate and Competitiveness	DELOITTE CENTRAL EUROPE LIMITED
ELARG	CARDS	2005	108779	Fiscal Decentralisation	1.127.861,04	1.127.861,04	Economic governance	Public Finance Management	HULLA & CO HUMAN DYNAMICS KG
ELARG	CARDS	2005	108978	Supply of the Software to the Criminal Intelligence System Phase 1	43.200,00	43.200,00	Democracy and Rule of Law	Legal and judicial development	MRAZELEKTRONIK DOO
ELARG	CARDS	2005	109034	Supply of IT Equipment for the Budget Preparation Department of the Ministry of Finance	50.138,00	50.138,00	Economic governance	Public Finance Management	MULTISOFT DOO ZA MARKETING,PROJEKTIRANJE I UVODENJE OBRADJE PODATAKA
ELARG	CARDS	2005	109459	Supply of IT for the Criminal Intelligence System Phase 1 Lot 1	76.752,00	76.752,00	Democracy and Rule of Law	Legal and judicial development	GDI GISDATA DOO
ELARG	CARDS	2005	109460	Supply of IT to the Criminal Intelligence System Phase 1 Lot 2	335.000,00	335.000,00	Democracy and Rule of Law	Legal and judicial development	DATAEXPERT BV
ELARG	CARDS	2005	110137	Supply of a Debt Management System for the Ministry of Finance	512.700,00	512.700,00	Economic governance	Public Finance Management	PREFIS AS

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ELARG	CARDS	2005	110244	Technical Assistance for the Effective Implementation of Development Projects in Zadar and Šibenik - Knin Counties	194.671,65	194.671,65	Multisector	Not classified	TRANSTEC SA
ELARG	CARDS	2005	110248	Support to the State Aid System - Supply of Equipment and Database System (Lot 3)	9.678,00	9.678,00	Economic governance	State aid	IN2 DOO ZA INFORMATICKI INZENJERING I USLUGE
ELARG	CARDS	2005	110427	Supply of Equipment and Database System for the Croatian State Aid System - Lots 1 and 2	186.396,28	186.396,28	Economic governance	State aid	BCC SERVICES DRUSTVO S OGRANICENOMODGOVORNOS CU ZA TRGOVINU I USLUGE
ELARG	CARDS	2005	110438	Supply of the Air Conditioning for the Criminal Intelligence System - Phase 1	27.100,00	27.100,00	Democracy and Rule of Law	Legal and judicial development	EUREFI SA
ELARG	CARDS	2005	111095	Waste Management in Dalmatian Counties, Croatia	763.718,98	763.718,98	Water and Sanitation	Not classified	SWECO DANMARK AS
ELARG	CARDS	2005	111108	Development Infrastructure Works in Šibenik-Knin and Zadar Counties in the Republic of Croatia	3.229.950,92	3.229.950,92	Infrastructure	Not classified	CETINA DD
ELARG	CARDS	2005	111126	Supply of IT and office equipment to the Public Procurement Office	77.826,00	77.826,00	Economic governance	Public Finance Management	COMBIS DOO
ELARG	CARDS	2005	111227	Strengthening the Local Capacities in the city of Rijeka and Primorsko-Goranska County	37.678,28	37.678,28	Other	Capacity building	UDRUGA ZA RAZVOJ CIVILNOG DRUSTVA -SMART
ELARG	CARDS	2005	111275	Supply of a copy machine for the CHU of the Ministry of Finance	4.550,00	4.550,00	Economic governance	Public Finance Management	MULTISOFT DOO ZA MARKETING,PROJEKTIRANJE I UVDENJE OBRAD PODATAKA
ELARG	CARDS	2005	111435	Life in my home - care for the elderly	53.090,01	53.090,01	Social protection and welfare service	Not classified	UDRUGA MI - SPLIT
ELARG	CARDS	2005	111564	Supervision of the Development Infrastructure Works in Sibenik - Knin and Zadar Counties	197.865,70	197.865,70	Infrastructure	Not classified	ALATEC INGENIEROS CONSULTORES Y ARQUITECTOS SA
ELARG	CARDS	2005	111778	Business and Investment Climate Supply of Equipment, Lot 1	71.637,00	71.637,00	Economic governance	Investment Climate and Competitiveness	COMPING KOMPJUTORSKI INZENJERING DOO
ELARG	CARDS	2005	112087	Technical Assistance for the Effective Implementation of Croatia's National	198.925,52	198.925,52	Multisector	Not classified	AECOM INTERNATIONAL DEVELOPMENT EUROPE SL

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				Strategy and Action Plan for Regional Development					
ELARG	CARDS	2005	112513	Free Computer Science Training and English language Course for Unemployed Residents of Baranja	36.456,95	36.456,95	Economic governance	Employment policy	MIROVNA GRUPA OAZA BELI MANASTIR UDRUGE
ELARG	CARDS	2005	112643	Supply of IT to the Criminal Intelligence System - Phase 1 - Lot 1	153.220,00	153.220,00	Democracy and Rule of Law	Legal and judicial development	COMBIS DOO
ELARG	CARDS	2005	112662	Orientation and Mobility as a Pre-condition of Social Inclusion of Blind Persons in the Community	49.842,37	49.842,37	Social protection and welfare service	Not classified	HRVATSKA UDRUGA ZA SKOLOVANJE PASAVODICA I MOBILITET
ELARG	CARDS	2005	113174	Counselling and shelter centre for domestic violence victims	60.218,43	60.218,43	Social protection and welfare service	Not classified	UDRUGA MIRTA
ELARG	CARDS	2005	113226	Equipment for the selected and municipal courts in Croatia - Lot 3	212.220,00	212.220,00	Democracy and Rule of Law	Legal and judicial development	COMBIS DOO
ELARG	CARDS	2005	113327	Feasibility Studies for Two Business Zones in Zadar and Sibenik - Knin Counties	73.358,62	73.358,62	Economic governance	Investment Climate and Competitiveness	TRANSTEC SA
ELARG	CARDS	2005	113491	Technical Assistance for Water Supply and Sewerage Improvements in Knin and Drniš	698.480,00	698.480,00	Water and Sanitation	Capacity building	TEBODIN B.V.
ELARG	CARDS	2005	113577	Equipment for the Selected County and Municipal Courts in Croatia - Lot 4 - Local Area Network and Power Supply	998.401,54	998.401,54	Democracy and Rule of Law	Legal and judicial development	COMBIS DOO
ELARG	PHARE	2005	113781	Establishment of the Management Information System of the EC Delegation to Croatia	194.700,00	194.700,00	Other	Not classified	AIDE A LA DECISION ECONOMIQUE SA
ELARG	CARDS	2005	114912	Library service for blind and visually impaired persons	64.801,14	64.801,14	Social protection and welfare service	Not classified	UDRUGA SLIJEPIH KOPRIVNICKO-KRIZEVACKE ZUPANIJE
ELARG	CARDS	2005	114932	Equipment for the selected county and municipal courts in Croatia Lot 1	1.301.460,00	1.301.460,00	Democracy and Rule of Law	Legal and judicial development	COMPING KOMPJUTORSKI INZENJERING DOO

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	CARDS	2005	114933	Equipment for the selected county and municipal courts in Croatia Lot 2	20.000,00	20.000,00	Democracy and Rule of Law	Legal and judicial development	CANCOM ON LINE GMBH
ELARG	CARDS	2005	114941	Supply of office equipment to the Public Procurement Office	66.435,00	66.435,00	Economic governance	Public Finance Management	AUTOMATIZOVANE SYSTEMY KONICEK SRO
ELARG	CARDS	2005	114944	Supply of IT for USKOK Lot 2	58.034,00	58.034,00	Democracy and Rule of Law	Anti-corruption	AUTOMATIZOVANE SYSTEMY KONICEK SRO
ELARG	CARDS	2005	115293	Equality to All - Socialisation and Sensitivity of Children of Different Social and Health Status on the Basis Realisation of Educational Computer and Creative Courses	65.134,86	65.134,86	Social protection and welfare service	Not classified	CENTAR TEHNICKE KULTURE RIJEKA UDRUGA
ELARG	CARDS	2005	115295	Home Assistance for Elderly Persons	54.109,42	54.109,42	Social protection and welfare service	Not classified	KLUB ZA STARIJE OSOBE MARISKA UDRUGA
ELARG	CARDS	2005	115296	Supply of IT for USKOK - Lot 4	72.335,23	72.335,23	Democracy and Rule of Law	Anti-corruption	BCC SERVICES DRUSTVO S OGRANICENOMODGOVORNOS CU ZA TRGOVINU I USLUGE
ELARG	CARDS	2005	115297	Supply of IT for USKOK - Lot 1	186.830,00	186.830,00	Democracy and Rule of Law	Anti-corruption	MULTISOFT DOO ZA MARKETING,PROJEKTIRANJE I UVODENJE OBRADJE PODATAKA
ELARG	CARDS	2005	115333	Development of the Business and investment Climate in Croatia - Lot 2 Conference Equipment	43.833,48	43.833,48	Economic governance	Investment Climate and Competitiveness	AUDIO VIDEO CONSULTING DOO ZA PRUZANJE INZENJERING USLUGA I VANSJKU TRGOVINU
ELARG	CARDS	2005	115381	Supply of National Border Management Information System - Phase I	1.589.370,72	1.589.370,72	Democracy and Rule of Law	Border management	SIEMENS DIONICKO DRUSTVO ZA ELEKTROTEHNIKU
ELARG	CARDS	2005	115382	Water Information System - Real-time Water Monitoring Equipment	77.705,25	77.705,25	Water and Sanitation	Not classified	SIAP + MICROS SRL
ELARG	CARDS	2005	115519	Providing Legal and Existential Protection to Victims of Domestic Violence	54.372,42	54.372,42	Democracy and Rule of Law	Human rights	B.A.B.E. GRUPA ZA ZENSKA LJUDSKA PRAVA BUDI AKTIVNA BUDI EMANCIPIRANA

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ELARG	CARDS	2005	115580	Helping Female Drug Addicts	57.680,00	57.680,00	Social protection and welfare service	Not classified	ZAJEDNICA SUSRET USTANOVA
ELARG	PHARE	2006	124914	Technical Assistance Support for Implementation of a Grant Scheme for Active Labour Market Measures in Croatia	58.364,89	58.364,89	Economic governance	Employment policy	CAMBRIDGE EDUCATION LIMITED
ELARG	PHARE	2006	125265	Technical Assistance for Implementation of Business Zones in Vukovar - Srijem County	98.958,08	98.958,08	Economic governance	Investment Climate and Competitiveness	AECOM INTERNATIONAL DEVELOPMENT EUROPE SL
ELARG	PHARE	2006	126988	Support to Monitoring of Evaluation of CARDS 2004 Tender Supply of Equipment for State Border Control	21.001,46	21.001,46	Democracy and Rule of Law	Border management	BERENSCHOT GROEP BV
ELARG	PHARE	2006	129055	European Class	44.656,71	44.656,71	Other	Not classified	GONG UDRUGE
ELARG	CARDS	2006	129231	Final Evaluation CARDS 2002 War Affected Areas Programme	69.962,00	69.962,00	Conflict prevention	Not classified	ECORYS NEDERLAND BV
ELARG	PHARE	2006	129611	Provision of Technical Assistance Related to Implementation of the CARDS 2003 Project Repairing Damages on Water management Facilities for Flood Protection and Cleaning of Drainage Network in Target Areas of the Vukovar - Srijem County	49.273,00	49.273,00	Water and Sanitation	Not classified	INTEGRATION INTERNATIONAL MANAGEMENT CONSULTANTS GMBH
ELARG	CARDS	2006	129756	Expenditure verification of two European Community financed Grant Contract for External Actions	18.171,59	18.171,59	Other	Not classified	ERNST AND YOUNG BEDRIJFSREVISOREN CVBA
ELARG	CARDS	2006	130109	Ad-hoc evaluation of CARDS 2003 and 2004 programmes in Croatia	69.999,00	69.999,00	Multisector	Not classified	ECORYS NEDERLAND BV
ELARG	PHARE	2006	130985	Support to Monitoring of Evaluation of PHARE 2005 Service IT Development Tenders in the Field of Taxation and Customs (VAT, Excises, Customs Tariffs and Transit)	17.762,24	17.762,24	Economic governance	Tax policy and administration support	ATOS BELGIUM
ELARG	PHARE	2006	131279	Bridging the information gap on Europe in Croatia	48.282,40	48.282,40	Other	Not classified	UDRUGA ZA DEMOKRATSKO DRUSTVO

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ELARG	PHARE	2006	131285	Let me know - consumer protection	47.297,82	47.297,82	Other	Business support	ORGANIZACIJA ZA GRADJANSKE INICIJATIVE UDRUGE
ELARG	PHARE	2006	131290	EU impact - Academic network for communicating integration impacts in Croatia	49.313,72	49.313,72	Other	Not classified	INSTITUT ZA RAZVOJ I MEDUNARODNE ODOSE
ELARG	PHARE	2006	131295	Learning for Europe	49.982,00	49.982,00	Education	Not classified	INSTITUT SAVEZA ZA TRANZICIJSKA ISTRAZIVANJA I NACIONALNU EDUKACIJU UDRUGA
ELARG	PHARE	2006	131298	Role and responsibility of local community's youth in the euro integration process	49.713,27	49.713,27	Democracy and Rule of Law	Democratic participation and civil society	EUROPSKI DOM SLAVONSKI BROS
ELARG	PHARE	2006	131407	Exploring unknown sites of the European Union - guided tour through the labyrinth of regulations that matter and influence our lives	49.435,04	49.435,04	Other	Not classified	B.A.B.E. GRUPA ZA ZENSKA LJUDSKA PRAVA BUDI AKTIVNA BUDI EMANCIPIRANA
ELARG	PHARE	2006	131421	Croatian Small Businesses and EU Challenge: danger or hope	33.620,82	33.620,82	Economic governance	SME development	CENTAR ZA POLITIKU RAZVOJA MALIH ISREDNJIH PODUZECA I PODUZETNISTVA
ELARG	PHARE	2006	131969	Supersize Europe	37.622,35	37.622,35	Other	Not classified	REPUBLIKA HRVATSKA
ELARG	PHARE	2006	131976	Youth Building the Path to Europe	44.453,98	44.453,98	Education	Not classified	REPUBLIKA HRVATSKA
ELARG	IPA	2007	144347	Technical Assistance Related to Tendering and Implementation of Phare 2006 projects in the Area of Environment Protection	28.590,00	28.590,00	Environmental protection	Not classified	EPRD- BIURO POLITYKI GOSPODARCZEJ IROZWOJU REGIONALNEGO SP(ZOO)
ELARG	IPA	2007	144628	Evaluation of CARDS 2002 Project Development of Public Debt Management Capacity	29.234,00	29.234,00	Economic governance	Public Finance Management	GRUPPO SOGES SPA
ELARG	IPA	2007	144842	Strategic Advice and Tender Specifications about the Phare Projects in the Area of Competition	6.000,00	6.000,00	Economic governance	Investment Climate and Competitiveness	TEKON DRUSTVO S ORGANICENOM ODGOVORNOSCU ZA TRGOVINU I USLUGE
ELARG	IPA	2007	144881	Support to Monitoring of Re-evaluation of Phare 2005 Supply Tender Preparation for Implementatikon of the Schengen Acquis	15.396,00	15.396,00	Democracy and Rule of Law	Border management	AGRICONSULTING EUROPE SA

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ELARG	PHARE	2007	145534	Production of Radio Show	9.955,00	9.955,00	Other	Not classified	MEDIA SERVIS DOO
ELARG	IPA	2007	145938	Provision of the Technical Assistance Related to Implementation of Projects Financed within Phare 2005 Grant Scheme for Business Related Infrastructure	100.335,61	100.335,61	Economic governance	Investment Climate and Competitiveness	EPRD- BIURO POLITYKI GOSPODARCZEJ IROZWOJU REGIONALNEGO SP(ZOO)
ELARG	IPA	2007	146396	Assessment of Anti-corruption Institutional Action in Croatia with a Specific View on the Enforcement of the National Anti-corruption Plan and on the Role of the Civil Society	38.673,00	38.673,00	Democracy and Rule of Law	Anti-corruption	GRUPPO SOGES SPA
ELARG	IPA	2007	146717	Support to Monitoring of Evaluation of Phare 2006 Service IT Development Tenders in the Field of Taxation and Customs	19.522,79	19.522,79	Economic governance	Tax policy and administration support	ATOS BELGIUM
ELARG	IPA	2007	146902	Analysis of Competitiveness and State Aid in the Sectors of Textile and Automotive Parts Sectors in Croatia	8.329,20	8.329,20	Economic governance	State aid	INTERNATIONAL BUSINESS MACHINES OFBELGIUM SA
ELARG	IPA	2008	149639	Preparation of the ISPA Application for a Regional Waste Management Centre Bakarac, Sibenik, Croatia - Contract No. 2005/101520	53.636,70	53.636,70	Environmental protection	Not classified	LEIGHFISHER LTD
ELARG	IPA	2008	158555	Maintenance of the Management Information System of the EC Delegation to Croatia	48.100,00	48.100,00	Other	Not classified	AIDE A LA DECISION ECONOMIQUE SA
ELARG	IPA	2008	158916	Final Evaluation of CARDS 2001 and 2003 Border Management, CIS and NBMIS in Croatia	71.943,52	71.943,52	Democracy and Rule of Law	Border management	SUDGEST AID AIUTARE LO SVILUPPO DIFFICILE SCRL
ELARG	CARDS	2008	160008	Water Information System - Real time water monitoring equipment. Contract no. 2005/115382	51.803,50	51.803,50	Water and Sanitation	Not classified	SIAP + MICROS SRL
ELARG	IPA	2008	162330	Independent Observer for Phare 2006 Blue Border Supply Evaluation	8.944,00	8.944,00	Democracy and Rule of Law	Border management	EUROSTRATEGIES SPRL
ELARG	IPA	2008	163544	Upply of Promotional Material for the ECD Croatia	9.890,50	9.890,50	Other	Not classified	MILTON DOO ZA ROJNI PROMET, UVOZ-IZVOZ, TRGOVINU I ZASTUPANJE

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2008	165049	Organisation of Travelling for TV Production	35.903,20	35.903,20	Other	Not classified	BUSINESS AND STRATEGIES IN EUROPE
ELARG	IPA	2008	165211	Assessment of a Complaint about Destruction of the Natural Values of the Drava River in Croatia	5.000,00	5.000,00	Environmental protection	Not classified	HABERSACK
ELARG	IPA	2008	165212	Assessment of a Complaint about Destruction of the Natural Values of the River Drava in Croatia	5.000,00	5.000,00	Environmental protection	Not classified	VEGH MIHALY
ELARG	IPA	2008	167100	IT Expertise to Support Evaluation Committees in Zagreb, Croatia	10.000,00	10.000,00	Other	Not classified	WHITE
ELARG	IPA	2008	168206	Supervision of the Development Infrastructure in Sibenik - Knin and Zadar Counties, Works Contract NO. 111108	4.800,00	4.800,00	Infrastructure	Not classified	LABOR PROJEKT DOO ZA GRADITELJSTVO
ELARG	IPA	2008	168405	Violations of IPR and Transnational Organised Crime in Croatia	102.629,33	102.629,33	Other	Not classified	AGRICONSULTING EUROPE SA
ELARG	IPA	2008	169228	IT Support to Phare 2005 and Phare 2006	6.000,00	6.000,00	Other	Not classified	TEKON DRUSTVO S ORGANICENOM ODGOVORNOSCU ZA TRGOVINU I USLUGE
ELARG	IPA	2008	169314	Media Seminar	9.841,10	9.841,10	Democracy and Rule of Law	Media and free flow of information	MEDIA SERVIS DOO
ELARG	IPA	2008	171179	Support to Monitoring and On-the-spot Checks	166.217,62	166.217,62	Other	Not classified	IBF INTERNATIONAL CONSULTING SA
ELARG	IPA	2008	171811	Study on the Enforcement of Court Decisions in Croatia	77.639,66	77.639,66	Democracy and Rule of Law	Legal and judicial development	IBF INTERNATIONAL CONSULTING SA
ELARG	IPA	2008	172427	Financial Audit of the Selected Supply and Works Contracts in Croatia	67.800,78	67.800,78	Other	Not classified	MOORE STEPHENS LLP
ELARG	CARDS	2009	201400	Development Infrastructure Works in Šibenik-Knin and Zadar Counties in the Republic of Croatia	169.997,41	169.997,41	Infrastructure	Not classified	CETINA DD
ELARG	CARDS	2009	202729	Dummy Contract (Original Contract no. 115519) for purpose of final payment	4.979,95	4.979,95	Other	Not classified	B.A.B.E. GRUPA ZA ZENSKA LJUDSKA PRAVA BUDI AKTIVNA BUDI EMANCIPIRANA
ELARG	IPA	2009	205729	Dummy Contract (Original Contract no. 146902) for purpose of final payment.	15.789,80	15.789,80	Other	Not classified	INTERNATIONAL BUSINESS MACHINES OFBELGIUM SA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	205746	Dummy contract (Original Contract no. 144347) for purpose of final payment	22.806,84	22.806,84	Other	Not classified	EPRD- BIURO POLITYKI GOSPODARCZEJ IROZWOJU REGIONALNEGO SP(ZOO)
ELARG	IPA	2009	225675	Financial Audit of the Selected CARDS 2004 Grants and Supply Contracts in Croatia	49.700,18	49.700,18	Other	Not classified	MOORE STEPHENS LLP
ELARG	IPA	2011	279836	Audit of the Selected Contracts from the Financial Years 2005 and 2007	80.092,69	80.092,69	Other	Not classified	ERNST AND YOUNG BEDRIJFSREVISOREN CVBA
FPI	IFS-RRM	2009	205689	Towards EU peace building policies based on post-war experiences of future EU accession states	35.549,86	35.549,86	Conflict prevention	Not classified	UDRUGE CENTAR ZA MIROVNE STUDIJE
NEAR	CARDS	2004	77564	Croatia Real Property Registration and Cadaster Project- Maritime Domain Support TF052657	2.000.000,00	2.000.000,00	Fishing	Not classified	INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
NEAR	CARDS	2004	79653	Sustainable Development of Croatia's War Affected Areas - Regional Development Programming and Implementation	2.620.737,00	2.620.737,00	Conflict prevention	Not classified	IMC GROUP CONSULTING LTD
NEAR	CARDS	2004	84134	TWINNING:Continued Support and Capacity Building for the Border Police Directorate	458.629,56	458.629,56	Democracy and Rule of Law	Border management	BUNDESREPUBLIK DEUTSCHLAND
NEAR	CARDS	2004	90952	Establishment of EICC relay network in Croatia (ERNIC)	65.084,79	65.084,79	Other	SME development	HRVATSKA GOSPODARSKA KOMORA
NEAR	CARDS	2004	91300	REGINA - Introduction and implementation of the Sustainable Regional Rural Development Model based on Certified Green Entrepreneurship	74.852,84	74.852,84	Environmental protection	Not classified	PORIN DOO
NEAR	CARDS	2004	95223	Strengthening the External Oversight of Budget Execution	1.394.212,00	1.394.212,00	Economic governance	Public Finance Management	NATIONAL AUDIT OFFICE
NEAR	CARDS	2004	95539	Mura-Drava cross-border network for intercultural learning (MUDRA net)	67.786,88	67.786,88	Education	Cross-border cooperation	GIMNAZIJA VARAZDIN
NEAR	CARDS	2004	97140	Sustainable Development and the Strengthening of the Handicraft tradition in the Mountain of Velebit Area	117.320,00	117.320,00	Agriculture	Business support	ZELENA AKCIJA
NEAR	CARDS	2004	98018	Building up the cross-border partnership - Local Agenda 21 for Ljubljana river	61.326,37	61.326,37	Environmental protection	Not classified	UDRUGE ZA ZDRAVI ZIVOT I ZDRAVU PRIRODU TRBUHOVICA CABAR

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
NEAR	CARDS	2005	99709	Establishment of a Tourist Cluster in the Joint Tourist Zone - Po Sutli i Zumberku	75.589,00	75.589,00	Other	Tourism	REPUBLIKA HRVATSKA
NEAR	CARDS	2005	99754	Programme for sustainable development of family farms in Baranja	97.715,35	97.715,35	Agriculture	Not classified	UDRUGA ZA ORGANSKO-BIOLOSKU PROIZVODNJU BIOPA OSIJEK
NEAR	CARDS	2005	99875	Supply of IT Equipment, Office Equipment and Specialised Audit Software for the State Audit Office, Lot 3: Specialised Audit Software	36.240,00	36.240,00	Economic governance	Statistical capacity building	INFODOM DOO
NEAR	CARDS	2005	99876	Supply of IT Equipment, Office Equipment and Specialised Audit Software for the State Audit Office, Lot 1: IT Equipment	353.358,00	353.358,00	Economic governance	Statistical capacity building	KODEKS DOO
NEAR	CARDS	2005	100214	Strengthening the Intellectual Property Implementation System	982.422,79	982.422,79	Other	Not classified	EUROPEAN PATENT ORGANISATION
NEAR	CARDS	2005	100541	Capacity building of the SAPARD Agency within the Ministry of Agriculture, Forestry and Water Management	192.789,93	192.789,93	Agriculture	Capacity building	AGRIFOR CONSULT SA
NEAR	CARDS	2005	100870	Preparation of PHARE 2005 Taxation Project Fiche and the Terms of Reference for a Service Contract on VIES Development	73.000,00	73.000,00	Economic governance	Tax policy and administration support	ECORYS NEDERLAND BV
NEAR	CARDS	2005	100936	Environmental Education	30.843,00	30.843,00	Environmental protection	Not classified	EKO-CENTAR CAPUT INSULAE-BELI UDRUGA
NEAR	CARDS	2005	100941	Support the Adriatic Colours- Green 2005	47.819,72	47.819,72	Environmental protection	Not classified	UDRUGE DUPINOV SAN
NEAR	CARDS	2005	101066	Croatia Real Property Registration and Cadastre Project - Phase 2	4.500.000,00	4.500.000,00	Economic governance	Land policy and urban management	INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
NEAR	CARDS	2005	101366	SUCCESS support to citizen participation in municipal environmental planning and decision-making	32.151,60	32.151,60	Environmental protection	Not classified	EKO-LIBURNIA UDRUGA ZA RAZVITAK EKO-TURIZMA EKOLOSKE POLJOPRIVREDE I ZASTITE OKOLISA
NEAR	CARDS	2005	101380	Raising public awareness for implementing sustainable management of bathing areas in Croatia	38.113,77	38.113,77	Environmental protection	Not classified	UDRUGA ZA PRIRODU OKOLIS I ODRZIVIRAZVOJ SUNCE SPLIT

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
NEAR	CARDS	2005	101392	Preparation of ISPA Application and Tender Documents for Rehabilitation of the Railway Corridor X Section Vinkovci - Jankovci and Corridor Vb Section Ostarije - Ogulin	187.796,31	187.796,31	Infrastructure	Transport	SAFEGE SA
NEAR	CARDS	2005	101520	Preparation of the ISPA Application for a Regional Waste Management Centre Bakarac, Sibenik, Croatia	114.924,00	114.924,00	Environmental protection	Not classified	LEIGHFISHER LTD
NEAR	CARDS	2005	101767	Construction of Border Crossing Bajakovo	4.996.561,57	4.996.561,57	Infrastructure	Not classified	ALPINE BAU-ZAGREB DOO
NEAR	CARDS	2005	102759	Integrated actions for cross-border promotion of Croatian SMEs and economic integration with border regions of Slovenia and Italy, PROSME	118.678,43	118.678,43	Economic governance	SME development	ISTARSKA RAZVOJNA AGENCIJA, DRUSTVO ZA OBRADU PODATAKA, SAVJETOVANJE I ZASTUPANJE, DOO
NEAR	CARDS	2005	102926	Support to National Development Planning	1.562.722,88	1.562.722,88	Public Administration Reform	Public sector policy and administrative management	GDSI LIMITED
NEAR	CARDS	2005	103527	Environmental Impact Assessment - Guidelines and Training	681.187,57	681.187,57	Environmental protection	Not classified	ENVIRONMENTAL RESOURCES MANAGEMENT LIMITED
NEAR	CARDS	2005	103944	Sustainable Development of Croatia's War Affected Areas - County Development Capacity and Management	2.807.614,72	2.807.614,72	Conflict prevention	Not classified	ECORYS NEDERLAND BV
NEAR	CARDS	2005	105525	Capacity Building in the Area of Illegal Migration	359.274,20	359.274,20	Democracy and Rule of Law	Human rights	KONINKRIJK DER NEDERLANDEN
NEAR	CARDS	2005	106165	Development of accreditation systems and support to national testing and calibration laboratories	765.713,48	765.713,48	Other	Not classified	AFAQ AFNOR INTERNATIONAL SA
NEAR	CARDS	2005	106793	Further Strengthening of the Croatian Competition Agency and Implementation of the Competition Law and Policy	448.030,90	448.030,90	Economic governance	Investment Climate and Competitiveness	GRUPPO SOGES SPA
NEAR	CARDS	2005	106985	Labour Market Statistics Upgrading	297.922,44	297.922,44	Economic governance	Statistical capacity building	DANMARKS STATISTIK

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NEAR	CARDS	2005	107603	Local Partnership for employment Phase 2	842.243,67	842.243,67	Economic governance	Employment policy	WYG INTERNATIONAL LIMITED
NEAR	CARDS	2005	109458	Strategic Plan for the Long Term Development of Existing Free Zones in Croatia	1.908.723,44	1.908.723,44	Economic governance	Trade policy	TDI GROUP LIMITED
NEAR	CARDS	2005	109942	Capacity Building for the Croatian Telecommunication Agency	957.086,79	957.086,79	Infrastructure	Capacity building	HULLA & CO HUMAN DYNAMICS KG
NEAR	CARDS	2005	110214	Demining in the Republic of Croatia, Sisacko Moslavacka County	1.002.413,16	1.002.413,16	Conflict prevention	Not classified	HRVATSKI CENTAR ZA RAZMINIRANJE
NEAR	CARDS	2005	110705	Modernisation of the Customs Administration in view of preparing for the Integrated Tariff Management System (ITMS)	1.302.603,75	1.302.603,75	Economic governance	Trade policy	AGENTUR FUR EUROPAISCHE INTEGRATIONUND WIRTSCHAFTLICHE ENTWICKLUNG VEREIN
NEAR	CARDS	2005	111151	Cross-border concept 4 r + 3 E	63.461,81	63.461,81	Multisector	Cross-border cooperation	UDRUGA ZELENA ISTRA
NEAR	CARDS	2005	111291	Support to the Management of Economic and Social Cohesion Projects	1.445.314,55	1.445.314,55	Other	Not classified	SAFEGE SA
NEAR	CARDS	2005	111413	Upgrading of VET Schools - Establishing centres of excellence	1.015.321,59	1.015.321,59	Education	Education facilities	ISTITUTO FORMAZIONE OPERATORI AZIENDALI
NEAR	CARDS	2006	111418	Support for the third and fourth year of operation to the EICC Zagreb	184.834,78	184.834,78	Other	SME development	HRVATSKA GOSPODARSKA KOMORA
NEAR	CARDS	2005	112381	Adaptation of CASCAiD Occupational Orientation Software Phase II	72.730,13	72.730,13	Other	Not classified	AGRICONSULTING EUROPE SA
NEAR	CARDS	2006	112534	Institution and Capacity Building for Cross-border Co-operation	1.758.602,57	1.758.602,57	Multisector	Institution building component	WEST MIDLANDS ENTERPRISE LIMITED
NEAR	CARDS	2005	114864	Environmental Assessment of Development Strategies	720.510,50	720.510,50	Environmental protection	Not classified	EUROCONSULT MOTT MACDONALD BV
NEAR	CARDS	2005	114882	Meadow orchards with high trunk fruit trees as an element of maintaining biodiversity and aesthetic value of the landscape	112.496,40	112.496,40	Agriculture	Not classified	PARK PRIRODE ZUMBERAK SAMOBORSKO GORJE
NEAR	CARDS	2006	114895	Decentralisation and Reorganisation of the Croatian Employment Service	431.550,00	431.550,00	Public Administration Reform	Decentralisation	DIADIKASIA SYMVOULOI EPICHEIRISEONAE
NEAR	CARDS	2005	114947	Business potential of academic R& D activities in the university centres and	94.923,77	94.923,77	Economic governance	Investment Climate and Competitiveness	CENTRA ZA PODUZETNISTVO ZA RAZVOJIPROMOVIRANJE PODUZTNICKOG

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
				their transfer to SMEs in the Cross-Border Region					POSLOVNOGPONASANJA UDRUGE
NEAR	CARDS	2006	115166	Intellectual Property Infrastructure for the R&D Sector in Croatia	562.346,19	562.346,19	Other	Not classified	AEA TECHNOLOGY PLC
NEAR	CARDS	2005	115227	Training and Education of Prosecutors	719.894,83	719.894,83	Democracy and Rule of Law	Legal and judicial development	ASSOCIATION AGENCE COOPERATION JURIDIQUE INTERNATIONALE
NEAR	CARDS	2005	115299	Strengthening the Taxation System in the VAT Field to Prepare the Development of the VIES IT Interconnectivity System	1.183.164,23	1.183.164,23	Economic governance	Tax policy and administration support	AGENTUR FUR EUROPAISCHE INTEGRATIONUND WIRTSCHAFTLICHE ENTWICKLUNG VEREIN
NEAR	CARDS	2005	115347	Support to Implementation of the Civil Service Reform Programme	1.668.360,50	1.668.360,50	Public Administration Reform	Civil service reform	THE BRITISH COUNCIL ROYAL CHARTER
NEAR	CARDS	2006	116257	Supply of Equipment for the Central Bureau of Statistics	31.994,00	31.994,00	Economic governance	Statistical capacity building	MULTISOFT DOO ZA MARKETING,PROJEKTIRANJE I UVODENJE OBRADJE PODATAKA
NEAR	CARDS	2006	116258	Tourist Zone Haloze - Zagorje	112.390,83	112.390,83	Other	Tourism	OPCINA CESTICA
NEAR	CARDS	2006	116340	Public Finance Statistics	718.022,91	718.022,91	Economic governance	Statistical capacity building	TILASTOKESKUS STATISTIKCENTRALEN
NEAR	CARDS	2006	116533	Assessment of national priorities for metrology and conformity assessment.	146.999,44	146.999,44	Economic governance	Statistical capacity building	JRC CCR JOINT RESEARCH CENTRE - CENTRE COMMUN DE RECHERCHE
NEAR	CARDS	2006	116536	Development of national metrology, standardisation, conformity assessment and accreditation system	476.937,67	476.937,67	Economic governance	Statistical capacity building	JRC CCR JOINT RESEARCH CENTRE - CENTRE COMMUN DE RECHERCHE
NEAR	CARDS	2006	116549	Support to the Customs Administration in the Field of Excise Duties	719.999,10	719.999,10	Economic governance	Trade policy	AGENTUR FUR EUROPAISCHE INTEGRATIONUND WIRTSCHAFTLICHE ENTWICKLUNG VEREIN
NEAR	CARDS	2006	116720	Preparation of Pre-accession Road Transport Strategy and Support Regarding IPA Programming in the Road Transport Sector	193.475,40	193.475,40	Infrastructure	Transport	COWI BELGIUM SPRL

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NEAR	CARDS	2006	117252	Strengthening the Public Internal Financial Control Structure	1.297.107,84	1.297.107,84	Economic governance	Public Finance Management	SOFRECO-SOCIETE FRANCAISE DE REALISATION D'ETUDES ET DE CONSEIL SA
NEAR	CARDS	2006	117255	The Route of Health and Friedship	152.660,87	152.660,87	Other	Not classified	REPUBLIKA HRVATSKA
NEAR	CARDS	2006	117256	CB - RIS	98.569,52	98.569,52	Other	Not classified	CENTAR ZA RAZVOJ UNUTARNJE PLOVIDBE DOO
NEAR	CARDS	2006	117262	The Hearf of Istria	86.099,23	86.099,23	Other	Not classified	REPUBLIKA HRVATSKA
NEAR	CARDS	2006	117264	Establishment of a Cross-border Net of Karst Protected Area and Common Management	102.706,35	102.706,35	Other	Not classified	JAVNA USTANOVA PARK PRIRODE UCKA
NEAR	CARDS	2006	117266	Bastion	158.727,93	158.727,93	Other	Not classified	GRADSKI MUZEJ VARAZDIN
NEAR	CARDS	2006	117269	Complex Cultural Touristic Cooperation Between Osijek, Osijek-Baranja, Pecs and Baranya	144.400,79	144.400,79	Other	Tourism	REPUBLIKA HRVATSKA
NEAR	CARDS	2006	117271	Keep Waters Clean	122.485,50	122.485,50	Water and Sanitation	Not classified	GRAD CABAR GRADSKO POGLAVARSTVO
NEAR	CARDS	2006	117575	Dummy for ctr nr 97291 in order to regularise addendum nr 1	27,00	27,00	Other	Not classified	AUTOMATIZOVANE SYSTEMY KONICEK SRO
NEAR	CARDS	2006	118285	Review of Deliverables of the Service and Supply CARDS 2002 Contracts Development of Public Debt Management Capacity in Croatia	5.000,00	5.000,00	Economic governance	Public Finance Management	HART
NEAR	CARDS	2006	118330	Support to the National Authorising Officer and National Co-ordinators in Decentralised Implementation and Management of EU Assistance	1.709.032,46	1.709.032,46	Other	Other	EAST WEST CONSULTING SPRL
NEAR	CARDS	2006	120119	Demining in the Republic of Croatia, Sisacko - Moslavacka County	904.797,08	904.797,08	Conflict prevention	Not classified	HRVATSKI CENTAR ZA RAZMINIRANJE
NEAR	CARDS	2006	120718	Repairing damages on water management facilities for flood protection and cleaning of drainage network in target areas of the County of Vukovar-Srijem	3.144.531,78	3.144.531,78	Environmental protection	Environment	HRVATSKE VODE PRAVNA OSOBA ZA UPRAVLJANJE VODAMA
NEAR	CARDS	2006	121487	Tourist Zones of Prlekija and Medjimurje	135.241,60	135.241,60	Other	Tourism	OPCINA STRIGOVA
NEAR	CARDS	2006	121669	Joint Cultural Heritage and Tourist Activities between Mozirje (SI) and Novi vinodolski (HR) - Karneval	117.941,12	117.941,12	Other	Tourism	GRAD NOVI VINODOLSKI

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NEAR	CARDS	2006	121671	Supervision of the Rehabilitation Works on the Detention Centre for Illegal Migrants Jezevo, Croatia	60.476,23	60.476,23	Reconstruction relief and rehabilitation	Not classified	HYDROPLAN INGENIEURS GMBH
NEAR	CARDS	2006	121721	Herbal Network	79.044,50	79.044,50	Other	Not classified	HRVATSKI ZAVOD ZA ZAPOSJAVANJE
NEAR	CARDS	2006	121749	The Healing Valley of the Kolpa - a Health Resort for the Body, Mind and Spirit - a Project of Integral Regenerative Tourist Offer on Both Sides of the State Border along the Upper Kolpa Valley	88.324,80	88.324,80	Other	Tourism	GRAD DELNICE
NEAR	CARDS	2006	124879	Capacity Building of Certifying Body for SAPARD	180.845,56	180.845,56	Agriculture	Capacity building	SCANAGRI DENMARK AS
NEAR	CARDS	2006	126956	RURALTOUR	56.073,55	56.073,55	Agriculture	Not classified	AZRRI AGENCIJA ZA RURALNI RAZVOJ ISTRE DOO PAZIN
NEAR	CARDS	2006	127072	Regional Development along Corridors and Nodes (REDECON)	38.796,03	38.796,03	Infrastructure	Transport	ISTARSKA RAZVOJNA AGENCIJA, DRUSTVO ZA OBRADU PODATAKA, SAVJETOVANJE I ZASTUPANJE, DOO
NEAR	CARDS	2006	127306	Protection and Valorisation of the Longest Habitat System in Europe (GREEN BELT)	48.421,59	48.421,59	Environmental protection	Not classified	REPUBLIKA HRVATSKA
NEAR	CARDS	2006	128706	Spatial Planning in Coastal Zones (PlanCoast)	77.455,91	77.455,91	Environmental protection	Not classified	UNITED NATIONS ENVIRONMENT PROGRAMME
NEAR	CARDS	2006	128740	Protected Area Networks - Establishment and Management of Corridors, Networks and Co-operation (PANet 2010)	85.145,92	85.145,92	Environmental protection	Not classified	JAVNA USTANOVA NACIONALNI PARK RISNJAK
NEAR	CARDS	2007	129956	De-mining Programme in Croatia - Cross Border	1.200.000,00	1.200.000,00	Conflict prevention	Not classified	HRVATSKI CENTAR ZA RAZMINIRANJE
NEAR	CARDS	2006	131105	Adapted Development of Historical Old Towns in Central and Eastern Europe - ADHOC	89.112,50	89.112,50	Other	Not classified	GRAD VARAZDIN - GRADSKO VIJECE
NEAR	CARDS	2006	131542	Creation of telecenters to support learning, entrepreneurship and access to IS in isolated areas (TELEACCESS)	93.936,42	93.936,42	Economic governance	Investment Climate and Competitiveness	REPUBLIKA HRVATSKA
NEAR	CARDS	2006	131669	CARBON Balance Drafting and New Resources Management Tools According to Kyoto PROtocol (CARBON-PRO)	93.988,08	93.988,08	Environmental protection	Not classified	HRVATSKI SUMARSKI INSTITUT

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NEAR	CARDS	2007	132221	Support to NBMS Phase II	171.229,30	171.229,30	Democracy and Rule of Law	Border management	CIVI POL CONSEIL, SOCIETE DE CONSEIL ET DE SERVICE DU MINISTERE DE L'INTERIEUR
NEAR	CARDS	2006	132373	Integration in the Intermodal Goods Transport of non EU States: Rail, Inland/Coastal Waterways Modes (INTERIM)	84.820,12	84.820,12	Infrastructure	Transport	VELEUCILISTE U RIJECI
NEAR	CARDS	2007	133172	Support to the Process of Restructuring the Shipbuilding Industry in Croatia	183.031,39	183.031,39	Economic governance	Investment Climate and Competitiveness	ECORYS NEDERLAND BV
NEAR	CARDS	2007	138824	Assessment of the Case Management System Supplied by BCC to USKOK and USKOK Capacity in Using the System in the Prosecution of Corruption and Organised Crime Cases	5.000,00	5.000,00	Democracy and Rule of Law	Anti-corruption	FUNDACION INTERNACIONAL Y PARA IBEROAMERICA DE ADMINISTRACION Y POLITICAS PUBLICAS
NEAR	CARDS	2007	140958	Regional Development Capacity Building Facility	1.290.971,12	1.290.971,12	Other	Capacity building	ECORYS NEDERLAND BV
NEAR	CARDS	2007	141357	AiA - Acquaculture in Adriatic	94.711,60	94.711,60	Agriculture	Not classified	INSTITUT ZA OCEANOGRAFIJU I RIBARSTVO
NEAR	CARDS	2007	141728	ADRIA-FOOD QUALITY/Promotion of an inter-Adriatic space for producing quality fruit and vegetables and livestock	67.411,77	67.411,77	Agriculture	Not classified	AZRRI AGENCIJA ZA RURALNI RAZVOJ ISTRE DOO PAZIN
NEAR	CARDS	2007	141775	Integration actions of the agencies for the local economic development for the promotion of the territory and the Adriatic cross-border small and medium enterprises	47.510,33	47.510,33	Economic governance	SME development	LEDA LOKALNA EKONOMSKA RAZVOJNA AGENCIJA PODUZETNICKI CENTAR VUKOVARSKO SRIJEMSKE ZUPANIJE UDRUGA
NEAR	CARDS	2007	142616	Develop Integrate Labour Market of Adriatic Area	36.162,69	36.162,69	Economic governance	Employment policy	HRVATSKI ZAVOD ZA ZAPOSJAVANJE
NEAR	CARDS	2007	142631	Innovation Technology for Adriatic Competitiveness - ITAC	52.072,24	52.072,24	Economic governance	Investment Climate and Competitiveness	HRVATSKA GOSPODARSKA KOMORA
NEAR	CARDS	2007	142792	Modelling Adriatic Routes - Integrating Networks and Areas in the Adriatic Sea - Strategies for integrated tourism in the Adriatic	14.451,54	14.451,54	Other	Tourism	REPUBLIKA HRVATSKA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
NEAR	CARDS	2007	142802	Social Inclusion of immigrants - SIOI	7.557,84	7.557,84	Social protection and welfare service	Not classified	SVEUCILISTE U ZAGREBU FAKULTET ELEKTROTEHNIKE I RACUNARSTVA
NEAR	CARDS	2007	142811	Administrative support for the implementation of Adriatic New Neighbourhood Programme	20.000,00	20.000,00	Multisector	Not classified	REPUBLIKA HRVATSKA
NEAR	IPA	2009	200281	Support for Implementation of the EC Communication Strategy for Enlargement in Croatia	898.319,69	898.319,69	Democracy and Rule of Law	Media and free flow of information	BUSINESS AND STRATEGIES IN EUROPE
NEAR	IPA	2009	206738	Dummy contract (original contract no. 146396) for purpose of final payment	78.141,56	78.141,56	Other	Not classified	SOGES SPA
NEAR	IPA	2009	217159	IT Advice to the European Commission Delegation, Zagreb, Croatia	10.000,00	10.000,00	Other	Not classified	PRENDA TRUPEC TATJANA
NEAR	IPA	2009	218978	Organisation of Travelling for Television Production	56.840,80	56.840,80	Other	Not classified	BUSINESS AND STRATEGIES IN EUROPE
NEAR	IPA	2009	219989	Review of Evaluation Procedure - Advice on Selection of Contractors - Supply Equipment for Customs	1.800,00	1.800,00	Economic governance	Customs administration	TATIC
NEAR	IPA	2009	224305	European class	40.000,00	40.000,00	Other	Not classified	GONG UDRUGE
NEAR	IPA	2009	228086	Procurement Assistance for Delivery and Installation of Frequency Monitoring Radio Location System	4.000,00	4.000,00	Other	Not classified	REAL WIRELESS LIMITED
NEAR	IPA	2009	228727	Issuance of the Final Acceptance Certificate	5.999,00	5.999,00	Other	Not classified	MHM - INZENJERING DOO ZA PROJEKTIRANJE I INZENJERING
NEAR	IPA	2010	238687	Service contract for an IT expert to revise technical aspects of the evaluation of the NBMIS III tender supply under IPA 2007	9.600,00	9.600,00	Democracy and Rule of Law	Border management	EPS-IMV STORITVE IN POSREDNISTVO DOO
NEAR	IPA	2010	241106	Review of Evaluation process for IPA 2007 Supply of equipment for Anti-Smuggling Units (Croatian Customs Administration)	25.488,10	25.488,10	Economic governance	Customs administration	EPRD- BIURO POLITYKI GOSPODARCZEJ IROZWOJU REGIONALNEGO SP(ZOO)
NEAR	IPA	2010	245539	Service contract for expert to assess implementation of the recommendations from 2005 PHARE twinning on Schengen Acquis	9.500,00	9.500,00	Democracy and Rule of Law	Border management	GASPERLIN

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
NEAR	IPA	2010	247196	Review of tender documentation and evaluation process for supply of equipment for chemical analysis of water (IPA 2009)	8.690,00	8.690,00	Water and Sanitation	Not classified	AGRICONSULTING EUROPE SA
NEAR	IPA	2010	247680	Assesment of supply for two IPA 2009 projects	5.500,00	5.500,00	Multisector	Not classified	EPS-IMV STORITVE IN POSREDNISTVO DOO
NEAR	IPA	2010	248068	Review of evaluation procedure -advice on selection of contractor - supply for customs lab	0,00	0,00	Economic governance	Customs administration	TATIC
NEAR	IPA	2010	250029	Review of evaluation procedure - advice on selection of contractors - supply equipment for customs lab	1.200,00	1.200,00	Economic governance	Customs administration	TATIC
NEAR	IPA	2010	250235	Technical assistance in ex ante control of the supply of equipment for project 'Health Protection in Relation to Medical Exposure'	14.051,00	14.051,00	Health	Not classified	AGRICONSULTING EUROPE SA
NEAR	IPA	2010	253555	Assessment of the technical specifications and the tendering procedure for IPA TAIB 2008 "Blue Boreder Surveillance - Phase II" - relaunch	9.600,00	9.600,00	Democracy and Rule of Law	Border management	KLING
NEAR	IPA	2010	255150	Bridging the Gap between Europe and its Future Citizens	58.236,15	58.236,15	Democracy and Rule of Law	Democratic participation and civil society	UDRUGA ZA PROMICANJE LJUDSKIH PRAVA I MEDIJSKIH SLOBODA CENZURA PLUS
NEAR	IPA	2010	255350	Impact of Croatian Membership in EU on Health and Environment	60.212,34	60.212,34	Environmental protection	Not classified	ZELENA AKCIJA
NEAR	IPA	2010	255383	Support to monitoring and on-the-spot checks of the IPA Cross-border Cooperation Component in Croatia	46.462,87	46.462,87	Multisector	Cross-border cooperation	HTSPE LIMITED
NEAR	IPA	2010	255569	The Opportunities and the Challenges of the European Integrations	63.718,86	63.718,86	Multisector	Not classified	UDRUGA ZA DEMOKRATSKO DRUSTVO
NEAR	IPA	2010	255938	HERMES - Helping Transfer Enlargement Reasons through Media for European Society	61.670,96	61.670,96	Other	Not classified	REGIONALNA RAZVOJNA AGENCIJA SLAVONIJE I BARANJE DOO ZA MEDUNARODNU IREGIONALNU SURADNJU
NEAR	IPA	2010	256072	EU & YOUth CSO Experiences in the Field of EU Youth Policies	64.611,22	64.611,22	Democracy and Rule of Law	Democratic participation and civil society	DUNEA DOO ZA REGIONALNI RAZVOJ I POSLOVNE USLUGE

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NEAR	IPA	2010	256092	EU Minds	56.332,38	56.332,38	Other	Not classified	PRONI CENTAR ZA SOCIJALNO PODUCAVANJE - OSIJEK UDRUGE
NEAR	IPA	2010	256108	EU IN FOrum	64.641,70	64.641,70	Other	Not classified	GONG UDRUGE
NEAR	IPA	2010	257464	Blood establishments – assessment of laboratory equipment & assistance in supply tendering procedure (TAIB 2009 project "Strengthening the Institutional Capacity for Blood, Tissues and Cells" HR2009-03-28-11)	14.916,70	14.916,70	Health	Not classified	EPRD- BIURO POLITYKI GOSPODARCZEJ IROZWOJU REGIONALNEGO SP(ZOO)
NEAR	IPA	2011	264325	Technical Assessment to Assess to What Extent Have the Recommendations from the 2005 Phare Twinning for Strengthening of the Human Resources and Training at the Ministry of Interior Nr. 2005-0606-010201 Been Implemented in Practice	9.900,00	9.900,00	Public Administration Reform	Capacity building	RAZAFINDRANALY
NEAR	IPA	2011	266372	Implementation of the Recommendations on the Blue Border Surveillance for Croatia	6.640,00	6.640,00	Democracy and Rule of Law	Border management	KATZSCHKE
NEAR	IPA	2011	266616	Implementation of the Recommendations on Training of the Police Officers in the Field of Bomb Investigations and Explosive Ordnance Disposal/Improvised Explosive Devices	9.500,00	9.500,00	Other	Not classified	CIVI POL CONSEIL, SOCIETE DE CONSEIL ET DE SERVICE DU MINISTERE DE L'INTERIEUR
NEAR	IPA	2011	269080	Assessment of Tender Dossier, Evaluation and Selection Procedures for the EU Project Supply of Equipment for Modernisation of State Border Control	0,00	0,00	Democracy and Rule of Law	Border management	ACCELERO RACUNALNISKI INZENIRING IN SVETOVANJE DOO
NEAR	IPA	2011	275089	Assessment of Supply for Two IPA 2009 Projects	4.000,00	4.000,00	Multisector	Not classified	EPS-IMV STORITVE IN POSREDNISTVO DOO
NEAR	IPA	2011	275142	Technical Assessment of Tender Dossier, Evaluation and Selection Procedures for the EU Project Supply of Equipment for Modernisation of State Border Control	9.500,00	9.500,00	Democracy and Rule of Law	Border management	ACCELERO RACUNALNISKI INZENIRING IN SVETOVANJE DOO
NEAR	IPA	2011	278858	Review of tender documentation and evaluation process for supply of	15.869,60	15.869,60	Water and Sanitation	Not classified	HTSPE LIMITED

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
				equipment for chemical analysis of water (IPA 2009)					
NEAR	IPA	2011	279161	Provision of the technical assistance related to implementation of IPA funds EuropeAid/129783/C/SER/multi	59.285,00	59.285,00	Multisector	Not classified	BUSINESS AND STRATEGIES IN EUROPE
NEAR	IPA	2011	281747	Support to Grant Monitoring	9.970,00	9.970,00	Other	Not classified	RADIO.NET DOO
NEAR	IPA	2011	282356	Technical assessment of tender dossier for the IPA 2010 Supply project for Integrated Border Management Europeaid/131492/D/SUP/HR	7.000,00	7.000,00	Democracy and Rule of Law	Border management	EPS-IMV STORITVE IN POSREDNISTVO DOO
NEAR	IPA	2011	282366	Technical assessment of TD for IPA 201 Integrated border management EuropeAid/131492/D/SUP/HR	5.775,00	5.775,00	Democracy and Rule of Law	Border management	APPLICATION EUROPEENNE DE TECHNOLOGIES ET DE SERVICES SARL
NEAR	IPA	2011	282378	Technical assessment of TD for IPA 2010 project Integrated Border Management EuropeAid/131492/D/SUP/HR	2.905,00	2.905,00	Democracy and Rule of Law	Border management	EPRD- BIURO POLITYKI GOSPODARCZEJ IROZWOJU REGIONALNEGO SP(ZOO)
NEAR	IPA	2012	297245	Support to EUD in Tendering and Inception Phase of the Project IPA 2010 Integrated Land Administration System Implementation - ILAS Implementation	9.850,00	9.850,00	Economic governance	Land policy and urban management	TONCHOVSKA
NEAR	IPA	2012	298179	SUPPORT TO SPECIFIC COMMUNICATION ACTION IN CROATIA	127.179,20	127.179,20	Democracy and Rule of Law	Media and free flow of information	BUSINESS AND STRATEGIES IN EUROPE
NEAR	IPA	2012	299738	Provision of Technical Assistance Related to Implementation of IPA Programmes	12.663,60	12.663,60	Multisector	Not classified	EPRD- BIURO POLITYKI GOSPODARCZEJ IROZWOJU REGIONALNEGO SP(ZOO)
NEAR	IPA	2012	306497	Assessment of the Croatian Asylum System Ms. Klep	5.300,00	5.300,00	Democracy and Rule of Law	Human rights	KLEP
NEAR	IPA	2012	306813	On the spot check of the two patrol police vessels for the Ministry of Interior of the Republic of Croatia under the IPA TAIB 2008-0303-0601 supply project "Blue Border Surveillance - Phase II".	9.990,00	9.990,00	Democracy and Rule of Law	Border management	POSEIDON KONSULT AB
NEAR	IPA	2012	308361	Make it Possible with EU Funds	79.548,97	79.548,97	Other	Not classified	ORGANIZACIJA ZA GRADJANSKE INICIJATIVE UDRUGE

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
NEAR	IPA	2012	308369	Provision of the technical assistance for the monitoring of the implementation of IPA and PHARE funds	39.666,78	39.666,78	Multisector	Not classified	SACO SASPJ
NEAR	IPA	2012	308386	Youth for EU	52.765,83	52.765,83	Education	Not classified	AGENCIJA LOKALNE DEMOKRACIJE UDRUGA
NEAR	IPA	2012	308389	Toward EU Citizenship	75.497,51	75.497,51	Other	Not classified	HRVATSKI PRAVNI CENTAR
NEAR	IPA	2012	308402	28th Star	72.880,99	72.880,99	Other	Not classified	PRONI CENTAR ZA SOCIJALNO PODUCAVANJE - OSIJEK UDRUGE
NEAR	IPA	2012	308526	Audit of Phare 2006 and TAIB 2008 Contracts	59.370,00	59.370,00	Multisector	Not classified	PKF LITTLEJOHN LLP
NEAR	IPA	2012	308567	Small Business in a Big Europe	72.567,21	72.567,21	Economic governance	SME development	GRAD MALI LOSINJ
NEAR	IPA	2012	308621	EU Classroom 2	74.140,39	74.140,39	Other	Not classified	EUROPSKI EDUKACIJSKI FORUM UDRUGE
NEAR	IPA	2012	308738	Support to monitoring and on-the spot checks of the of IPA Cross-border Cooperation Component in Croatia	41.988,02	41.988,02	Multisector	Cross-border cooperation	SACO SASPJ
NEAR	IPA	2013	331974	specific contract HR 01 03 EPC 12 (ex post control audit of 10 procurement contracts in Croatia)	27.615,96	27.615,96	Other	Not classified	ERNST AND YOUNG BEDRIJFSREVISOREN CVBA
NEAR	IPA	2013	332024	HR 02 04 EPC 12 (EX POST CONTROL AUDIT OF 8 PROCUREMENT CONTRACTS)	50.043,00	50.043,00	Other	Not classified	PRICEWATERHOUSECOOPERS AUDIT SRO
NEAR	IPA	2013	332069	HR 03 05 EPC 12 (EX POST CONTROL AUDIT OF 8 PROCUREMENT CONTRACTS)	45.167,00	45.167,00	Other	Not classified	PRICEWATERHOUSECOOPERS AUDIT SRO
NEAR	IPA	2013	336581	EX POST CONTROL OF 3 CONTRACTS IN CROATIA	16.576,00	16.576,00	Other	Not classified	PRICEWATERHOUSECOOPERS AUDIT SRO
NEAR	IPA	2014	349122	On-the-spot Monitoring Visits on Implementation of IPA 2007 and 2008 Projects in Croatia	48.000,00	48.000,00	Other	Not classified	EUROPE TANACSADO KFT
NEAR	IPA	2015	366212	On-the-spot monitoring visits on implementation of selected IPA 2009 and 2010 projects in Croatia	52.000,00	52.000,00	Other	Not classified	ECORYS POLSKA SPOLKA Z OGRANICZONAODPOWIEDZIA LNOSCIA

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NEAR	IPA	2016	377067	On-the-spot monitoring visits on implementation of selected IPA 2010 and 2011 projects in Croatia	57.000,00	57.000,00	Other	Not classified	ECORYS POLSKA SPOLKA Z OGRANICZONAODPOWIEDZIA LNOSCIA
	CARDS	2004	77822	Water Information System - Standardisation and Monitoring	447.048,95	447.048,95	Water and Sanitation	Not classified	DHI
	CARDS	2004	78809	State Aid in Croatia	181.821,44	181.821,44	Economic governance	State aid	INVESTISSEMENT DEVELOPPEMENT CONSEIL SA
	CARDS	2004	80144	Facilitation of EC Regional Development Programme Implementation in Croatia	140.042,01	140.042,01	Multisector	Not classified	WEST MIDLANDS ENTERPRISE LIMITED
	CARDS	2004	81018	Preparation of Tender Dossier for the Asylum Reception Centre of Oroszlavlje	31.689,80	31.689,80	Democracy and Rule of Law	Human rights	SAFEGE SA
	CARDS	2004	81695	A Labour Market Survey	91.172,48	91.172,48	Economic governance	Employment policy	BMB MOTT MACDONALD BV
	CARDS	2004	83466	Strategy for EU Environmental Law Approximation in Croatia	1.179.848,00	1.179.848,00	Environmental protection	Not classified	PROJECT MANAGEMENT INTERNATIONAL LIMITED
	CARDS	2004	84248	Assistance in Site Visits, Clarification of Questions and Tender Evaluation Committee for the CARDS 2001 IBM works tender	19.666,45	19.666,45	Other	Not classified	PB LTD
	CARDS	2004	84858	Training of Counsellors for Disabled and Hard to Place Persons	73.570,01	73.570,01	Social protection and welfare service	Not classified	EURONET CONSULTING GEIE
	CARDS	2004	88117	Pre-accession Information and Communication Programme for the EC Delegation to Croatia	146.244,02	146.244,02	Other	Not classified	MOSTRA SA
	DDH	2004	89702	Evaluation of Project Proposals Under EIDHR Micro-scheme 2001 - Jasmina Papa Stubbs	1.500,00	1.500,00	Democracy and Rule of Law	Human rights	PAPASTUBBS
	DDH	2004	89703	Evaluation of Project Proposals Under EIDHR Micro-scheme 2001 - Mladen Majetic	1.500,00	1.500,00	Democracy and Rule of Law	Human rights	MAJETIC
	CARDS	2004	90409	Adaptation of CASCAID Occupational Orientation Software	67.427,29	67.427,29	Other	Not classified	DEVOTEAM FISCHER & LORENZ AS
	CARDS	2004	90916	Support to the National Aid Co-ordinator in Co-ordination and Monitoring of EU Assistance in Croatia	651.160,36	651.160,36	Other	Not classified	NOMISMA SOCIETA DI STUDI ECONOMICISPA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
	CARDS	2005	94462	Technical Assistance for Management of Neighbourhood Programmes	187.301,35	187.301,35	Multisector	Not classified	HTSPE LTD
	CARDS	2004	94536	Addressing Social Exclusion at VET Schools	47.666,08	47.666,08	Social protection and welfare service	Not classified	IBF INTERNATIONAL CONSULTING SA
	CARDS	2004	94849	Intellectual Property Rights Croatia, IT and Documentation - Lot 2	5.146,31	5.146,31	Other	Not classified	STORM COMPUTERS DOO
	CARDS	2004	95441	Audit of the Contract No. 34167 - Return of Refugees in Croatia - Reconstruction, Related Measures and Quick Impact Facility	34.535,00	34.535,00	Reconstruction relief and rehabilitation	Not classified	MOORE STEPHENS LLP
	CARDS	2004	96022	Intellectual Property Rights in Croatia - Copyright and Related Rights	343.859,23	343.859,23	Other	Not classified	PAUL HASTINGS (EUROPE) LLP
	CARDS	2005	96498	Management of Grants for Social Service Delivery by the Non-profit Organisations In Croatia	219.522,16	219.522,16	Democracy and Rule of Law	Democratic participation and civil society	NACIONALNE ZAKLADE ZA RAZVOJ CIVILNOGA DRUSTVA
	CARDS	2004	96506	Capacity Building in the Area of Illegal Migration	26.370,00	26.370,00	Democracy and Rule of Law	Human rights	ALATEC INGENIEROS CONSULTORES Y ARQUITECTOS SA
	CARDS	2004	96588	Support to PHARE Economic and Social Cohesion Programming in Croatia	129.916,11	129.916,11	Other	Not classified	WEST MIDLANDS ENTERPRISE LIMITED
	CARDS	2005	96793	Support to the Ministry of Finance of the Republic of Croatia for Improving Capacity in Sovereign Debt Management	140.853,39	140.853,39	Economic governance	Public Finance Management	INVESTISSEMENT DEVELOPPEMENT CONSEIL SA
	CARDS	2004	97150	"Electronic media"	24.000,00	24.000,00	Other	Not classified	OLYMPIC INTERNATIONAL DOO
	CARDS	2004	97340	Website for the Judicial Academy	4.800,00	4.800,00	Democracy and Rule of Law	Legal and judicial development	PERPETUUM MOBILE DOO
	CARDS	2005	99729	Market Surveillance Strategy in the Field of Technical Products	156.096,13	156.096,13	Economic governance	Investment Climate and Competitiveness	WEST MIDLANDS ENTERPRISE LIMITED
	CARDS	2005	99862	Strategic Advice and Tender Specifications to the Croatian Competition Agency	3.500,00	3.500,00	Economic governance	Investment Climate and Competitiveness	INKRET

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	CARDS	2005	100061	Support to Strategy Development and PHARE Programming in the Field of Chemicals Management	95.910,00	95.910,00	Environmental protection	Not classified	SWECO DANMARK AS
	CARDS	2005	100216	Support to PHARE Programming and Development of Project/Tender Documentation in the Maritime Transport Sector	146.126,70	146.126,70	Infrastructure	Maritime transport	ALATEC INGENIEROS CONSULTORES Y ARQUITECTOS SA
	CARDS	2005	100524	Support to PHARE Programming in the Fisheries Sector	97.937,87	97.937,87	Fishing	Not classified	TRANSTEC SA
	CARDS	2005	100527	Support to PHARE Programming in the Agricultural Sector	107.275,96	107.275,96	Agriculture	Not classified	AGRICONSULTING EUROPE SA
	CARDS	2005	100875	Preparation of the PHARE 2005 Customs Project Fiche and the Terms of Reference for a Service Contract on TARIC Loader and Database Management	130.500,58	130.500,58	Economic governance	Trade policy	AIDE A LA DECISION ECONOMIQUE SA
	CARDS	2005	100951	Workshop on Housing Care	4.959,88	4.959,88	Health	Not classified	UGO HOTELI DOO
	CARDS	2005	101077	Support to PHARE Programming and Development of Project/Tender Documentation in the area of Statistics	46.013,06	46.013,06	Economic governance	Statistical capacity building	GOPA-GESELLSCHAFT FUR ORGANISATIONPLANUNG UND AUSBILDUNG MBH
	CARDS	2005	101387	Development of Standards for the Vocational Guidance Department at the Croatian Employment Service	109.712,47	109.712,47	Economic governance	Employment policy	BMB MOTT MACDONALD BV
	CARDS	2005	101389	Data/Information for Vocational Education and Training (VET) Development	105.092,62	105.092,62	Education	Not classified	ATOS BELGIUM
	CARDS	2005	101394	Support to PHARE Programming and Development of Project/Tender Documentation to the Ministry of Interior of Croatia	91.329,70	91.329,70	Democracy and Rule of Law	Legal and judicial development	EUROPEAN CONSULTANTS ORGANISATION SPRL
	CARDS	2005	101444	Supervision of the Water Supply and Wastewater Infrastructure Works in Sibenik-Knin and Zadar Counties	199.494,27	199.494,27	Water and Sanitation	Infrastructure	ALATEC INGENIEROS CONSULTORES Y ARQUITECTOS SA
	CARDS	2005	101601	Technical Assistance for Project Preparation and the Completion of an ISPA Application for the Sewerage System and Wastewater Treatment Plant for the Town of Ogulin	145.749,28	145.749,28	Water and Sanitation	Not classified	PB LTD

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	CARDS	2005	101603	Participation in the Tender Evaluation of the Contract Supply of a Debt Management System for the Ministry of Finance	5.000,00	5.000,00	Economic governance	Public Finance Management	HART
	CARDS	2005	101922	Strategic Advice to Agricultural Classification in Croatia	2.570,00	2.570,00	Agriculture	Not classified	SRUC LBG
	CARDS	2005	102292	Support to the Ministry of Finance of the Republic of Croatia in Allignment of Budget Deficit and Public Levels Reporting According to ESA 95 Methodology	57.465,00	57.465,00	Economic governance	Public Finance Management	ECORYS NEDERLAND BV
	CARDS	2005	102342	Technical Assistance to the Government Office for Minorities in the Process of Programming PHARE 2005	34.026,29	34.026,29	Democracy and Rule of Law	Human rights	TEA-CEGOS CONSORTIUM
	CARDS	2005	102667	Support to the Ministry of Interior in Preparing Project/Tender Documentation - Technical Specifications for CARDS 2004 Project Modernisation of State Border Surveillance	48.325,00	48.325,00	Democracy and Rule of Law	Border management	BUSINESS AND STRATEGIES IN EUROPE
	CARDS	2005	103054	Decentralisation and reorganisation of the Croatian Employment Service	215.395,80	215.395,80	Public Administration Reform	Decentralisation	WYG INTERNATIONAL LIMITED
	CARDS	2005	105005	Technical Assistance for Railway Transport Sector and Support to PHARE Programming and Development of Project/Tender Documentation in the Railway Transport Sector	175.637,82	175.637,82	Infrastructure	Not classified	COWI AS
	CARDS	2005	106208	Drafting CIS IT Design with Technical and Functional Specifications within the Framework of CARDS 2002 Criminal Intelligence System Phase 1	137.350,00	137.350,00	Democracy and Rule of Law	Legal and judicial development	ASTEC GLOBAL CONSULTANCY LIMITED
	CARDS	2005	108898	Support to the National Co-ordinator for EU Assistance and Co-operation Programmes in the Preparation of PHARE 2006 Programme	194.686,01	194.686,01	Other	Other	EUROPEAN CONSULTANTS ORGANISATION SPRL
	CARDS	2005	109870	Assessment of Specific Procedures Affecting the Law on the General Administrative Procedures	5.000,00	5.000,00	Democracy and Rule of Law	Legal and judicial development	LJUBANOVIC

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	PHARE	2005	111255	Public Opinion Research	31.000,00	31.000,00	Other	Not classified	IPSOS ISTRAZIVANJE TRZISTA, MEDIJAI JAVNOG MNIJENJA DRUSTVO S OGRANICENOM ODGOVORNOSCU
	CARDS	2005	111557	Support to PHARE Programming and Development of Project/Tender Documentation in the Inland Waterways Transport Sector	199.075,00	199.075,00	Infrastructure	Transport	COWI BELGIUM SPRL
	PHARE	2005	111648	Provision of Technical Assistance Related to Implementation of CARDS 2003 Project Assessment of Wind and Solar Energy Resources in a Pilot Croatian Region	19.302,00	19.302,00	Energy	Not classified	COWI BELGIUM SPRL
	CARDS	2005	112241	Visibility event to promote the results of EU cofunded projects proposals under EIDHR 2001 & CARDS 2002 Democracy & Human Rights	4.447,27	4.447,27	Democracy and Rule of Law	Human rights	MILLENIUM PROMOCIJA DOO
	CARDS	2006	115148	Support to Customs Administration in Preparation of the Business Change Management Plan and IT Strategy	140.485,60	140.485,60	Economic governance	Public Finance Management	DFC SA
	PHARE	2006	119110	Support to Evaluation of NBMS Phase 2, Assessment of State of Play on Phase 1 and Assessment of Prospects for NBMS Phase 3	19.980,00	19.980,00	Democracy and Rule of Law	Border management	TRANSTEC SA
	CARDS	2006	121589	Preparation of Sector Analysis Reports for Rural Tourism and Agro-environment	60.950,00	60.950,00	Other	Tourism	CARDNO EMERGING MARKETS (UK) LTD
	CARDS	2006	127691	Printing of brochures "Youth Programme"	3.050,00	3.050,00	Other	Not classified	GIPA DOO ZA IZDAVACKU I TISKARSKU DJELATNOST
	CARDS	2006	132066	Capacity building in the Area of Illegal Migration - ToR	12.249,24	12.249,24	Democracy and Rule of Law	Migration	ALATEC INGENIEROS CONSULTORES Y ARQUITECTOS SA
	FINHCR IS	2009	226077	Provision of technical assistance related to the implementation of IPA Component IV (Human Resources Development) and the development of the European Social Fund (ESF) Administrative Capacity Development Operational Programme for Croatia	139.560,00	0,00	Public Administration Reform	Administrative capacity building	AGRICONSULTING EUROPE SA

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	PHARE	2005	112946	Lecturing at the Accession seminar - Mr. Peter Gyorkos	840,00	840,00	Other	Not classified	GYORKOS
	PHARE	2005	112952	Lecturing at the Accession Seminar - Mr. Gyorgy Foris	973,36	973,36	Other	Not classified	FORIS
	PHARE	2005	113172	Catering Services for the accession seminar	4.950,00	4.950,00	Other	Not classified	ZIDAR DANIJELA
	PHARE	2005	110809	Interpretation Service for the Accession Seminar	3.419,00	3.419,00	Other	Not classified	AS KONGRESNI SERVIS DOO
	PHARE	2005	110810	Assessment of Project Proposals under CARDS 2003 and 2004 democracy and human rights grant schemes	700,00	700,00	Democracy and Rule of Law	Human rights	PAPASTUBBS
	PHARE	2005	111178	IT expertise to support evaluation committees and IT implementation procedure	4.890,00	4.890,00	Other	Not classified	INKRET
	PHARE	2005	111715	Assessment of Project Proposals under CARDS 2003 and 2004 democracy and human rights grant schemes	700,00	700,00	Democracy and Rule of Law	Human rights	TONC
	PHARE	2006	131532	Supply of books for the EU Information Center	15.296,95	15.296,95	Other	Not classified	KNJIGA TRGOVINA DOO
	PHARE	2007	138924	Supply of promotional material for EU bus - textiles	4.827,00	4.827,00	Other	Not classified	MILTON DOO ZA ROBNI PROMET, UVOZ-IZVOZ, TRGOVINU I ZASTUPANJE
	PHARE	2007	137553	Photo Services	4.500,00	4.500,00	Other	Not classified	DRAGUTIN KOLAREC
	PHARE	2007	138927	Supply of promotional material for EU bus - stationery and other	4.625,00	4.625,00	Other	Not classified	BOK DOO ZA TISAK I TRGOVINU
	IPA	2007	147834	Croatia: 2nd year of management Support to the Land Registry and Cadastre Reform	11.901,30	11.901,30	Economic governance	Land policy and urban management	JRC CCR JOINT RESEARCH CENTRE - CENTRE COMMUN DE RECHERCHE
	IPA	2010	258407	Support to Visibility Activities	9.500,00	9.500,00	Other	Not classified	JASNA RODES
	IPA	2010	258414	Support to EUD in IPA 2009-2010 IT project tender preparation/evaluation; support to on the spot checks/site visits	9.900,00	9.900,00	Other	Not classified	PRENDA TRUPEC TATJANA
	IPA	2010	258955	Support to EUD in preparation, evaluation and inception of in the field of 2008-0404-0112 T-Service tender Development of "One stop shop" for Joint	9.987,00	9.987,00	Economic governance	Land policy and urban management	TONCHOVSKA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
				Information System of Land Registry and Cadastre. EuropeAid/129284/D/SER/HR					
	IPA	2010	251066	Technical assistance – assessment of laboratory equipment for Tissues and Cells establishments & supply tendering procedure under the TAIB 2009 project "Strengthening the Institutional Capacity for Blood, Tissues and Cells (HR2009-03-28-11)"	2.362,00	2.362,00	Other	Not classified	BIOBANKA POPKOVNICNE KRVI DOO
	CARDS	2004	88333	Translation Services	4.978,00	4.978,00	Other	Not classified	BILINGUA DOO
	PHARE	2005	115565	Print of Catalogue Europe 2020	14.991,90	14.991,90	Other		ZNANJE DIONICKO DRUSTVO ZA NAKLADNICKU, TISKARSKU DJELATNOST I TRGOVINU
	PHARE	2005	114940	Translation services	4.890,00	4.890,00	Other	Not classified	BILINGUA DOO
	PHARE	2005	115209	Print of Series of EU Brochures	18.530,00	18.530,00	Other	Not classified	GIPA DOO ZA IZDAVACKU I TISKARSKU DJELATNOST
	PHARE	2005	115453	Support for Implementation of the EC Communication Strategy for Enlargement in Croatia	695.178,50	695.178,50	Other	Communication	PREMISA DOO ZA KOMUNIKACIJSKI MENEDZMENT
	IPA	2010	236434	Support for Implementation of the EC Communication Strategy for Enlargement in Croatia	1.299.537,77	1.299.537,77	Democracy and Rule of Law	Media and free flow of information	ECORYS UK LIMITED
	IPA	2011	271245	Support to Visibility Activities	10.000,00	10.000,00	Other	Not classified	JASNA RODES
	CARDS	2004	96665	Organisation of EU Quiz	3.232,55	3.232,55	Other	Not classified	H.B.I. DOO ZA HOTELIJERSTVO UGOSTITELJSTVO I TURIZAM
	CARDS	2004	96671	Printing the Brochure "More Unity and More Diversity"	2.315,00	2.315,00	Other	Not classified	GIPA DOO ZA IZDAVACKU I TISKARSKU DJELATNOST
	CARDS	2004	96682	Organisation of EU Quiz	4.640,00	4.640,00	Other	Not classified	FLAMINGO TOURS- PUTNICKA AGENCIJA D00 ZA TURIZAM I TRGOVINU
	CARDS	2004	96504	Management and Organisational Assessment of the Croatian Employment Service - Central Office	4.950,00	4.950,00	Economic governance	Employment policy	HANSEN
	CARDS	2004	94117	Media Survey	4.999,00	4.999,00	Other	Not classified	IPSOS ISTRAZIVANJE TRZISTA, MEDIJAI JAVNOG MNIJENJA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
									DRUSTVO S OGRANICENOM ODGOVORNOSCU
	CARDS	2004	90376	Production of Radio Show European Story	4.952,50	4.952,50	Other	Not classified	MEDIA SERVIS DOO
	PHARE	2006	120406	IT Expertise to Support Evaluation Committees and IT Tenders Finalisation	5.000,00	5.000,00	Other	Not classified	VUK
	CARDS	2006	121717	EU Acquis and Case Law Teaching at Universities in Croatia - Contract no. 2004/96564	35.486,37	35.486,37	Other	Not classified	ATOS BELGIUM
	CARDS	2006	121555	Seminar for Local Radio Journalists - contract nr 2004/090-199	1.939,60	1.939,60	Other	Not classified	MEDIA SERVIS DOO
	PHARE	2006	127738	Supply of equipment for the EU Info Centre in Croatia	80.343,64	80.343,64	Other	Not classified	JCP SRL
	IPA	2008	170541	Support to the Land Registry and Cadastre Reform in Croatia	7.820	7.820	Economic governance	Land policy and urban management	JRC CCR JOINT RESEARCH CENTRE - CENTRE COMMUN DE RECHERCHE
	CARDS	2004	79679	Vocational Guidance Strategy for the Croatian Employment Service	4.999,00	4.999,00	Economic governance	Employment policy	BJERRE
	CARDS	2004	90199	Seminar for Local Radio Journalists	2.909,40	2.909,40	Other	Not classified	MEDIA SERVIS DOO
	PHARE	2006	125099	Production of Show The ABC of the EU	4.999,00	4.999,00	Other	Not classified	HOLOGRAM DOO
	PHARE	2006	123126	Supervision of Works at the EU Information Centre at Zagreb	5.000,00	5.000,00	Infrastructure	Not classified	MEDIMURJE-INZENJERING DIONICKO DRUSTVO ZA PROJEKTIRANJE, KONZALTING IINZENJERING
	IPA	2007	144736	Support for the implementation of the EC Communication Strategy for Enlargement in Croatia	997.242,23	997.242,23	Democracy and Rule of Law	Media and free flow of information	BUSINESS AND STRATEGIES IN EUROPE
	CARDS	2004	80125	Training on database for transposing New Approach Directives into national legislation	112,59	112,59	Other	Capacity building	SCHULTZE
	CARDS	2004	82935	Sponsoring School Sport Competition	1.923,06	1.923,06	Other	Not classified	KAP - ZAJEDNICKI TRGOVACKI OBRT
	CARDS	2004	83176	Round Table Meeting "From Humanitarian Aid to the Regional Development Policy"	1.244,70	1.244,70	Other	Not classified	AS KONGRESNI SERVIS DOO
	CARDS	2004	83269	Media Audience Survey	2.367,00	2.367,00	Other	Not classified	PRIZMA ISTRAZIVANJA DOO

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
	CARDS	2004	83270	Production of Video Press Release	4.980,00	4.980,00	Other	Not classified	ADMIR CULUMAREVIC
	CARDS	2004	83271	Internet Visibility Campaign	4.521,22	4.521,22	Other	Not classified	OLYMPIC INTERNATIONAL DOO
	CARDS	2004	83332	Leaflet for the CARDS 2002 Environmental NGO Projects	218,00	218,00	Environmental protection	Not classified	GIPA DOO ZA IZDAVACKU I TISKARSKU DJELATNOST
	PHARE	2005	104546	Photo Services	4.000,00	4.000,00	Other	Not classified	DRAGUTIN KOLAREC
	PHARE	2005	104727	Web Clipping	4.825,00	4.825,00	Other	Not classified	BRIEFING DOO
	PHARE	2005	102293	Printing the Brochures Europe in 12 Lessons and EU constitution	2.672,00	2.672,00	Other	Not classified	GIPA DOO ZA IZDAVACKU I TISKARSKU DJELATNOST
	PHARE	2005	102294	Seminar for Journalists France and the European Constitution	4.999,00	4.999,00	Other	Not classified	ASSOCIATION CLUB GRANDE EUROPE
	PHARE	2006	124569	Provision of the Procurement Consultancy Services to the Delegation of the European Commission to the Republic of Croatia	4.800,00	4.800,00	Other	Not classified	LESNIAK
	PHARE	2006	127307	Supply of IT Equipment for the EU Info Centre in Croatia	22.665,00	22.665,00	Other	Not classified	MULTISOFT DOO ZA MARKETING,PROJEKTIRANJE I UVODENJE OBRADE PODATAKA
	PHARE	2006	129029	Support of Implementation of the EC Communication Strategy for Enlargement in Croatia	769.964,54	769.964,54	Other	Communication	PREMISA DOO ZA KOMUNIKACIJSKI MENEDZMENT
	PHARE	2006	128573	Management Support to the Land Registry and Cadastre Reform in Croatia	21.462,96	21.462,96	Economic governance	Land policy and urban management	JRC CCR JOINT RESEARCH CENTRE - CENTRE COMMUN DE RECHERCHE
	PHARE	2007	147373	Supply of books/ information material for the EU Info Centre	9.912,00	9.912,00	Other	Not classified	KNJIGA TRGOVINA DOO
	PHARE	2007	147416	Supply of the equipment for the EU Info Centre	9.987	9.987	Other	Not classified	DIGITALNI AUDIO VIDEO SVIJET DOO
	CARDS	2004	84063	Contribution to the Espoo Convention	37.000,00	37.000,00	Environmental protection	Not classified	HOTELI CROATIA DIONIEKO DRUSTVO ZAHOTELIJERSTVO I TURIZAM
	CARDS	2004	83433	Printing of the CARDS Folders	1.460,00	1.460,00	Other	Not classified	GIPA DOO ZA IZDAVACKU I TISKARSKU DJELATNOST
	CARDS	2004	82496	Visibility - T-shirts for the Children Participating in Europe Day	4.972,45	4.972,45	Other	Not classified	OBRT ZA GRAFICKE USLUGE BI GRAF VLASNIK IVAN BEKAVAC UDRUGE

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
	CARDS	2004	81963	This is a "dummy" contract to make a payment of interests on delayed payment of the advance under the contract 034-601	686,00	686,00	Other	Not classified	AGRICONSULTING EUROPE SA
	CARDS	2004	80902	Production of the publication "Consumers' Guide"	4.964,86	4.964,86	Not classified	Not classified	TECHNICAL ACCOUNT COMPTE TECHNIQUEBANK TRANSFERT EC
	CARDS	2004	85424	Training of Journalists	4.311,00	4.311,00	Democracy and Rule of Law	Media and free flow of information	GOSPODARSKO INTERESNO UDRUZENJE-PROFESIONALNO USAVRSAVANJE NOVINARA
	PHARE	2005	108277	Dubrovnik Portal	4.990,00	4.990,00	Other	Not classified	EUROPSKI DOM DUBROVNIK EDD UDRUGE
	PHARE	2005	105821	Printing Seven Editions of the Delegation's Newsletter	4.592,00	4.592,00	Other	Not classified	GIPA DOO ZA IZDAVACKU I TISKARSKU DJELATNOST
	PHARE	2005	106471	Maintenance of the website	4.680,00	4.680,00	Other	Not classified	NOVENA IZDAVASTVO TRGOVINA I USLUGE DOO
	PHARE	2005	106710	Robert Schuman Croatian Journalist Award	4.610,00	4.610,00	Other	Not classified	HRVATSKO NOVINARSKO DRUSTVO
	PHARE	2005	106786	Publication of the Book Roland's European Paths	4.200,00	4.200,00	Other	Not classified	EUROPSKI DOM DUBROVNIK EDD UDRUGE
	PHARE	2005	106804	Book Publishing	2.880,00	2.880,00	Other	Not classified	EUROPSKI POKRET SPLIT UDRUGE
0	PHARE	2006	132757	Courier Services for Centralised Tender Procedures	3.149,42	3.149,42	Other	Not classified	DHL INTERNATIONAL DOO, HILNA DOSTAVA SIROM SVIJETA
	CARDS	2006	132564	Preparation of TOR and twinning Fiches for CARDS 2003 and 2004 Projects in Judiciary.	16.912,48	16.912,48	Democracy and Rule of Law	Legal and judicial development	ATOS BELGIUM
	PHARE	2006	132792	Delegation Zagreb - CARDS Support Expenditure to cover for expenditure incurred in 2005 and 2006 paid from the Imprest Account	46.963,09	46.963,09	Other	Not classified	TECHNICAL ACCOUNT COMPTE TECHNIQUEBANK TRANSFERT EC
	CARDS	2006	132611	Investments fro the Judicial Academy	1.996,31	1.996,31	Democracy and Rule of Law	Legal and judicial development	PEVEC DOO ZA USLUGE PROIZVODNJU I TRGOVINU
	PHARE	2006	132213	Support to Monitoring of Evaluation of PHARE 2005 Supply Tender Preparation for Implementation of the Schengen Acquis	17.428,00	17.428,00	Democracy and Rule of Law	Border management	ATOS BELGIUM

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
	PHARE	2006	132390	Supervision of the Development Infrastructure Works in Šibenik-Knin and Zadar Counties	3.332,00	3.332,00	Infrastructure	Not classified	LABOR PROJEKT DOO ZA GRADITELJSTVO
	PHARE	2006	132396	Supervision of the Water Supply and Wastewater Infrastructure Works in Šibenik-Knin and Zadar Counties	4.980,00	4.980,00	Water and Sanitation	Infrastructure	RASTER DOO ZA PROJEKTIRANJE I IZGRADNJU
	IPA	2009	224329	What does EU membership mean for Croatian environment?	34.102,35	34.102,35	Other	Not classified	ZELENA AKCIJA
	IPA	2009	224675	Croatia and European Union: Information bridge on the Web portal H-alter	38.090,48	38.090,48	Democracy and Rule of Law	Democratic participation and civil society	UDRUGA ZA NEZAVISNU MEDIJSKU KULTURU
	IPA	2009	224763	Hands across the border - identity and cultural heritage of the Danube region	32.772,95	32.772,95	Education	Not classified	FORUM ZA SLOBODU ODGOJA UDRUGE
	IPA	2009	224786	EU.N.V.I.R.O.N.M.E.N.T European Notions Values and Instruments for Revitalizing Original Natural Monuments as Environment Treasures	22.325,32	22.325,32	Environmental protection	Not classified	AGENCIJA LOKALNE DEMOKRACIJE UDRUGA
	IPA	2009	224264	EUphoria	35.922,00	35.922,00	Other	Not classified	PRONI CENTAR ZA SOCIJALNO PODUCAVANJE - OSIJEK UDRUGE
	IFS-RRM	2009	205613	Joint European Commission and ICTY Training Project for National Prosecutors and Young Professionals from the Former Yugoslavia	478.342,40	478.342,40	Democracy and Rule of Law	Legal and judicial development	INTERNATIONAL CRIMINAL TRIBUNAL FOR THE FORMER YUGOSLAVIA

Table 2 – List of contracts – Decentralised management

This list presents the contracts implemented in decentralized way under the responsibility of DG AGRI, ELARG, EMPL and REGIO.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
AGRI	IPA	2009	1	SAPARD Agency (file from Croatian Partners)	12.672.978,98	12.672.978,98	Agriculture	Not classified	
AGRI	IPA	2013	2	IPARD Agency (file ugovoreni)	112.825.025,31	112.825.025,31	Agriculture	Not classified	
AGRI	IPA	2013	3	IPARD Agency (file korisniki)	102.813.711,59	102.813.711,59	Agriculture	Not classified	

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	PHARE	2006	116496	2005 PHARE CBC / INTERREG IIIA between Croatia, Slovenia and Hungary	2.721.560,91	2.721.560,91	Multisector	Not classified	REPUBLIKA HRVATSKA
ELARG	PHARE	2006	116498	2005 Phare CBC / INTERREG III A Croatia-Italy (ANNP)	1.811.580,24	1.811.580,24	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
ELARG	IPA	2007	2007-0017-974002	Sava Navigo	64.088,90	64.088,90	Regional development	Not classified	Inland Navigation Development Centre CRUP
ELARG	IPA	2007	2007-0017-974004	Revival of the Cross-border Partnership	66.361,08	66.361,08	Regional development	Not classified	Center for Civil Initiatives
ELARG	IPA	2007	2007-0017-974006	BIKE 4 TWF	142.792,56	142.792,56	Regional development	Not classified	Development Agency of Sisak-Moslavina County
ELARG	IPA	2007	2007-0017-974007	Joint Effort for Innovative Environment	86.397,69	86.397,69	Regional development	Not classified	Development Agency of Vukovar-Srijem County Hrast Ltd.
ELARG	IPA	2007	2007-0017-974008	Innovative Networking and Economic Collaboration	118.413,02	118.413,02	Regional development	Not classified	City of Vukovar
ELARG	IPA	2007	2007-0017-974009	The Una River	74.668,10	74.668,10	Regional development	Not classified	Town of Hrvatska Kostajnica
ELARG	IPA	2007	2007-0017-974003	Public Energy Management	55.088,05	55.088,05	Regional development	Not classified	Karlovac County
ELARG	IPA	2007	2007-0017-974005	Moving toward Successful Public Participation	203.251,86	203.251,86	Regional development	Not classified	Green Action
ELARG	IPA	2007	2007-0017-974001	TA for managing Croatia - Bosnia & Herzegovina	13.860,22	13.860,22	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2007	2007-0017-975002	Traditional olive industry	144.739,02	144.739,02	Regional development	Not classified	Croatian Centre for Agriculture, Food and Rural Affairs
ELARG	IPA	2007	2007-0017-975003	Dubrovnik and Kotor - Cities and Books	52.083,41	52.083,41	Regional development	Not classified	Dubrovnik Libraries

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2007	2007-0017-975004	Business Cooperation and Skills Improvement	111.086,35	111.086,35	Regional development	Not classified	Croatian Mountain Rescue Service
ELARG	IPA	2007	2007-0017-975001	TA for managing CBC Croatia - Montenegro	0,00	0,00	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2007	2007-0017-973002	Prevention of CSF spreading in cross-border region through improvements of sanitary standards and education of farmers - STOP CSF	176.405,18	176.405,18	Regional development	Not classified	Osijek - Baranja County
ELARG	IPA	2007	2007-0017-973003	Towards recycling societies in Osijek-Baranja County and North Ba?ka District	144.635,33	144.635,33	Regional development	Not classified	Green Action - Friends of the Earth
ELARG	IPA	2007	2007-0017-973004	Hands across the border - identity and cultural heritage of the Danube region	39.987,01	39.987,01	Regional development	Not classified	Nansen Dialogue Centre
ELARG	IPA	2007	2007-0017-973005	Forming the centre for the advancement of knowledge in the rural tourism	120.921,31	120.921,31	Regional development	Not classified	Vukovar Tourist Board
ELARG	IPA	2007	2007-0017-973006	Tradition for the Future ? Rural Tourism across Borders	182.977,90	182.977,90	Regional development	Not classified	Centre for Entrepreneurship Osijek
ELARG	IPA	2007	2007-0017-973001	TA for managing CBC Croatia - Serbia	0,00	0,00	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2007	2007-0017-201001	NELI	54.081,87	54.081,87	Regional development	Not classified	Inland Navigation Development Centre CRUP
ELARG	IPA	2007	2007-0017-201003	NEWADA	25.611,13	25.611,13	Regional development	Not classified	Agency for Inland Waterways
ELARG	IPA	2007	2007-0017-201004	Danube Floodrisk	29.502,42	29.502,42	Regional development	Not classified	Croatian Waters
ELARG	IPA	2007	2007-0017-101001	Foret Modele	2.548,51	2.548,51	Regional development	Not classified	Region of Istria

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2008	2008-0017-974001	TAGC	99.496,08	99.496,08	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2008	2008-0017-974002	VIOR	60.473,46	60.473,46	Regional development	Not classified	City of Vinkovci
ELARG	IPA	2008	2008-0017-974006	STONE	190.948,32	190.948,32	Regional development	Not classified	Agency for development of Split-Dalmatia County
ELARG	IPA	2008	2008-0017-974007	Una - Spring of Life	129.252,73	129.252,73	Regional development	Not classified	Zadar County
ELARG	IPA	2008	2008-0017-974008	Lake2Lake	287.910,10	287.910,10	Regional development	Not classified	Town of Vrlika
ELARG	IPA	2008	2008-0017-974003	Volunteering for Cross-border Local Community	40.379,39	40.379,39	Regional development	Not classified	Local Democracy Agency Sisak
ELARG	IPA	2008	2008-0017-974005	ABCDE Posavina	138.668,92	138.668,92	Regional development	Not classified	Energy Institute Hrvoje po'ar
ELARG	IPA	2008	2008-0017-974007	Una - Spring of Life	0,00	0,00	Regional development	Not classified	Zadar County
ELARG	IPA	2008	2008-0017-975002	Joint Promotion and Increased Level of Safety	157.184,85	157.184,85	Regional development	Not classified	Hydrographic Institute of the Republic of Croatia
ELARG	IPA	2008	2008-0017-975003	Nature for the Future	152.872,55	152.872,55	Regional development	Not classified	Dubrovnik Neretva County's Regional Development Agency DUNEA
ELARG	IPA	2008	2008-0017-975001	TAGC	33.114,93	33.114,93	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2008	2008-0017-973002	Improving the international Danube Bicycle Route	141.606,90	141.606,90	Regional development	Not classified	Vukovar-Srijem County

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2008	2008-0017-973003	Innovative Cross-border SME Export Network	104.945,11	104.945,11	Regional development	Not classified	Business Incubator BIOS Ltd. Osijek
ELARG	IPA	2008	2008-0017-973004	Apple.net 2	178.431,33	178.431,33	Regional development	Not classified	Institute for Agriculture Osijek
ELARG	IPA	2008	2008-0017-973005	ORGANICA.net	134.018,11	134.018,11	Regional development	Not classified	Association for Creative Development - Slap
ELARG	IPA	2008	2008-0017-973006	Crossovers	28.565,22	28.565,22	Regional development	Not classified	Udruga ljubitelja filma ?RARE? Vinkovci
ELARG	IPA	2008	2008-0017-973007	SUMUS	105.634,67	105.634,67	Regional development	Not classified	Komunalije Ltd. Ilok
ELARG	IPA	2008	2008-0017-973001	Technical Assistance for CBP CRO-SER	76.615,99	76.615,99	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2008	2008-0017-201001	SEETAC	0,00	0,00	Regional development	Not classified	Ministry of the Sea, Transport and Infrastructure
ELARG	IPA	2008	2008-0017-201002	DMCSEE	0,00	0,00	Regional development	Not classified	Meteorological and Hydrological Service
ELARG	IPA	2008	2008-0017-201002	DMCSEE	0,00	0,00	Regional development	Not classified	Meteorological and Hydrological Service
ELARG	IPA	2008	2008-0017-201003	EUWATER	9.071,45	9.071,45	Regional development	Not classified	AZZRI - Agency for Rural Development of Istria
ELARG	IPA	2008	2008-0017-201004	DATOURWAY	17.563,00	17.563,00	Regional development	Not classified	Regional Development Agency of Slavonia and Baranja
ELARG	IPA	2008	2008-0017-201005	TECH.FOOD	8.130,76	8.130,76	Regional development	Not classified	Agency for Rural Development of Istria - AZZRI

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2008	2008-0017-201006	PROMISE	0,00	0,00	Regional development	Not classified	City of Zagreb
ELARG	IPA	2008	2008-0017-101001	PROTECT	47.821,72	47.821,72	Regional development	Not classified	Region of Istria
ELARG	IPA	2008	2008-0017-101002	COASTANCE	2.480,08	2.480,08	Regional development	Not classified	Dubrovnik Neretva County Development Agency - DUNEА
ELARG	IPA	2009	2009-0017-974002	Discover Posavina	96.107,83	96.107,83	Regional development	Not classified	Inland Navigation Development Centre CRUP
ELARG	IPA	2009	2009-0017-974003	Med Med Herbs	162.449,52	162.449,52	Regional development	Not classified	Municipality of Jelsa
ELARG	IPA	2009	2009-0017-974004	SMEs without borders	161.155,41	161.155,41	Regional development	Not classified	Municipality of Majur
ELARG	IPA	2009	2009-0017-974005	IRRI- The Irrigation Project	105.267,68	105.267,68	Regional development	Not classified	Municipality of Lovas
ELARG	IPA	2009	2009-0017-974008	Green oasis	172.168,59	172.168,59	Regional development	Not classified	Highschool Matija Antun Reljkovi?
ELARG	IPA	2009	2009-0017-974006	It started with the sport	49.129,41	49.129,41	Regional development	Not classified	Municipality Gornji Bogi?evci
ELARG	IPA	2009	2009-0017-974007	CB Volunteers? Networking for Local Development	44.537,65	44.537,65	Regional development	Not classified	Local Democracy Agency Sisak
ELARG	IPA	2009	2009-0017-974001	Technical Assistance	96.386,35	96.386,35	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2009	2009-0017-975002	OLYMPIC HOPES	47.706,78	47.706,78	Regional development	Not classified	Water polo club JUG

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0017-975003	Development of ICT for Outdoor Destinations	132.973,12	132.973,12	Regional development	Not classified	Croatian Mountain Rescue Service
ELARG	IPA	2009	2009/2010-0017-975004	Heritage	120.906,38	120.906,38	Regional development	Not classified	Physical Planning Institute of Dubrovnik-Neretva County
ELARG	IPA	2009	2009-0017-975001	Technical Assistance	32.592,68	32.592,68	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2009	2009-0017-973002	Cross-Border Cooperation for Investment Promotion	179.259,22	179.259,22	Regional development	Not classified	Municipality of Gradište
ELARG	IPA	2009	2009-0017-973003	Rosis, Rosas, Rosarium	133.798,28	133.798,28	Regional development	Not classified	Centre for Technological Development - Development Agency of Brod-Posavina County ltd.
ELARG	IPA	2009	2009-0017-973004	REPRO - Renewable Energy PROjects Cross-border Exc	78.291,94	78.291,94	Regional development	Not classified	Municipality of Tovarnik
ELARG	IPA	2009	2009-0017-973005	SNET.EU	45.400,09	45.400,09	Regional development	Not classified	Local Democracy Agency Osijek
ELARG	IPA	2009	2009-0017-973006	Libraries for a new age	48.888,53	48.888,53	Regional development	Not classified	Vinkovci city library
ELARG	IPA	2009	2009-0017-973007	CHAIN - Agriculture in cooperation with nature	104.842,03	104.842,03	Regional development	Not classified	Croatian Centre for Agriculture, Food and Rural Affairs
ELARG	IPA	2009	2009-0017-973008	Regional Centre	29.349,51	29.349,51	Regional development	Not classified	Home for Elderly and Disabled Persons Osijek
ELARG	IPA	2009	2009-0017-973009	Volunteers without borders	35.059,02	35.059,02	Regional development	Not classified	Volunteer Centre Osijek
ELARG	IPA	2009	2009-0017-973001	Technical Assistance	72.481,46	72.481,46	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0017-101001	ECOMOVEL	47.894,01	47.894,01	Regional development	Not classified	Northwest Croatian Wood Industry Cluster
ELARG	IPA	2009	2009-0017-101002	IRH Med	40.949,37	40.949,37	Regional development	Not classified	Energy Institute Hrvoje po?ar
ELARG	IPA	2009	2009-0017-101003	ENERMED	21.095,86	21.095,86	Regional development	Not classified	Energy Institute Hrvoje po?ar
ELARG	IPA	2009	2009-0017-201001	South-East European Digital Television	109.531,00	109.531,00	Regional development	Not classified	Croatian Post and Electronic Communications Agency
ELARG	IPA	2009	2009-0017-201002	SAGITTARIUS	69.536,89	69.536,89	Regional development	Not classified	Faculty of Humanities and Social Studies
ELARG	IPA	2009	2009-0017-201003	Architecture of Totalitarian Regimes- ATRIUM	42.939,93	42.939,93	Regional development	Not classified	Town of Labin
ELARG	IPA	2010	2010-0017-974005	Our Lady of Sinj Route	219.310,60	219.310,60	Regional development	Not classified	City of Sinj
ELARG	IPA	2010	2010-0017-974007	Grain Trade Route, Kupa ? Sava	218.995,63	218.995,63	Regional development	Not classified	Municipality of Pokupsko
ELARG	IPA	2010	2010-0017-974002	MOBILLL	42.687,97	42.687,97	Regional development	Not classified	City Library Ivan Goran Kova?i?
ELARG	IPA	2010	2010-0017-974003	TALKING BOOKS	36.567,09	36.567,09	Regional development	Not classified	Research Library Zadar
ELARG	IPA	2010	2010-0017-974004	INFO-HEP CENTRE	48.981,17	48.981,17	Regional development	Not classified	CATIH ?Hepatos?
ELARG	IPA	2010	2010-0017-974006	Support to CSOs	34.847,66	34.847,66	Regional development	Not classified	Association ?UNA?, Srb

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2010	2010-0017-974008	BBio project	138.024,71	138.024,71	Regional development	Not classified	Public Institution RERA S.D. for coordination and development of Split-Dalmatia County
ELARG	IPA	2010	2010-0017-974001	Technical assistance for managing the CBP CRO-B&H	99.192,41	99.192,41	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2010	2009/2010-0017-975004	Heritage	92.152,26	92.152,26	Regional development	Not classified	Physical Planning Institute of Dubrovnik-Neretva County
ELARG	IPA	2010	2010-0017-975002	WiNe? Wine Tourist Network	178.055,01	178.055,01	Regional development	Not classified	DUNEA IIC
ELARG	IPA	2010	2010-0017-975003	T.H.I.N.K.	41.482,66	41.482,66	Regional development	Not classified	Kindergartens Dubrovnik
ELARG	IPA	2010	2010/2011-0017-975005	Joint Actions for Sea Pollution Prevention	10.367,90	10.367,90	Regional development	Not classified	Hydrographic Institute of the Republic of Croatia
ELARG	IPA	2010	2010-0017-975001	Technical Assistance for Managing the CBC CRO-MN	36.133,11	36.133,11	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2010	2010-0017-973002	PANONIAN BEE	181.084,44	181.084,44	Regional development	Not classified	Osijek - Baranja County
ELARG	IPA	2010	2010-0017-973003	Living Danube	102.257,76	102.257,76	Regional development	Not classified	Association for nature and environment protection Green Osijek
ELARG	IPA	2010	2010-0017-973004	REC - Renewable energy in cities	174.247,66	174.247,66	Regional development	Not classified	City of Osijek
ELARG	IPA	2010	2010-0017-973005	Agriculture Contribution towards Clean Environment	169.426,41	169.426,41	Regional development	Not classified	Faculty of Agriculture in Osijek
ELARG	IPA	2010	2010-0017-973006	Home Sweet Home	43.555,23	43.555,23	Regional development	Not classified	Josip Mato? Primary School

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2010	2010-0017-973001	Technical assistance grant contract for CBC CRO-SER	68.969,65	68.969,65	Regional development	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2011	2011-0017-974002	Mental health prevention network	40.387,04	40.387,04	Regional development	Not classified	Rehabilitation Centre for Stress and Trauma - RCT
ELARG	IPA	2011	2011-0017-974003	Bridging Diversity	32.523,32	32.523,32	Regional development	Not classified	Ecumenical Women's Initiative
ELARG	IPA	2011	2011-0017-974004	Green Islands	231.779,22	231.779,22	Regional development	Not classified	Public Institution for management of protected areas in Zadar County
ELARG	IPA	2011	2011-0017-974005	Community Centre	40.272,88	40.272,88	Regional development	Not classified	Association for Promotion of Information Technology, Culture and Coexistence
ELARG	IPA	2011	2011-0017-974006	PROGRES ? Protection of Nature and Globalisation	199.729,37	199.729,37	Regional development	Not classified	Municipality of Nijemci
ELARG	IPA	2011	2011-0017-974007	IM-BE Field	258.258,73	258.258,73	Regional development	Not classified	County of Split- Dalmatia
ELARG	IPA	2011	2011-0017-974001	Technical Assistance for Managing CBC CRO-BIH	98.445,88	98.445,88	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2011	2010/2011-0017-975005	Joint Actions for Sea Pollution Prevention	216.787,44	216.787,44	Regional development	Not classified	Hydrographic Institute of the Republic of Croatia
ELARG	IPA	2011	2011-0017-975002	Sustainable development of Special interest tourism	116.805,02	116.805,02	Regional development	Not classified	Association of Croatian Travel Agencies
ELARG	IPA	2011	2011-0017-975001	Technical Assistance for Managing CBC CRO - MNE	36.968,30	36.968,30	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2011	2011-0017-973002	Network of the Centres for Development	54.827,61	54.827,61	Regional development	Not classified	Municipality of Borovo

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ELARG	IPA	2011	2011-0017-973003	Better quality of life through improvements	32.434,01	32.434,01	Regional development	Not classified	Dom zdravlja Osijek
ELARG	IPA	2011	2011-0017-973004	Film it Loud	30.904,01	30.904,01	Regional development	Not classified	Udruga ljubitelja filma ?RARE? Vinkovci
ELARG	IPA	2011	2011-0017-973005	ORIENTATION: FORWARD!	38.995,24	38.995,24	Regional development	Not classified	Nansen Dialogue Centre
ELARG	IPA	2011	2011-0017-973006	PANNONIA ORGANICA	130.340,23	130.340,23	Regional development	Not classified	Municipality of Bilje
ELARG	IPA	2011	2011-0017-973007	The Pannonian Art Path	45.737,05	45.737,05	Regional development	Not classified	The Academy of Arts Osijek
ELARG	IPA	2011	2011-0017-973008	Improving cross-border cooperation through sport	41.483,59	41.483,59	Regional development	Not classified	Men?s Volleyball club ?Vukovar?
ELARG	IPA	2011	2011-0017-973009	Case for Zero Waste	229.448,43	229.448,43	Regional development	Not classified	Unikom d.o.o.
ELARG	IPA	2011	2011-0017-973010	Europe Equals Equality	26.715,81	26.715,81	Regional development	Not classified	Youth Initiative for Human Rights - Croatia
ELARG	IPA	2011	2011-0017-973001	TA for managing CBC Croatia - Serbia 2011	74.472,16	74.472,16	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2012	2012-0017-974002	Sustainable tourist development	204.619,89	163.695,91	Regional development	Not classified	Dubrovnik Tourist Board
ELARG	IPA	2012	2012-0017-974003	ECO FOOD_TURA	143.235,82	114.588,66	Regional development	Not classified	Local Development Agency VJEVERICA Ltd.
ELARG	IPA	2012	2012-0017-974004	Cycling Through the History	102.144,29	187.237,29	Regional development	Not classified	Municipality of Konavle

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ELARG	IPA	2012	2012-0017-974005	BEE Promoted	0,00	196.591,85	Regional development	Not classified	Faculty of Food Technology and Biotechnology, Centre for Food Technology and Biotechnology Zadar
ELARG	IPA	2012	2012-0017-974006	ForestEye	60.435,65	60.435,65	Regional development	Not classified	Croatian Forests/Forest Directorate Split
ELARG	IPA	2012	2012-0017-974001	Technical Assistance for CBP CRO-BiH	96.467,15	96.467,15	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2012	2012-0017-975002	4M project - Cross Border Marine Natura 2000 Mappi	155.497,10	97.401,93	Regional development	Not classified	Association for Nature, Environment and Sustainable Development Sunce
ELARG	IPA	2012	2012-0017-975003	Bird-watching and Eco Tourism in S.Adriatic (BETSA	101.472,79	75.353,33	Regional development	Not classified	Municipality of Ba?ka Voda
ELARG	IPA	2012	2012-0017-975004	Sport for children OH2O-POLO	108.324,91	72.750,98	Regional development	Not classified	Water polo club JUG
ELARG	IPA	2012	2012-0017-975005	Towards sustainable use of water resources	84.705,20	84.705,20	Regional development	Not classified	Metkovi? d.o.o. za vodoopskrbu i odvodnju otpadnih voda
ELARG	IPA	2012	2012-0017-975001	Technical Assistance for CBP Croatia-Montenegro	46.918,41	46.918,41	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2012	2012-0017-973002	Flood protection infrastructure - ForestFlow	599.007,15	458.395,03	Regional development	Not classified	Croatian Forests/Forest Directorate Vinkovci
ELARG	IPA	2012	2012-0017-973003	Boards without borders: improving life quality	300.959,82	258.868,83	Regional development	Not classified	?Bubamara?, Association of people with disabilities
ELARG	IPA	2012	2012-0017-973001	Technical Assistance for Managing CBP CRO-SER	96.953,87	96.953,87	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2013	2013-0017-974003	Connecting Separated	199.740,62	157.579,05	Regional development	Not classified	City of Solin

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ELARG	IPA	2013	2013-0017-974005	AgriBusiness - Agriculture Heritage Capitalization	135.669,29	77.978,55	Regional development	Not classified	City of Dubrovnik
ELARG	IPA	2013	2013-0017-974002	CB-GREEN; Cross-Border - Green, Renewable & Energy	205.378,22	156.625,94	Regional development	Not classified	City of Zadar
ELARG	IPA	2013	2013-0017-974004	Youth Community Centres (CeZaM)	46.836,96	68.873,21	Regional development	Not classified	Rehabilitation Centre for Stress and Trauma
ELARG	IPA	2013	2013-0017-974006	ForestEye	197.784,82	135.295,92	Regional development	Not classified	Croatian Forests/Forest Directorate Split
ELARG	IPA	2013	2013-0017-974007	SPAJALICA - Youth Corner infrastructure	0,00	60.268,43	Regional development	Not classified	Public Library Vukovar
ELARG	IPA	2013	2013-0017-974001	TEHNICAL ASSISTANCE (TA) CRO-BIH	100.000,00	80.000,00	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2013	2013-0017-975002	Cross border joint research - CoRE	223.277,24	135.402,30	Regional development	Not classified	Hydrographic Institute of the Republic of Croatia
ELARG	IPA	2013	2013-0017-975003	Open up a borders for adventure and new travel	112.873,48	85.863,52	Regional development	Not classified	Association MI - Split
ELARG	IPA	2013	2013-0017-975005	Towards sustainable use of water resources	113.840,55	66.137,25	Regional development	Not classified	Metkovi? d.o.o. za vodoopskrbu i odvodnju otpadnih voda
ELARG	IPA	2013	2013-0017-975001	TEHNICAL ASSISTANCE (TA) CRO-MNE	49.994,00	39.995,20	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	IPA	2013	2013-0017-973002	Joint contribution to enhanced transnat JENTRAP	359.992,01	315.575,94	Regional development	Not classified	Brod-Posavina County
ELARG	IPA	2013	2013-0017-973003	Ever-moving border emergency response ? EMBER?	492.699,79	443.335,32	Regional development	Not classified	Vukovar-Srijem County

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ELARG	IPA	2013	2013-0017-973001	TEHNICAL ASSISTANCE (TA) CRO-SER	100.000,00	80.000,00	Regional development	Not classified	Ministry of Regional Development and EU Funds
ELARG	CARDS	2004	2004-0101-010401	Construction of Water Supply System in Krasno	588.531,31	588.531,31	Water and sanitation	Not classified	Brodomerkur d.d.
ELARG	CARDS	2004	2004-0101-010501	Supervision of Construction of Water Supply	58.118,63	58.118,63	Not classified	Not classified	Hydroplan Ingenieur GmbH
ELARG	CARDS	2004	2004-0101-010601	Constructions works in Slavonija	3.729.167,43	3.729.167,43	Infrastructure	Not classified	Alpine Bau Zagreb d.o.o.
ELARG	CARDS	2004	2004-0101-010701	Supervision for the Works in Slavonia	197.988,69	197.988,69	Not classified	Not classified	Hydratec
ELARG	CARDS	2004	2004-0101-010801	De-mining programme in the Republic of Croatia	984.697,95	984.697,95	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	CARDS	2004	2004-0101-010901	Supply of Equip. for Regional Development	71.154,40	71.154,40	Not classified	Not classified	Monera export-import d.o.o.
ELARG	CARDS	2004	2004-0101-010902	Supply of Equip. for Regional Development	327.000,24	327.000,24	Not classified	Not classified	Intermerkur Handel d.o.o.
ELARG	CARDS	2004	2004-0101-010903	Supply of Equip. for Regional Development	277.180,00	277.180,00	Not classified	Not classified	Boss Pro-Tec GmbH
ELARG	CARDS	2004	2004-0101-010904	Supply of Equip. for Regional Development	233.733,94	233.733,94	Not classified	Not classified	Lucas - Nulle Lehr und Messgerate GmbH
ELARG	CARDS	2004	2004-0101-011001	Develop. of a Cent. of Excellence for Mechatronics	414.324,76	414.324,76	Not classified	Not classified	University of the Weat of England
ELARG	CARDS	2004	2004-0101-011101	Preparation for the Reg. Water Supply System Lika	884.752,06	884.752,06	Water and sanitation	Not classified	Carl Bro A/S

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ELARG	CARDS	2004	2004-0101-011201	Support to development effects of Sveto Brdo Mount	599.882,36	599.882,36	Other	Not classified	EPTISA
ELARG	CARDS	2004	2004-0101-011301	Design of a Tourism Master Plan for two Croatian C	182.155,85	182.155,85	Not classified	Not classified	ADE s.a. Tanguy de Biolley
ELARG	CARDS	2004	2004-0101-011701	Support to Max. Soc-Econ Devel eff of Sveto Brdo M	179.441,29	179.441,29	Not classified	Not classified	ATOS ORIGIN
ELARG	CARDS	2004	2004-0101-011801	De-mining Programme in the Republic of Croatia	1.598.845,87	1.598.845,87	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	CARDS	2004	2004-0102-010101	TECHNICAL ASSISTANCE IN GRANT SCHEME MANAGEMENT CR	133.138,25	133.138,25	Not classified	Not classified	B & S in Europe SA
ELARG	CARDS	2004	2004-0102-010201	Contributing to quality foster care for children	233.001,00	233.001,00	Not classified	Not classified	Nadomak Sunca
ELARG	CARDS	2004	2004-0102-010202	Building Framework for Institutional Volunteering	85.292,80	85.292,80	Not classified	Not classified	Udruga za razvoj civilnog društva SMART
ELARG	CARDS	2004	2004-0102-010203	Provision of Social services for elderly people	232.348,99	185.879,19	Not classified	Not classified	ARBEITER-SAMARITER-BUND DEUTSCHLAND E.V. - ASB
ELARG	CARDS	2004	2004-0102-010204	Step forward - The reception centre	165.669,48	165.669,48	Not classified	Not classified	Udruga Split Zdravi Grad
ELARG	CARDS	2004	2004-0102-010205	Women's Shelter and counselling centre	178.521,77	178.521,77	Not classified	Not classified	Autonomous Womens House Zagreb - AWHZ
ELARG	CARDS	2004	2004-0102-010206	Think about yourself	167.177,52	167.177,52	Not classified	Not classified	Udruga Edukacijom protiv raka dojke Zgreba?ke ?upanije
ELARG	CARDS	2004	2004-0102-010207	Higher Quality in the Third Age	230.192,42	230.192,42	Not classified	Not classified	Udruga MI Split

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ELARG	CARDS	2004	2004-0102-010208	Access to Employment	202.567,42	202.567,42	Not classified	Not classified	Association for Promoting Inclusion - API
ELARG	CARDS	2004	2004-0102-010209	School and Family Together	183.191,89	183.191,89	Not classified	Not classified	Centre for Peace, Non-violence and Human Rights - Osijek
ELARG	CARDS	2004	2004-0102-010210	Step forward - The reception centre*	188.996,70	188.996,70	Not classified	Not classified	Zajednica Susret
ELARG	CARDS	2004	2004-0102-010401	Civil Society Anti-Corruption Response	232.630,63	232.630,63	Not classified	Not classified	Partnership for Social Development,
ELARG	CARDS	2004	2004-0102-010402	Paths towards Law and Justice	146.636,47	146.636,47	Not classified	Not classified	Centre for Peace, Non-violence and Human Rights - Osijek
ELARG	CARDS	2004	2004-0102-010403	Bridging gap:Civil Society Promoting Access to Jus	122.443,82	122.443,82	Not classified	Not classified	Mental Disability Advocacy Centre Foundation
ELARG	CARDS	2004	2004-0102-010501	Energy Education Agency of Eastern Croatia	106.930,45	106.930,45	Not classified	Not classified	Udruga za zaštitu prirode i okoliša ZELENI OSIJEK
ELARG	CARDS	2004	2004-0102-010502	Mobilization for the Participation in the Envirom	83.285,36	83.285,36	Not classified	Not classified	Association Green Istria
ELARG	CARDS	2004	2004-0102-010503	Protection and improvement of biological diversity	89.069,99	89.069,99	Not classified	Not classified	Brodsko ekološko društvo - BED
ELARG	CARDS	2004	2004-0102-010504	Implementing Arhus Convention and Improving NGOs	135.246,44	135.246,44	Not classified	Not classified	Zelena akcija
ELARG	CARDS	2004	2004-0102-010505	Greening Croatian farming practices	117.468,88	117.468,88	Not classified	Not classified	Ecologica
ELARG	CARDS	2004	2004-0102-010506	Strengthening the civil society sector	105.230,00	105.230,00	Not classified	Not classified	Association for Nature, Environment and Sustainable Development Sunce

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ELARG	CARDS	2004	2004-0102-010507	Eco-mouse	61.197,69	61.197,69	Not classified	Not classified	Udruga za zaštitu i unapređenje vovjekovog okoliša Franjo Kožec
ELARG	CARDS	2004	2004-0201-010101	Cap. Building in the Area of Live Animals and Food	1.475.983,05	1.475.983,05	Agriculture	Capacity building	Instituto Zooprofilattico Sperimentale dell' Abruzzo e del Molise "G.Caporale"
ELARG	CARDS	2004	2004-0201-020201	Capacity Building in the Area of Consumer Protection	1.059.097,48	1.059.097,48	Other	Capacity building	German Ministry of Consumer protection
ELARG	CARDS	2004	2004-0201-020301	Capacity Building in the Area of Cons. Protection	128.150,00	128.150,00	Not classified	Not classified	CompING d.o.o.
ELARG	CARDS	2004	2004-0201-030301	Development of National Standardisation, equipment	439.821,42	439.821,42	Not classified	Not classified	Waters Ges.m.b.H.
ELARG	CARDS	2004	2004-0201-030302	Development of National Standardisation, equipment	38.152,20	38.152,20	Not classified	Not classified	Anton Paar GmbH
ELARG	CARDS	2004	2004-0201-030303	Development of National Standardisation - Lot 3	44.865,00	44.865,00	Not classified	Not classified	AnAs d.o.o.
ELARG	CARDS	2004	2004-0201-030304	Development of National Standardisation	328.940,00	328.940,00	Not classified	Not classified	FRANK ANALAB d.o.o.
ELARG	CARDS	2004	2004-0202-020101	Improving inform. to the Cro business community	1.284.125,43	1.284.125,43	Economic governance	Investment Climate and Competitiveness	POHL CONSULTING & ASSOCIATES GMBH (PS&A)
ELARG	CARDS	2004	2004-0203-010101	Adult Learning at Croatia	1.452.016,17	1.452.016,17	Education	Not classified	Aarhus Technical College
ELARG	CARDS	2004	2004-0203-020201	Ricochet	69.951,12	69.951,12	Not classified	Not classified	PRONI Centre for Social Education
ELARG	CARDS	2004	2004-0203-020202	Sustainable Partnership and Operative Network	52.508,77	52.508,77	Not classified	Not classified	Business Centre Pakrac

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	CARDS	2004	2004-0203-020203	Partnership for Scholarship	44.354,39	44.354,39	Not classified	Not classified	Centre for Entrepreneurship of Karlovac County
ELARG	CARDS	2004	2004-0203-020204	Training in CNC metal processing	69.311,26	69.311,26	Not classified	Not classified	Town of Nova Gradiška
ELARG	CARDS	2004	2004-0203-020205	The next step - social cooperative	64.017,26	64.017,26	Not classified	Not classified	Women's Group Karlovac
ELARG	CARDS	2004	2004-0203-020206	Info Point for Unemployed and Entrepreneurs	34.507,65	34.507,65	Not classified	Not classified	Town of Senj
ELARG	CARDS	2004	2004-0203-020207	With Knowledge to Work	67.158,80	67.158,80	Not classified	Not classified	Organization for Civil Initiatives
ELARG	CARDS	2004	2004-0203-020208	Developing system for the SKC labour market	55.831,08	55.831,08	Not classified	Not classified	Žibenik-Knin County Chamber of Crafts
ELARG	CARDS	2004	2004-0203-020209	YIPPE - Youth Integration in Pleternica	48.780,79	48.780,79	Not classified	Not classified	The town of Pleternica
ELARG	CARDS	2004	2004-0203-020210	Life-long learning	31.393,60	31.393,60	Not classified	Not classified	Ivora School of Informatics
ELARG	CARDS	2004	2004-0301-010101	Improving Court and Case Management	953.340,99	953.340,99	Democracy and Rule of Law	Legal and judicial development	The Deutsche Stiftung fuer int. rec. Zusammenarbeit
ELARG	CARDS	2004	2004-0301-010201	Improving Court and Case Management - equipment	986.632,00	986.632,00	Democracy and Rule of Law	Legal and judicial development	S&T HRVATSKA d.o.o.
ELARG	CARDS	2004	2004-0301-010202	Improving Court and Case Management	457.357,00	457.357,00	Democracy and Rule of Law	Legal and judicial development	Online Datensysteme GmbH
ELARG	CARDS	2004	2004-0301-020101	Support to the Administrative Court	822.612,65	822.612,65	Democracy and Rule of Law	Legal and judicial development	The Deutsche Stiftung fuer int. rec. Zusammenarbeit

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	CARDS	2004	2004-0301-020301	Support to the Administrative Court	100.139,57	100.139,57	Democracy and Rule of Law	Legal and judicial development	ARS PROGETTI
ELARG	CARDS	2004	2004-0302-010101	Combating Trafficking in Human Beings	718.564,87	718.564,87	Democracy and Rule of Law	Human rights	Ludwig Botzmann Institute for Human Rights
ELARG	CARDS	2004	2004-0302-010201	Combating Trafficking of Human Beings, equipment	23.844,00	23.844,00	Not classified	Not classified	Multisoft d.o.o.
ELARG	CARDS	2004	2004-0302-010202	Combating Trafficking of Human Beings, equipment	7.637,00	7.637,00	Not classified	Not classified	Dat-Con d.o.o.
ELARG	CARDS	2004	2004-0302-020101	Strengthening the Croatian Capacity to Combat Drug	730.256,98	730.256,98	Democracy and Rule of Law	Narcotics control	Senate Department of Health, Social Affairs and Consumer Protection
ELARG	CARDS	2004	2004-0302-020201	Streng Capacity to Combat Drugs Trafficking and Dr	121.924,78	121.924,78	Not classified	Not classified	BCC Services d.o.o.
ELARG	CARDS	2004	2004-0302-030101	Combating Trafficking in Firearms, Ammunition and	588.778,02	588.778,02	Democracy and Rule of Law	Narcotics control	National Police Agency (KLPD)
ELARG	CARDS	2004	2004-0302-030201	Supply of equipment	498.759,00	498.759,00	Other		FORENSIC TECHNOLOGY EUROPE LIMITED
ELARG	CARDS	2004	2004-0303-010101	Strengthening of Asylum Procedure	834.664,14	834.664,14	Democracy and Rule of Law	Human rights	Imigration and Naturalisation Service
ELARG	CARDS	2004	2004-0303-010201	Supply of equioment for Croatian Asylum Services	127.640,00	127.640,00	Not classified	Not classified	Sagem Securite Ltd
ELARG	CARDS	2004	2004-0303-020101	Capacity Strengthening of Veterinary Border Inspec	580.344,21	580.344,21	Agriculture	Capacity building	Agrotec S.p.A.
ELARG	CARDS	2004	2004-0303-0202	Supply of equip.t for the Veterinary Border Inspec	0,00	0,00	Not classified	Not classified	Unit Export Ltd

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	CARDS	2004	2004-0303-020201	Supply of equipment for Veterinary Border Inspecti	42.012,00	42.012,00	Not classified	Not classified	Multisoft d.o.o.
ELARG	CARDS	2004	2004-0303-020202	Supply of equip. for the Veterinary Border Inspect	1.920,00	1.920,00	Not classified	Not classified	Dat-Con d.o.o.
ELARG	CARDS	2004	2004-0303-020203	Supply of equipment for the Veterinary Border Insp	71.445,56	71.445,56	Not classified	Not classified	Unit Export Ltd
ELARG	CARDS	2004	2004-0303-020204	Supply of equip. for the Veterinary Border Inspect	7.500,00	7.500,00	Not classified	Not classified	Bri?ar Servis d.o.o.
ELARG	CARDS	2004	2004-0303-030201	Supply of equipment for the State border control	1.145.000,00	1.145.000,00	Democracy and Rule of Law	Border management	Dat-Con d.o.o.
ELARG	CARDS	2004	2004-0303-030202	Supply of Equipment for the State border control -	0,00	0,00	Not classified	Not classified	DATA-LOOP LTD
ELARG	CARDS	2004	2004-0303-030202	Supply of equipment for State border contr LOT 2	183.140,00	183.140,00	Not classified	Not classified	DATA-LOOP LTD
ELARG	CARDS	2004	2004-0303-030203	Supply of Equipment for the State border control -	0,00	0,00	Not classified	Not classified	Avtotehna Ljubljana d.o.o.
ELARG	CARDS	2004	2004-0303-030203	Supply of equipment for State border control LOT 3	3.187.070,00	3.187.070,00	Democracy and Rule of Law	Border management	Avtotehna Ljubljana d.o.o.
ELARG	CARDS	2004	2004-0303-030204	Supply of equipment for the State border control	3.218.000,00	3.218.000,00	Democracy and Rule of Law	Border management	Cantiere Navale Vittoria
ELARG	CARDS	2004	2004-0303-030205	Supply of Equipment for the State border control -	0,00	0,00	Not classified	Not classified	Ericsson Nikola Tesla d.d.
ELARG	CARDS	2004	2004-0303-030205	Supply of equipment for State border control -1	138.321,00	138.321,00	Not classified	Not classified	Ericsson Nikola Tesla d.d.

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ELARG	CARDS	2004	2004-0303-040301	The Development of Rural Tourism in Knin	131.145,08	131.145,08	Not classified	Not classified	ARBEITER-SAMARITER-BUND DEUTSCHLAND E.V. - ASB
ELARG	CARDS	2004	2004-0303-040302	Promoting conservation of border river ecosystems	139.215,52	139.215,52	Not classified	Not classified	Zelena akcija
ELARG	CARDS	2004	2004-0303-040303	Networking and Marketing	135.301,17	135.301,17	Not classified	Not classified	Osijek-Baranja Coutry
ELARG	CARDS	2004	2004-0303-040304	Weaving Their Own Future	121.357,00	121.357,00	Not classified	Not classified	B.a.B.e. Women's Human Rights Group
ELARG	CARDS	2004	2004-0303-040305	Development of cross border tourism	95.565,85	95.565,85	Not classified	Not classified	Udruga za zaštitu prirode i okoliša ZELENI OSIJEK
ELARG	CARDS	2004	2004-0303-040306	Una AvanTourism	93.592,75	93.592,75	Not classified	Not classified	Grač municipality
ELARG	CARDS	2004	2004-0303-040307	Development of Rural tourism	73.627,12	73.627,12	Not classified	Not classified	Dubrovnik Neretva County
ELARG	CARDS	2004	2004-0303-040308	Establishment of Eco-agricultural laboratory unit	99.099,56	99.099,56	Not classified	Not classified	Town Knin
ELARG	CARDS	2004	2004-0401-010101	Assessment and Strategy Development based on Fisca	185.962,91	185.962,91	Not classified	Not classified	Pohl Consulting and Associates
ELARG	CARDS	2004	2004-0401-022401	Support to the Development of a Probation System	237.974,02	237.974,02	Not classified	Not classified	NOMS
ELARG	CARDS	2004	2004-0401-022901	Development in the Area of Plant Protection	641.304,79	641.304,79	Environmental protection	Not classified	The Pesticides Safety Directorate
ELARG	CARDS	2004	2004-0401-023301	Support to the Croatian Postal Services Council	154.172,63	154.172,63	Not classified	Not classified	The Administration of the Federal Republic of Germany

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	CARDS	2004	2004-0403-010201	Strengthening Public Internal Financial Control St	80.025,00	80.025,00	Not classified	Not classified	INFODOM Ltd.
ELARG	CARDS	2004	2004-0500-010101	Support for the Approximation of Cro Legislation	1.812.207,23	1.812.207,23	Other	Not classified	BCEOM Societe Francaise d'Ingenierie
ELARG	CARDS	2004	2004-0500-010201	Supply of Equipment for the Establishment of a GHG	54.717,44	54.717,44	Not classified	Not classified	BCC Services d.o.o.
ELARG	CARDS	2004	2004-0500-020101	Guidelines for the Impl. of Water FWC Directive	1.156.151,23	1.156.151,23	Water and sanitation	Not classified	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
ELARG	CARDS	2004	2004-0500-030101	Approximation of EU RELEEL	463.184,63	463.184,63	Not classified	Not classified	iC consulenten ZT GmbH
ELARG	#N/A	2005	2005-1001-010101	Border control of nuclear materials with monitors	40.633,44	40.633,44	Not classified	Not classified	Dat-Con d.o.o.
ELARG	#N/A	2005	2005-17-519.0202	Installation of RODOS System in RC	385.835,63	385.835,63	Not classified	Not classified	ENCONET Consulting G.m.b.H
ELARG	PHARE	2005	2005-0101-010101	Enhancement of Mediation	749.057,81	749.057,81	Democracy and Rule of Law	Legal and judicial development	HULLA & Co. Human Dynamics KG
ELARG	PHARE	2005	2005-0101-010201	Provision of the equipment	63.931,50	63.931,50	Not classified	Not classified	Storm Computers d.o.o.
ELARG	PHARE	2005	2005-0101-020101	Support to the Judicial Academy of Croatia	1.072.569,74	1.072.569,74	Democracy and Rule of Law	Legal and judicial development	IRZ Foundation
ELARG	PHARE	2005	2005-0202-010101	Roma settlement in Me?imurje County	444.669,96	444.669,96	Not classified	Not classified	Tegra d.d.
ELARG	PHARE	2005	2005-0202-010201	Roma national minority	500.199,60	500.199,60	Democracy and Rule of Law	Human rights	University of Jyvaskyla
ELARG	PHARE	2005	2005-0303-010101	Integrated Land administration system	1.445.972,12	1.445.972,12	Economic governance	Land policy and urban management	GFA Consulting Group GmbH

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ELARG	PHARE	2005	2005-0303-010201	CROPOS	999.982,50	999.982,50	Other	Not classified	Trimble Europe BV
ELARG	PHARE	2005	2005-0303-010301	Land registry and cadastre data	2.476.320,00	2.476.320,00	Economic governance	Land policy and urban management	Geodetski zavod Slovenije d.d.
ELARG	PHARE	2005	2005-0404-010101	Market Surveillance System	960.566,00	960.566,00	Economic governance	Trade policy	The Slovenian Institute of Quality and Metrology
ELARG	PHARE	2005	2005-0404-010201	Supply of Equipment for Market Surveillance System	200.000,00	200.000,00	Not classified	Not classified	Multisoft d.o.o.
ELARG	PHARE	2005	2005-0404-020101	Strengthening of Capacity to manage and Enforce EU competition and state aid policies	1.138.383,72	1.138.383,72	Economic governance	Capacity building	Administration of the Federal Republic of Germany
ELARG	PHARE	2005	2005-0404-020201	Equipment for Strengthening the EU Competition	208.716,18	208.716,18	Not classified	Not classified	BCC Services d.o.o.
ELARG	PHARE	2005	2005-0404-020202	Equipment for Strengthening the EU Competition	35.072,37	35.072,37	Not classified	Not classified	Storm Computers d.o.o.
ELARG	PHARE	2005	encoding error	encoding error	0,00	0,00	Not classified	Not classified	0
ELARG	PHARE	2005	2005-0404-030101	VIES Effective Management and Business Support	931.584,16	931.584,16	Economic governance	Tax policy and administration support	Agency for European Integration and Economic Development _AEI (Federal Ministry of Finance-Customs Administration)
ELARG	PHARE	2005	2005-0404-030201	VIES Mandatory Developments at Croatia	1.646.110,46	1.646.110,46	Economic governance	Tax policy and administration support	IBM Croatia Ltd.
ELARG	PHARE	2005	2005-0404-040101	TARIC Adaptation- management Support - Twinning	946.361,23	946.361,23	Economic governance	Tax policy and administration support	Agency for European Integration and Economic Development _AEI (Federal Ministry of Finance-Customs Administration)
ELARG	PHARE	2005	2005-0404-040201	NTS Implementation - Management Support Twinning	955.746,36	955.746,36	Economic governance	other	Agency for European Integration and economic Development - AEI

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ELARG	PHARE	2005	2005-0404-040301	EMCS Development - Management support	860.338,69	860.338,69	Economic governance	Tax policy and administration support	Agency for European Integration and economic Development - AEI
ELARG	PHARE	2005	2005-0404-040401	EMCS Phase 2 Software Development	1.694.178,02	1.694.178,02	Economic governance	Trade policy	IBM Croatia Ltd.
ELARG	PHARE	2005	2005-0404-040501	TARIC Adaptation - Software Development	1.055.288,25	1.055.288,25	Economic governance	Tax policy and administration support	Bull SAS
ELARG	PHARE	2005	2005-0404-040601	NCTS Implementation	357.152,08	357.152,08	Not classified	Not classified	APIS IT d.o.o.
ELARG	PHARE	2005	2005-0505-010101	Inst Capacity Build and Support for Implem Sapard	3.629.695,08	3.629.695,08	Agriculture	Capacity building	Vakakis International
ELARG	PHARE	2005	2005-0505-020101	Directorate of Fisheries	775.464,08	775.464,08	Fishing	Not classified	Ministry of Agriculture, Fisheries and Food (MAPA)
ELARG	PHARE	2005	2005-0505-020201	National Fisheries Management Strategy	559.753,34	559.753,34	Fishing	Not classified	Agrotec S.p.A.
ELARG	PHARE	2005	2005-0505-020301	Assesment of demersal fish and shellfish stocks	300.000,00	300.000,00	Not classified	Not classified	Institute of Oceanography and Fisheries
ELARG	PHARE	2005	2005-0505-020402	Supplying the IT equip. to the Dir. of Fisheries	20.085,00	20.085,00	Not classified	Not classified	ASTON Srl.
ELARG	PHARE	2005	2005-0505-020403	Supply of IT equip to the Directorate of Fisheries	13.717,50	13.717,50	Not classified	Not classified	Infotehna d.o.o.
ELARG	PHARE	2005	2005-0505-020404	Supplying the IT equip. to the Dir. of Fisheries	68.315,20	68.315,20	Not classified	Not classified	CTEL - Companhia de Tecnologias de Empresa Lda.
ELARG	PHARE	2005	2005-0505-020501	Supply of vessels for fisheries inspection	404.100,00	404.100,00	Fishing	Not classified	Brodogradnja Pi?uljan

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ELARG	PHARE	2005	2005-0505-020502	Supply of vessels for fisheries inspection	658.560,00	658.560,00	Fishing	Not classified	EMA d.o.o.
ELARG	PHARE	2005	2005-0505-020601	Supplying a representative fishery co-operative	75.435,00	75.435,00	Not classified	Not classified	Omar Srl.
ELARG	PHARE	2005	2005-0505-020602	Supplying a representative fishery co-operative	36.450,00	36.450,00	Not classified	Not classified	Panel Sistem Sogutma San. Ve Tic. A.S.
ELARG	PHARE	2005	2005-0505-020603	Supplying a representative fishery co-operative	47.881,61	47.881,61	Not classified	Not classified	Unit Export Ltd
ELARG	PHARE	2005	2005-0505-020604	Supplying a representative fishery co-operative	139.042,50	139.042,50	Not classified	Not classified	Omar Srl.
ELARG	PHARE	2005	2005-0505-020701	Establishment of two fishing ports	1.031.280,47	1.031.280,47	Infrastructure	Not classified	SUN ADRIA Ltd
ELARG	PHARE	2005	2005-0505-030101	institutional Capacity in the Field of Maritime Saf	521.363,00	521.363,00	Fishing	Capacity building	Finnish Maritime Administration, Helsinki
ELARG	PHARE	2005	2005-0505-030201	Vessel Traffic Monitoring and Information System	386.000,00	386.000,00	Not classified	Not classified	Thetis S.p.A.
ELARG	PHARE	2005	2005-00505-040207	Integration in the Labour Market	0,00	0,00	Not classified	Not classified	CESI
ELARG	PHARE	2005	2005-0505-040101	valuation, design of recom. capacity build and grant	1.208.763,65	1.208.763,65	Other	Capacity building	Gesellschaft für Versicherungswissenschaft und gestaltung GVG
ELARG	PHARE	2005	2005-0505-040201	Women's Club -tailor-made individualized support t	85.694,22	85.694,22	Not classified	Not classified	Women's Group Karlovac 'STEP'
ELARG	PHARE	2005	2005-0505-040202	Roma employment initiative REI	57.104,02	57.104,02	Not classified	Not classified	Udruga "Romi za Rome Hrvatske"

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ELARG	PHARE	2005	2005-0505-040203	Training and contact point in Istria	54.691,81	54.691,81	Not classified	Not classified	Istarska razvojna agencija d.o.o.-IDA
ELARG	PHARE	2005	2005-0505-040204	Self-employment	51.492,30	51.492,30	Not classified	Not classified	CEPOR
ELARG	PHARE	2005	2005-0505-040205	Introducing a model of informal education	54.047,53	54.047,53	Not classified	Not classified	Regional Development Agency PORIN Ltd.
ELARG	PHARE	2005	2005-0505-040206	Be active-engage yourself	52.882,67	52.882,67	Not classified	Not classified	Vukovar Institute for Peace Research and Education
ELARG	PHARE	2005	2005-0505-040207	Integration in the Labour Market	78.528,34	78.528,34	Not classified	Not classified	CESI
ELARG	PHARE	2005	2005-0505-040208	Give Women a Chance	81.485,50	81.485,50	Not classified	Not classified	Development Agency North-DAN d.o.o.
ELARG	PHARE	2005	2005-0505-040209	Challenging unemployment in deprived rural areas	34.326,08	34.326,08	Not classified	Not classified	Centre for Civil Initiatives (CCI)
ELARG	PHARE	2005	2005-0505-040210	BONSAI-Youth opportunities for employment	65.036,57	65.036,57	Not classified	Not classified	Economic Institute Maribor Human Resource Development Centre
ELARG	PHARE	2005	2005-0505-040211	Employment of people with special needs	17.651,56	17.651,56	Not classified	Not classified	Association for Inclusion Lastavice
ELARG	PHARE	2005	2005-0505-010101	Inst Capacity Build and Support for Implem Sapard	0,00	0,00	Agriculture	Capacity building	Vakakis International
ELARG	PHARE	2005	2005-0505-050101	Capacity Build of SME Support Structure and Alignm	1.748.119,47	1.748.119,47	Economic governance	SME development	Assystem UK Ltd
ELARG	PHARE	2005	2005-0505-070101	Technical Assistance to the CBS	1.490.863,43	1.490.863,43	Economic governance	Statistical capacity building	HULLA & Co. Human Dynamics KG

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ELARG	PHARE	2005	2005-0505-070201	Restructuring and Development of CBS organizationa	753.666,39	753.666,39	Economic governance	Statistical capacity building	Statistisches Bundesamt (Federal Statistical Office of Germany)
ELARG	PHARE	2005	2005-0505-070301	Technical Assistance to the CBS	870.239,47	870.239,47	Economic governance	Statistical capacity building	Statistics Denmark
ELARG	PHARE	2005	2005-0505-070401	Equipment for CBS - Lot 1 and 2	148.661,25	148.661,25	Not classified	Not classified	Online Datensysteme GmbH
ELARG	PHARE	2005	2005-0505-070402	Equipment for CBS - Lot 3	13.270,50	13.270,50	Not classified	Not classified	Copy Electronic d.o.o.
ELARG	PHARE	2005	2005-0505-070403	Equipment for CBS - Lot 4	119.700,00	119.700,00	Not classified	Not classified	Automatizovane Systemy Konièek
ELARG	PHARE	2005	2005-0505-080101	Enhanced environmental inspection for enforcement	1.449.320,27	1.449.320,27	Environmental protection	Not classified	Project Management Limited
ELARG	PHARE	2005	2005-0505-0802	Enhanced Enviromental Inspection - equipment	0,00	0,00	Not classified	Not classified	BCC Services d.o.o.
ELARG	PHARE	2005	2005-0505-080203	New Enviromental Legislation	129.240,00	129.240,00	Not classified	Not classified	Multisoft d.o.o.
ELARG	PHARE	2005	2005-0505-080204	Enhanced Enviromental Inspection - equipment	14.234,54	14.234,54	Not classified	Not classified	BCC Services d.o.o.
ELARG	PHARE	2005	2005-0505-080205	Enhanced Enviromental Inspection	288.994,30	288.994,30	Not classified	Not classified	Audio Video Consulting d.o.o.
ELARG	PHARE	2005	2005-0505-090101	Implementation of NATURA 2000	1.176.350,13	1.176.350,13	Environmental protection	Not classified	Project Management Limited
ELARG	PHARE	2005	2005-0505-090301	Supply of Equipment - NATURA 2000 - Lot 1	83.381,25	83.381,25	Not classified	Not classified	Storm Computers d.o.o.

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ELARG	PHARE	2005	2005-0505-090302	Supply of Equipment - NATURA 2000 - Lot 2	91.956,49	91.956,49	Not classified	Not classified	Adasa Sistemas, S.A.U.
ELARG	PHARE	2005	2005-0505-090303	Supply of Equipment - NATURA 2000 - Lot 3 and 4	32.196,48	32.196,48	Not classified	Not classified	Dat-Con d.o.o.
ELARG	PHARE	2005	2005-0505-090401	Supply of Equipment for NPIS	11.264,71	11.264,71	Not classified	Not classified	IPR Zagreb d.o.o.
ELARG	PHARE	2005	2005-0606-010101	Strengthening HRM at the Ministry of Interior	90.975,00	90.975,00	Not classified	Not classified	Transec
ELARG	PHARE	2005	2005-0606-010201	Strengthening Human Resources Management Education and Training System of the Ministry of Interior - Policy Academy	1.185.883,80	1.185.883,80	Public Administration Reform	Capacity building	French Ministry of Interior
ELARG	PHARE	2005	2005-0606-010301	Supply of equipmentfor the Police Academy	73.702,50	73.702,50	Not classified	Not classified	JCP Srl
ELARG	PHARE	2005	2005-0606-010301	Supply of equipmentfor the Police Academy	0,00	0,00	Not classified	Not classified	JCP srl
ELARG	PHARE	2005	2005-0606-010302	Supply of equipmentfor the Police Academy	62.223,75	62.223,75	Not classified	Not classified	EUREFI, s.a.
ELARG	PHARE	2005	2005-0606-010303	Supply of equipment for the Policy Academy - Lot 6	12.043,20	12.043,20	Not classified	Not classified	Dat-Con d.o.o.
ELARG	PHARE	2005	2005-0606-010304	Supply of equipment for the Police Academy - Lot 4	68.940,00	68.940,00	Not classified	Not classified	Caner Medikal Tic.San.Ltd.Sti
ELARG	PHARE	2005	2004-0500-010101	Support for the Approximation of Croatian Legislat	0,00	0,00	Not classified	Not classified	BCEOM Societe Francaise d'Ingenierie
ELARG	PHARE	2005	2005-0606-020101	Shengen Acquis	886.865,68	886.865,68	Multisector	Not classified	Federal Ministry of the Interior of the Federal MInistry of Germany (BMI)

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ELARG	PHARE	2005	2005-0606-020201	Supply of Equipment for the Shengen Acquis	426.705,75	426.705,75	Not classified	Not classified	Dat-Con d.o.o.
ELARG	PHARE	2005	2005-0606-020202	Supply of equipment for implementation of Schengen	67.061,25	67.061,25	Not classified	Not classified	Unit Export Ltd
ELARG	PHARE	2005	2005-0606-020203	Supply of equipment for the Schengen Acquis - Lot3	1.188.528,75	1.188.528,75	Democracy and Rule of Law	Border management	Avtotehna Ljubljana d.o.o.
ELARG	PHARE	2005	2005-0606-020204	Supply of equipment for the Schengen Acquis -Lot 3	291.270,00	291.270,00	Not classified	Not classified	NAUTICA d.o.o.
ELARG	PHARE	2005	2005-0707-010101	Capacity Building Facility	1.051.084,12	1.051.084,12	Other	Capacity building	OIR-Mnagementdienste GmbH
ELARG	PHARE	2005	2005-0707-010201	Croatian Tax Administration in the field of audit	138.647,10	138.647,10	Not classified	Not classified	The Administration of the Republic of France
ELARG	PHARE	2005	2005-0707-010301	Strengthening of Railway Department	180.780,10	180.780,10	Not classified	Not classified	COWI
ELARG	PHARE	2005	2005-0707-010401	Training of police officers of Ministry of Interior	182.902,56	182.902,56	Not classified	Not classified	French Ministry of Interior
ELARG	PHARE	2005	2005-0707-010501	Fight against Corruption	132.042,01	132.042,01	Not classified	Not classified	HAUS, Finnish Institute of Public Management
ELARG	PHARE	2005	2005-0707-010601	Support to Ministry of Economy, Labour and Entrepr	181.624,21	181.624,21	Not classified	Not classified	DFC SA
ELARG	PHARE	2005	2005-0707-010701	Integrative Supervision at the Agency	159.190,10	159.190,10	Not classified	Not classified	Agriconsulting Europe
ELARG	PHARE	2005	2005-0707-010901	Transit Aliens Reception Centre	77.626,00	77.626,00	Not classified	Not classified	ILF Consulting Engineers

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	PHARE	2005	2005-0707-011001	Capacity Building of Veterinary Directorate	195.326,43	195.326,43	Not classified	Not classified	Transtec
ELARG	PHARE	2005	2005-0707-011101	Support to SAPARD/IPARD Agency	0,00	0,00	Not classified	Not classified	SCANAGRI Denmark
ELARG	PHARE	2005	2005-0707-011101	Support to SAPARD/IPARD Agency	177.109,44	177.109,44	Not classified	Not classified	SCANAGRI Denmark
ELARG	PHARE	2005	2005-0707-011201	Strengthening the capacities of the Post	131.445,53	131.445,53	Not classified	Not classified	ASTEC Global Consultancy
ELARG	PHARE	2005	2005-0707-011301	Statistics on Trade of Goods - Intrastat	128.614,11	128.614,11	Not classified	Not classified	Statistics Denmark
ELARG	PHARE	2005	2005-0707-011501	Council for Civil Society Development	27.300,00	27.300,00	Not classified	Not classified	ATOS ORIGIN
ELARG	PHARE	2005	2005-0707-011701	New public procurement legal framework	169.172,65	169.172,65	Not classified	Not classified	Public Procurement Council
ELARG	PHARE	2005	2005-0707-012301	Digital terrestrial broadcasting services	128.055,92	128.055,92	Not classified	Not classified	IBM Belgium
ELARG	PHARE	2005	2005-0707-030401	Croatian Agricultural Inspection	228.693,07	228.693,07	Not classified	Not classified	Italian Ministry of Agriculture, Food and Forestry
ELARG	PHARE	2005	2005-0707-030601	Veterinary and Phytosanitary Border Inspection	181.371,62	181.371,62	Not classified	Not classified	Transtec
ELARG	PHARE	2005	2005-0707-030701	Support to Sanitary Inspection and HACCP system	182.474,93	182.474,93	Not classified	Not classified	Instituto Zooprofilattico Sperimentale dell' Abruzzo e del Molise "G.Caporale"
ELARG	PHARE	2005	2005-0707-030801	Croatian Maritime Sector	163.532,14	163.532,14	Not classified	Not classified	ECO

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	PHARE	2005	2005-0707-031101	Strategy for development of social tourism in Cro	73.467,37	73.467,37	Not classified	Not classified	Transtec
ELARG	PHARE	2005	2005-0808-010101	Trout and Tourists	396.811,19	396.811,19	Not classified	Not classified	Town of Otočac
ELARG	PHARE	2005	2005-0808-010102	Development of infrastructure of the BIOS	895.680,35	895.680,35	Infrastructure	Not classified	Poduzetnički inkubator BIOS d.o.o.
ELARG	PHARE	2005	2005-0808-010103	Extension of infrastructure	580.169,05	580.169,05	Infrastructure	Not classified	The Town of Benkovac
ELARG	PHARE	2005	2005-0808-010104	Development with knowledge	642.001,12	642.001,12	Other	Not classified	Town of Pakrac
ELARG	PHARE	2005	2005-0808-010105	Multifunctional Hall for Sport Tourism Delnice	854.025,94	854.025,94	Other	Tourism	City of Delnice
ELARG	PHARE	2005	2005-0808-010106	Construction of the	809.866,15	809.866,15	Infrastructure	Not classified	The City of Slatina
ELARG	PHARE	2005	2005-0808-010107	The Tourist and Cultural Information Centre TCIC	682.833,42	682.833,42	Other	Tourism	The City of Lepoglava
ELARG	PHARE	2005	2005-0017-633001	Science Park Conceptual Plan in Maribor and Osijek	59.072,44	59.072,44	Not classified	Not classified	Sveučilište J.J.Strossmayer, Osijek
ELARG	PHARE	2005	2005-0017-633002	Riches of the Underground World - then and now	202.522,24	202.522,24	Not classified	Not classified	Grad Samobor
ELARG	PHARE	2005	2005-0017-633003	Forming partnership and opportunities in tourism	107.990,46	107.990,46	Not classified	Not classified	Grad Koprivnica
ELARG	PHARE	2005	2005-0017-633004	Transboundary coop. in man. of Dinaric lynx popul.	101.812,30	101.812,30	Not classified	Not classified	Veterinarski fakultet Sveučilišta u Zagrebu

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	PHARE	2005	2005-0017-633005	Training for Quality Pannonian Tourism	73.331,12	73.331,12	Not classified	Not classified	Hrvatski zavod za zapošljavanje, Osijek
ELARG	PHARE	2005	2005-0017-633006	Promotion of integration of business zones	51.062,22	51.062,22	Not classified	Not classified	Istarska razvojna agencija d.o.o.-IDA
ELARG	PHARE	2005	2005-0017-633007	Interregional forestry management plan	87.311,73	87.311,73	Not classified	Not classified	Varaždinska županija
ELARG	PHARE	2005	2005-0017-633008	Strengthening the development of human resources	72.160,94	72.160,94	Not classified	Not classified	Zagorska razvojna agencija
ELARG	PHARE	2005	2005-0017-633009	Sewer system by Kupa	49.523,13	49.523,13	Not classified	Not classified	Općina Kamanje
ELARG	PHARE	2005	2005-0017-633010	Jointly clean up the banks	49.825,33	49.825,33	Not classified	Not classified	Općina Kamanje
ELARG	PHARE	2005	2005-0017-633011	The Development of cross border tourist trails	71.245,75	71.245,75	Not classified	Not classified	Općina Kamanje
ELARG	PHARE	2005	2005-0017-633012	Internalization of Cross-Border Entrepreneurship	63.939,91	63.939,91	Not classified	Not classified	Varaždinska županija
ELARG	PHARE	2005	2005-0017-633013	Joint development of an urban tourism product	71.943,31	71.943,31	Not classified	Not classified	Turistička zajednica grada Varaždina
ELARG	PHARE	2005	2005-0017-633014	Rural area traditional route	94.140,72	94.140,72	Not classified	Not classified	Varaždinska županija
ELARG	PHARE	2005	2005-0017-633015	Crossing Borders	68.600,70	68.600,70	Not classified	Not classified	Municipality of Klana
ELARG	PHARE	2005	2005-0017-633016	Developing the Cross-border Cooperation Model	146.460,28	146.460,28	Not classified	Not classified	Grad Križevci

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ELARG	PHARE	2005	2005-0017-633017	Harmonizing Learning Opportunities with Market	122.394,19	122.394,19	Not classified	Not classified	Krapinsko-zagorska županija
ELARG	PHARE	2005	2005-0017-633018	Traditional crafts new attractions for tourism	176.497,09	176.497,09	Not classified	Not classified	Muzeji hrvatskog Zagorja
ELARG	PHARE	2005	2005-0017-633019	Reduction of Co2 emission in public buildings, pro	94.117,51	94.117,51	Not classified	Not classified	Varaždinska županija, Varaždin
ELARG	PHARE	2005	2005-0017-633020	Joint environmental activities for cleaner river K	193.342,62	193.342,62	Not classified	Not classified	Grad Delnice
ELARG	PHARE	2005	2005-0017-633021	Miller path	64.679,85	64.679,85	Not classified	Not classified	Ekološka organizacija Lipa
ELARG	PHARE	2005	2005-0017-633022	Best practices for the development of business	58.774,91	58.774,91	Not classified	Not classified	Općina Višnjan
ELARG	PHARE	2005	2005-0017-633023	Common management of protected areas Kamenjak and	104.808,68	104.808,68	Not classified	Not classified	Općina Medulin
ELARG	PHARE	2005	2005-0017-633024	Timber Development Centre	75.581,42	75.581,42	Not classified	Not classified	Općina Vojnić
ELARG	PHARE	2005	2005-0017-633025	Production of biodiesel	65.809,61	65.809,61	Not classified	Not classified	Primorsko-goranska County
ELARG	PHARE	2005	2005-0017-6340	B.A.R.C.A. in the Adrias Kolpos	0,00	0,00	Not classified	Not classified	City of Dubrovnik
ELARG	PHARE	2005	2005-0017-634001	Project Agency Cooperation Education	34.022,21	34.022,21	Not classified	Not classified	Forum for freedom in education
ELARG	PHARE	2005	2005-0017-634002	Co&Co Chambres	27.563,21	27.563,21	Not classified	Not classified	Women's Entrepreneur Centre Samobor

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ELARG	PHARE	2005	2005-0017-634003	In the Sounds of Places - Extension	12.229,68	12.229,68	Not classified	Not classified	Jeunesses Musicales Croatia
ELARG	PHARE	2005	2005-0017-634004	ADRIatic EuroRegion Operational Plan	46.362,21	46.362,21	Not classified	Not classified	Region of Istra
ELARG	PHARE	2005	2005-0017-634005	Training, Cooperation and Knowledge	20.886,17	20.886,17	Not classified	Not classified	Faculty of Agriculture Zagreb
ELARG	PHARE	2005	2005-0017-634006	Rural Fairs	12.684,11	12.684,11	Not classified	Not classified	VG Entrepreneurship centre Velika Gorica
ELARG	PHARE	2005	2005-0017-634007	Tools for the manufacturing industrial system	14.823,68	14.823,68	Not classified	Not classified	Brod-Posavina County
ELARG	PHARE	2005	2005-0017-634008	Environmental Areas of value & Archaeological Sites	58.270,68	58.270,68	Not classified	Not classified	Faculty of Natural Sciences, Mathematics and Kinesiology
ELARG	PHARE	2005	2005-0017-634009	Noise characterisation of ports	33.808,89	33.808,89	Not classified	Not classified	Port of Rijeka Authority
ELARG	PHARE	2005	2005-0017-634010	Adriatic Organic Farming	0,00	0,00	Not classified	Not classified	Split-Dalmatia County
ELARG	PHARE	2005	2005-0017-634011	Control Systems in Logistics Areas	18.101,81	18.101,81	Not classified	Not classified	Port of Pula Authority
ELARG	PHARE	2005	2005-0017-634012	Interregional Centre for Food Safety and Risk Anal	18.748,55	18.748,55	Not classified	Not classified	Croatian Veterinary Institute
ELARG	PHARE	2005	2005-0017-634013	Adriatic Neighbourhood Exposition about Maritime U	32.482,94	32.482,94	Not classified	Not classified	Faculty of Philosophy Split
ELARG	PHARE	2005	2005-0017-634014	Integrated development of agro-feeding industries	48.324,38	48.324,38	Not classified	Not classified	Municipality of Lovas

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ELARG	PHARE	2005	2005-0017-634015	REALISATION OF THE INTEGRATED MONITORING SYSTEM	38.322,39	38.322,39	Not classified	Not classified	Ruđer Bošković Institute
ELARG	PHARE	2005	2005-0017-634015	REALISATION OF THE INTEGRATED MONITORING SYSTEM	0,00	0,00	Not classified	Not classified	Ruđer Bošković Institute
ELARG	PHARE	2005	2005-0017-634016	Improvement of olive oil and seafood products	42.899,82	42.899,82	Not classified	Not classified	Eko Liburnia - Association for Development of Ecotourism, Organic Agriculture and Environmental Protection
ELARG	PHARE	2005	2005-0017-634017	Pilot Project for Italo-Croatian joint actions	17.433,89	17.433,89	Not classified	Not classified	Vukovar-Srijem County
ELARG	PHARE	2005	2005-0017-634018	Mitigation of the Earthquake Effects in Towns	66.634,17	66.634,17	Not classified	Not classified	Faculty of Mining, Geology and Petroleum Engineering
ELARG	PHARE	2005	2005-0017-634019	Structural Actions to Relate SMEs	24.679,39	24.679,39	Not classified	Not classified	Centre for Promotion of Entrepreneurship and Craft
ELARG	PHARE	2005	2005-0017-634020	Adriatic Network for Institutional Cooperation	29.643,10	29.643,10	Not classified	Not classified	City of Pula
ELARG	PHARE	2005	2005-0017-634021	National Adriatic Parks	9.895,49	9.895,49	Not classified	Not classified	City of Dubrovnik
ELARG	PHARE	2005	2005-0017-634022	FaREAdri	0,00	0,00	Not classified	Not classified	City of Dubrovnik
ELARG	PHARE	2005	2005-0017-634023	Through the Sea and the Mountains	155.193,12	155.193,12	Not classified	Not classified	Region of Istra
ELARG	PHARE	2005	2005-0017-634024	B.A.R.C.A. in the Adrias Kolpos	73.805,69	73.805,69	Not classified	Not classified	City of Dubrovnik
ELARG	PHARE	2005	2005-0017-634025	Integration and sustainable tourist development	23.720,66	23.720,66	Not classified	Not classified	University of Pula Juraj Dobrila

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ELARG	PHARE	2005	2005-0017-634026	Watercycle	160.477,85	160.477,85	Not classified	Not classified	Sisak-moslavina County, Sisak
ELARG	PHARE	2005	2005-0017-634027	Adriatic Cities in Bloom	75.994,70	75.994,70	Not classified	Not classified	City of Pula
ELARG	PHARE	2005	2005-0017-634028	Human resources in the logistics and transport sec	17.450,37	17.450,37	Not classified	Not classified	Port of Pula Authority
ELARG	PHARE	2005	2005-0017-634029	Inter-Regional Transport Unitary System	64.616,22	64.616,22	Not classified	Not classified	Faculty of Maritime Studies
ELARG	PHARE	2005	2005-0017-634030	Adriatic Cooperation for Industrial Development	57.544,58	57.544,58	Not classified	Not classified	Croatian Employers' Association
ELARG	PHARE	2005	2005-0017-634031	Platform Enhancing Adriatic Regions Links in Europ	44.077,98	44.077,98	Not classified	Not classified	City of Sisak
ELARG	PHARE	2005	2005-0017-634032	For Adriatic Cultural Transnational Organizations	7.107,59	7.107,59	Not classified	Not classified	Drugo more
ELARG	PHARE	2005	2005-0017-634033	Monitoring the Marine Coastal Current of the North	41.589,95	41.589,95	Not classified	Not classified	Institute for Oceanography and Fisheries
ELARG	PHARE	2005	2005-0017-634036	Local development actors & trade fair corporations	52.859,86	52.859,86	Not classified	Not classified	Region of Istra
ELARG	PHARE	2005	2005-0017-634037	Adriatic Ceramic System	14.363,54	14.363,54	Not classified	Not classified	Museum for Arts and Crafts
ELARG	PHARE	2005	2005-0017-634038	Health Adriatic Network Skills	72.195,80	72.195,80	Not classified	Not classified	Zadar county
ELARG	PHARE	2005	encoding error	encoding error	0,00	0,00	Not classified	Not classified	0
ELARG	PHARE	2006	2006-0101-010101	Harmonisation & Publication of Case Law-supply	399.924,75	399.924,75	Not classified	Not classified	Storm Computers d.o.o.

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ELARG	PHARE	2006	2006-0101-010201	Harmonization and Publication of Case Law - TA	905.168,17	905.168,17	Democracy and Rule of Law	Legal and judicial development	European Dynamics S.A.
ELARG	PHARE	2006	2006-0101-020101	Support to Court Administration and Case MI	2.849.984,26	2.849.984,26	Democracy and Rule of Law	Legal and judicial development	IBM Croatia Ltd.
ELARG	PHARE	2006	2006-0202-010101	Roma Support project - Phase II, infrastruct.impr.	2.070.716,18	2.070.716,18	Infrastructure	Not classified	Tegra d.d.
ELARG	PHARE	2006	2006-0202-010201	Supervision of construction of comm. infrastruct.	190.910,00	190.910,00	Not classified	Not classified	SAFEGE Consulting Engineers
ELARG	PHARE	2006	2006-0202-020201	Democracy in Practice	57.555,92	57.555,92	Not classified	Not classified	Zelena Istra
ELARG	PHARE	2006	2006-0202-020202	Strengthening local capacities for NATURA 2000	76.518,98	76.518,98	Not classified	Not classified	Udruga za zaštitu prirode i okoliša ZELENI OSIJEK
ELARG	PHARE	2006	2006-0202-020203	NGO capacity building for implem. of Natura 2000	75.762,10	75.762,10	Not classified	Not classified	Blue World Institute of Marine Research&Conservation
ELARG	PHARE	2006	2006-0202-020204	Development of Eco Sustainable program. for tourists	73.325,04	73.325,04	Not classified	Not classified	Association for Nature, Environment and Sustainable Development Sunce
ELARG	PHARE	2006	2006-0202-020205	Biodiversity of subterranean fauna of Karlovac C.	75.541,56	75.541,56	Not classified	Not classified	Croatia Biospeleological Society-Zagreb
ELARG	PHARE	2006	2006-0202-020206	CEP-Citizens Involved in Env.Protection	56.586,55	56.586,55	Not classified	Not classified	Franjo Kožec Association
ELARG	PHARE	2006	2006-0202-020207	AWERES - Awareness&Education in Renewable En.Source	61.682,27	61.682,27	Not classified	Not classified	Door - društvo za oblikovanje održivog razvoja
ELARG	PHARE	2006	2006-0202-020208	CP3 Hospitality - cleaner product. prom.programme	76.592,37	76.592,37	Not classified	Not classified	Centric Austria International

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ELARG	PHARE	2006	2006-0202-020209	Trees have a heartbeat too	52.437,41	52.437,41	Not classified	Not classified	Path - Society for Ambiental Education and Communication
ELARG	PHARE	2006	2006-0202-020210	Promoting sustainable manag. of natural resources	56.475,14	56.475,14	Not classified	Not classified	EKOSENSE
ELARG	PHARE	2006	2006-0202-020211	Sustainable development of the regions	66.440,12	66.440,12	Not classified	Not classified	Center for community organizing Central Moravia
ELARG	PHARE	2006	2006-0202-020212	Waste reduction at source in Erdut Municipality	61.134,50	61.134,50	Not classified	Not classified	CODD - Civil organization for Development Dalj
ELARG	PHARE	2006	2006-0202-020301	Raising local voices:Creating roadmap of antidiscr	64.825,24	64.825,24	Not classified	Not classified	B.a.B.e. Women's Human Rights Group
ELARG	PHARE	2006	2006-0202-020302	Citizens' Awakening to responsibility fost. by CSO	38.819,30	38.819,30	Not classified	Not classified	Centre for Civil Initiatives (CCI)
ELARG	PHARE	2006	2006-0202-020303	Improving workers'participation in equal opp.pol.	48.320,19	48.320,19	Not classified	Not classified	Centre for Women's Studies
ELARG	PHARE	2006	2006-0202-020304	Creating new models for improving women's position	75.260,24	75.260,24	Not classified	Not classified	Dominoes - feminists Association for Promotion of Women's rights
ELARG	PHARE	2006	2006-0202-020305	United Against LGB Discrimination at Workplace	68.669,59	68.669,59	Not classified	Not classified	Association Lesbian group Kontra
ELARG	PHARE	2006	2006-0202-020306	We can work it out: through meditation towards cul	65.313,63	65.313,63	Not classified	Not classified	Forum for freedom in education
ELARG	PHARE	2006	2006-0202-020307	Volonteers'service - for solidarity and together.	67.467,83	67.467,83	Not classified	Not classified	Volonterski centar Zagreb
ELARG	PHARE	2006	2006-0202-020308	Strenght. weakest clevis in the world of labour	68.246,10	68.246,10	Not classified	Not classified	Association for Help and Education of mobbing victims

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ELARG	PHARE	2006	2006-0202-020309	Roma in the Spotlight	65.745,83	65.745,83	Not classified	Not classified	ZaMirNET
ELARG	PHARE	2006	2006-0202-020310	Influencing chang. in leg.&media persp- trafficking	44.797,96	44.797,96	Not classified	Not classified	Centre for Women War Victims
ELARG	PHARE	2006	2006-0202-020311	Professional Mobile team - supp.for ed. incl. of c	73.040,76	73.040,76	Not classified	Not classified	Association for Professional help to Children with special needs - IDEM
ELARG	PHARE	2006	2006-0202-020312	Zero Tolerance towards Sexual Violence	65.384,90	65.384,90	Not classified	Not classified	Association Women's room - Center for Sexual rights
ELARG	PHARE	2006	2006-0202-020313	LOTUS - Lokalna odgovorna i transparentna up i sam	59.256,45	59.256,45	Not classified	Not classified	GONG
ELARG	PHARE	2006	2006-0202-020401	Youth and Peace Building	61.524,00	61.524,00	Not classified	Not classified	Centre for peace Studies
ELARG	PHARE	2006	2006-0202-020402	Community Volunteers' Center	53.410,08	53.410,08	Not classified	Not classified	Volonterski centar Zagreb
ELARG	PHARE	2006	2006-0202-020403	Youth Decision-Makers in local community	58.296,61	58.296,61	Not classified	Not classified	Europe house Slavonski Brod
ELARG	PHARE	2006	2006-0202-020404	New media for new people	51.915,57	51.915,57	Not classified	Not classified	Association for creative Development - Doma?i
ELARG	PHARE	2006	2006-0202-020405	Youth matters - Sexual and Reproductive Health&Rig	57.328,26	57.328,26	Not classified	Not classified	CESI
ELARG	PHARE	2006	2006-0202-020406	To be young - to be active	55.735,45	55.735,45	Not classified	Not classified	Organisation for Civil Initiatives
ELARG	PHARE	2006	2006-0202-020407	Gvozd Youth in Action	55.941,00	55.941,00	Not classified	Not classified	Suncokret Centar for Community Development

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ELARG	PHARE	2006	2006-0202-020408	Prevention for life	42.575,40	42.575,40	Not classified	Not classified	Zora
ELARG	PHARE	2006	2006-0202-020409	IZVOR empowering youth for the transition	47.184,48	47.184,48	Not classified	Not classified	Centre for social policy initiatives
ELARG	PHARE	2006	2006-0202-020410	Young Entrepreneurs - Strive for More	47.734,92	47.734,92	Not classified	Not classified	ARBEITER-SAMARITER-BUND DEUTSCHLAND E.V. - ASB
ELARG	PHARE	2006	2006-0202-020411	All for you	54.401,48	54.401,48	Not classified	Not classified	PRONI Centre for Social Education
ELARG	PHARE	2006	2005-0303-010201	CROPOS	0,00	0,00	Other	Not classified	Trimble Europe BV
ELARG	PHARE	2006	2006-0303-010101	Improving Budget Processes	1.305.978,82	1.305.978,82	Economic governance	Public Finance Management	HULLA & Co. Human Dynamics KG
ELARG	PHARE	2006	2006-0303-010301	Integrati.of FMIS of the State Treasury and Budget	949.806,62	949.806,62	Economic governance	Public Finance Management	IBM Croatia Ltd.
ELARG	PHARE	2006	2006-0404-010101	Strenght. enforc. of intell.property rights-lot 1	0,00	0,00	Not classified	Not classified	Storm Computers d.o.o.
ELARG	PHARE	2006	2006-0404-010102	Strenght. the enforc. of intell prop.right-lot 2	136.611,00	136.611,00	Not classified	Not classified	Storm Computers d.o.o.
ELARG	PHARE	2006	2006-0404-010103	Strenghtening enforcement of Intell.property rights - lot 3	63.525,00	63.525,00	Not classified	Not classified	SWORD SA
ELARG	PHARE	2006	2006-0404-010201	Strengthening Enforcement of Intellectual Property	964.817,44	964.817,44	Other	Not classified	Danish Patent and Trademark Office
ELARG	PHARE	2006	2006-0404-020101	Strenght. and Enhanc. of Croatian Tax Admin. IT fun	945.486,82	945.486,82	Economic governance	Tax policy and administration support	Agency for European Integration and economic Development - AEI

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ELARG	PHARE	2006	2006-0404-020201	VIES Enhancement and VES Development	1.902.471,84	1.902.471,84	Economic governance	Tax policy and administration support	IBM Croatia Ltd.
ELARG	PHARE	2006	2006-0404-030101	ITMS Adaptation - Management Support - twinning	495.178,37	495.178,37	Economic governance	other	Agency for European Integration and Economic Development _AEI (Federal Ministry of Finance-Customs Administration)
ELARG	PHARE	2006	2006-0404-030201	ITMS Adaptation	998.368,50	998.368,50	Economic governance	Trade policy	Bull d.o.o.
ELARG	PHARE	2006	2006-0404-030301	ECS Implementation Project Management Support	228.536,86	228.536,86	Not classified	Not classified	Italian Customs Agency (Ministry of Economy and Finance)
ELARG	PHARE	2006	2006-0404-030401	Upgrade of the National Transit application-Phase	863.945,95	863.945,95	Infrastructure	Not classified	APIS IT d.o.o.
ELARG	PHARE	2006	2006-0404-030501	EMCS & AEO Development - Mamag. Support Twinning	678.488,74	678.488,74	Economic governance	Tax policy and administration support	Agency for European Integration and economic Development - AEI
ELARG	PHARE	2006	2006-0404-030601	EMCS Phase 3 Development	1.461.900,66	1.461.900,66	Economic governance	Tax policy and administration support	IBM Croatia Ltd.
ELARG	PHARE	2006	2006-0404-030701	CCN/CSI Implementation-supply contract	167.266,40	167.266,40	Not classified	Not classified	ATOS ORIGIN
ELARG	PHARE	2006	2006-0505-010101	Restr.and Develop.of Cro Railway Syst.w/o the fwc	177.615,37	177.615,37	Not classified	Not classified	Hydratec
ELARG	PHARE	2006	2006-0505-010201	Restr.and Devel.of Cro Railway Sys.-staff training	189.659,41	189.659,41	Not classified	Not classified	COWI
ELARG	PHARE	2006	2006-0505-010301	Restr.and Develop.od Cro Railway Syst.w/o the fwc	174.133,38	174.133,38	Not classified	Not classified	STDE (SAFEGE/TRACTEBEL)
ELARG	PHARE	2006	2006-0505-010401	Restr&Develop of Cro Rail.Sys.-Impl. of IT Support	49.581,00	49.581,00	Not classified	Not classified	ATOS ORIGIN

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	PHARE	2006	2006-0505-010501	Restruct & Develop. of Croat. Railway System - TA	1.237.702,67	1.237.702,67	Restructuring	Not classified	Vienna Consult Verkehrsberatungsgesellschaft m.b.H
ELARG	PHARE	2006	2006-0505-020101	Supply & implementation of VT MIS	3.737.737,50	3.737.737,50	Economic governance	Trade policy	Fleck Elektroinstallationen GmbH
ELARG	PHARE	2006	2006-0505-020201	Maritime safety - Monitoring and Manag.of Vessels	447.338,21	447.338,21	Not classified	Not classified	Finnish Maritime Administration, Helsinki
ELARG	PHARE	2006	2006-0505-020301	Port Reception Facility Study	248.238,00	248.238,00	Not classified	Not classified	NEA Transport research and training
ELARG	PHARE	2006	2006-0505-020401	TA - Tendering Process in line with EU Rules&Pract	71.331,24	71.331,24	Not classified	Not classified	ASTEC Global Consultancy
ELARG	PHARE	2006	2006-0505-020501	VHF Communications Subsystem of VT MIS Sys.establishment	0,00	0,00	Not classified	Not classified	TEKONET d.o.o.
ELARG	PHARE	2006	2006-0505-030101	Major revision of class.&upgrad.of statistics-TA	1.594.024,02	1.594.024,02	Economic governance	Statistical capacity building	ICON Institute
ELARG	PHARE	2006	2006-0505-030201	Major revision of class.&upgrad.of subject-matter	60.262,50	60.262,50	Not classified	Not classified	Multisoft d.o.o.
ELARG	PHARE	2006	2006-0505-050101	Establ. of Air Quality Monitor. & M.S.- Lot 1&Lot 4	590.737,50	590.737,50	Environmental protection	Not classified	EAS Envimet Analytical Systems GmbH
ELARG	PHARE	2006	2006-0505-050102	Establish.of Air Quality Manag.& M.Sys. - Lot 5	0,00	0,00	Not classified	Not classified	Shimadzu d.o.o.
ELARG	PHARE	2006	2006-0505-050103	Establ. of Air Quality Monitor.& MS-Lot 6	0,00	0,00	Not classified	Not classified	Dan-Jar d.o.o.(new title - Godax)
ELARG	PHARE	2006	2006-0505-050104	Establish. of Air Quality Monitor.& M.S.- Lot 8	151.650,13	151.650,13	Not classified	Not classified	ALL Trade S.r.l.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	PHARE	2006	2006-0505-050105	Establish. of air quality & manag.system - lot 7	0,00	0,00	Not classified	Not classified	Dan-Jar d.o.o.(new title - Godax)
ELARG	PHARE	2006	2006-0505-050201	Establish.of Air Quality Monitoring & Manag.System	541.416,91	541.416,91	Environmental protection	Not classified	Finnish Meteorological Institute
ELARG	PHARE	2006	2006-0505-060101	Development of hazardous waste manag.sys- Lot 1	33.297,60	33.297,60	Not classified	Not classified	Multisoft d.o.o.
ELARG	PHARE	2006	2006-0505-060102	Development of hazardous waste manag.sys-Lot 2	54.530,00	54.530,00	Not classified	Not classified	Unit Export Ltd
ELARG	PHARE	2006	2006-0505-060103	Development of hazardous waste manag.sys-Lot 3	39.900,00	39.900,00	Not classified	Not classified	Shimadzu d.o.o.
ELARG	PHARE	2006	2006-0505-060201	Development of hazardouzs waste manag.sys. - TA	2.146.115,09	2.146.115,09	Environmental protection	Not classified	RAMBOLL Denmark A/S
ELARG	PHARE	2006	2006-0606-010101	Blue border Surveillance - supply of equipment LOT	35.145,00	35.145,00	Not classified	Not classified	Multisoft d.o.o.
ELARG	PHARE	2006	2006-0606-010201	Blue Border Surveillance	868.691,20	868.691,20	Democracy and Rule of Law	Border management	Federal Police (Bundespolizei) of the Federal Republic of Germany
ELARG	PHARE	2006	2006-0707-010101	Develop.of Inst. Cap. for Man. EU SF post accessio	1.679.613,15	1.679.613,15	Public Administration Reform	Capacity building	Consulting & Management LTD
ELARG	PHARE	2006	2006-0707-010201	Project Pipeline for IPA/EU Structural Funds	4.120.561,17	4.120.561,17	Multisector	Not classified	SAFEGE Consulting Engineers
ELARG	PHARE	2006	2006-0707-030101	Strengthening administrative capacity for IPA/ESF	143.269,30	143.269,30	Not classified	Not classified	Reseau d'Appui et de Capitalisation des Innovations Europeenes
ELARG	PHARE	2006	2006-0707-030201	Establishment of Raster Images MS	88.120,00	88.120,00	Not classified	Not classified	ATOS ORIGIN

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ELARG	PHARE	2006	2006-0707-030301	Building capacity in the MELEHOS	155.223,98	155.223,98	Not classified	Not classified	ECO3 Sprl
ELARG	PHARE	2006	2006-0707-030401	Support for establ.&accred. of future IB for RCOP	183.660,00	183.660,00	Not classified	Not classified	POHL CONSULTING & ASSOCIATES GMBH (PS&A)
ELARG	PHARE	2006	2006-0707-030601	Further Capacity Building for the Certifying Body	193.023,07	193.023,07	Not classified	Not classified	SCANAGRI Denmark
ELARG	PHARE	2006	2006-0707-030701	Establishment of inspection body for tech. vessels	182.034,98	182.034,98	Not classified	Not classified	Parsons Brinckerhoff Ltd. Consortium
ELARG	PHARE	2006	2006-0707-030801	Developing the readiness to implement SIS II	514.849,63	514.849,63	Energy	Not classified	AAM Management Information Consulting LTD
ELARG	PHARE	2006	2006-0707-030901	Capacity building for GO for NGOs for IPAEvaluatio	33.750,00	33.750,00	Not classified	Not classified	Dailogue Consortium led by Suggest Aid
ELARG	PHARE	2006	2006-0707-031101	Supp. to CAA for establ. assess. system of CAB's	164.732,31	164.732,31	Not classified	Not classified	AGRIFOR Consult SA
ELARG	PHARE	2006	2006-0707-031201	Further Develop.of State Commission for Supervisio	213.858,25	213.858,25	Not classified	Not classified	Public Procurement Office
ELARG	PHARE	2006	2006-0707-031301	Preparation of establishment of the S.I.R.E.N.E.	128.117,04	128.117,04	Not classified	Not classified	International Police Cooperation Service, Ministry of Interior
ELARG	PHARE	2006	2006-0707-031401	Capacity Building in technology transfer instituti	147.192,76	147.192,76	Not classified	Not classified	IBF Interantional Consulting
ELARG	PHARE	2006	2006-0707-031501	Mid-term forecasting of el.communication markets	145.267,56	145.267,56	Not classified	Not classified	ARS PROGETTI
ELARG	PHARE	2006	2006-0707-031601	Develop. Publ. Intern.Finan.Control in State Treas	206.037,79	206.037,79	Not classified	Not classified	Ministry of Budget, Public accounts and Civil service, Public finance general directorate

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	PHARE	2006	2006-0707-031701	Developing readiness to maintain NBMIS application	85.375,00	85.375,00	Not classified	Not classified	ARS PROGETTI
ELARG	PHARE	2006	2006-0707-031801	Supp.to establish.& develop. of CVIS	150.992,68	150.992,68	Not classified	Not classified	ASTEC Global Consultancy
ELARG	PHARE	2006	2006-0808-010101	Training of tech. &improv. web presentation	43.027,20	43.027,20	Not classified	Not classified	PIB - extra d.o.o.
ELARG	PHARE	2006	2006-0808-010102	Enh. productiv. & marketing od plastic toilet seat	74.275,89	74.275,89	Not classified	Not classified	Ivani?plast d.o.o.
ELARG	PHARE	2006	2006-0808-010103	Improving market approach for better export perf.	58.437,17	58.437,17	Not classified	Not classified	Ferro-preis ltd.
ELARG	PHARE	2006	2006-0808-010104	Enter.new foreign markets& strenght. existing exp.	71.737,45	71.737,45	Not classified	Not classified	PPM d.o.o.
ELARG	PHARE	2006	2006-0808-010105	Croatian herbal plants	55.056,44	55.056,44	Not classified	Not classified	Ljekovito bilje d.o.o.
ELARG	PHARE	2006	2006-0808-010106	Strengthening Bernarda's market position	51.260,12	51.260,12	Not classified	Not classified	Bernarda d.o.o.
ELARG	PHARE	2006	2006-0808-010107	By standardization to Top 5	69.028,26	69.028,26	Not classified	Not classified	STRA?APLASTIKA d.d.
ELARG	PHARE	2006	2006-0808-010108	Improved eco wood production	44.080,38	44.080,38	Not classified	Not classified	DIL ltd.
ELARG	PHARE	2006	2006-0808-010109	VIVERA ltd.- improving competitiveness on EU uniq.m	0,00	0,00	Not classified	Not classified	Vivera d.o.o.
ELARG	PHARE	2006	2006-0808-010110	Standard.& impl.of global business process.(CBERP)	0,00	0,00	Not classified	Not classified	Ribnik kontejner

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ELARG	PHARE	2006	2006-0808-010111	Increase of export competitiveness of ?? KOTLOVI	69.703,85	69.703,85	Not classified	Not classified	?uro ?Akovi? Kotlovi d.o.o.
ELARG	PHARE	2006	2006-0808-010112	Dalmatian Food at East European table	0,00	0,00	Not classified	Not classified	SMS d.o.o.
ELARG	PHARE	2006	2006-0808-010113	ESCO spring factory;from croatian to eu brand	62.304,23	62.304,23	Not classified	Not classified	ESCO spring and metal products factory d.o.o.
ELARG	PHARE	2006	2006-0808-010114	Enhancing Competitiveness and increasing exports	45.525,80	45.525,80	Not classified	Not classified	ALPRON
ELARG	PHARE	2006	2006-0808-010115	Artisanship of Dubrovnik: Tale of tradition	43.183,43	43.183,43	Not classified	Not classified	Zlatarna Kri?ek
ELARG	PHARE	2006	2006-0808-010116	Export increase energy formula: E=mc2	49.176,66	49.176,66	Not classified	Not classified	Sirovina Trgoprera d.o.o.
ELARG	PHARE	2006	2006-0808-010117	Improving competitiveness in IT sector in east.Croa	57.827,65	57.827,65	Not classified	Not classified	Mono d.o.o.
ELARG	PHARE	2006	2006-0808-010118	Enhancing competitiveness&increasing export	32.632,09	32.632,09	Not classified	Not classified	Metaling ltd.
ELARG	PHARE	2006	2006-0808-010119	Expansion of Altpro's safety signalling system	66.417,61	66.417,61	Not classified	Not classified	Altpro LTD for ICT production and trade
ELARG	PHARE	2006	2006-0808-010120	Through certification&professional education to cd	55.380,03	55.380,03	Not classified	Not classified	PRIMABIRO d.o.o.
ELARG	PHARE	2006	2006-0808-010121	Development of Innovative Drive Systems	72.877,23	72.877,23	Not classified	Not classified	HSTEC - Viskobrzinska tehnika d.d.
ELARG	PHARE	2006	2006-0808-010122	A bit of Croatian light to Europa	52.678,28	52.678,28	Not classified	Not classified	INTRA LIGHTING d.o.o.

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ELARG	PHARE	2006	2006-0808-010123	Enhancing competitiveness. of P.N. export on EU market	55.654,78	55.654,78	Not classified	Not classified	Presenta Nova d.o.o.
ELARG	PHARE	2006	2006-0808-010124	Enhancing marketing, presentation & distribution	64.204,78	64.204,78	Not classified	Not classified	PANA d.o.o.
ELARG	PHARE	2006	2006-0017-971001	Revitalisation of the Borov Drava area	215.942,62	215.942,62	Not classified	Not classified	Croatian Waters Legal Entity for Water Management
ELARG	PHARE	2006	2006-0017-971002	Development of the tourist area of Sotla	146.787,99	146.787,99	Not classified	Not classified	Municipality of Zagorska sela
ELARG	PHARE	2006	2006-0017-971003	Keeping Roma culture and heritage	63.332,45	63.332,45	Not classified	Not classified	Medjimurje association of Sport recreation Sport for everybody
ELARG	PHARE	2006	2006-0017-971004	Conservation and sustainable use of natural values	96.648,86	96.648,86	Not classified	Not classified	Region of Istra
ELARG	PHARE	2006	2006-0017-971005	Brain Bastions in Baranya	0,00	0,00	Not classified	Not classified	Association for peace and human rights Baranja
ELARG	PHARE	2006	2006-0017-971006	E-employment linking international markets	53.277,61	53.277,61	Not classified	Not classified	Development Agency North-DAN d.o.o.
ELARG	PHARE	2006	2006-0017-971007	Faster Development of Neighbourhood area	47.687,22	47.687,22	Not classified	Not classified	Open Community College ?akovec
ELARG	PHARE	2006	2006-0017-971008	e-Economy and e-Learning space	76.749,02	76.749,02	Not classified	Not classified	Vara?dinska ?upanija
ELARG	PHARE	2006	2006-0017-971009	Supply of drinking water	83.782,78	83.782,78	Not classified	Not classified	Municipality of Hum na Sutli
ELARG	PHARE	2006	2006-0017-971010	Creating of the common cross-border touristic area	85.990,44	85.990,44	Not classified	Not classified	Zagorska razvojna agencija

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ELARG	PHARE	2006	2006-0017-971011	Tourist bike Tours	147.442,17	147.442,17	Not classified	Not classified	The City of Beli??e
ELARG	PHARE	2006	2006-0017-971012	Milk Hygien from cow to market	45.885,72	45.885,72	Not classified	Not classified	Koprivni?ko-kri?eva?ka county
ELARG	PHARE	2006	2006-0017-971013	The Key for the Interregional Development	68.599,42	68.599,42	Not classified	Not classified	Regional Development Agency REDEA Ltd.
ELARG	PHARE	2006	2006-0017-971014	Tourist Signs in the Cross - Border Area	157.382,63	157.382,63	Not classified	Not classified	Tourist Board of Krapina-Zagorje County
ELARG	PHARE	2006	2006-0017-971015	Sewage System Project Documentation	180.841,34	180.841,34	Not classified	Not classified	Medjimurje Waters Ltd.
ELARG	PHARE	2006	2006-0017-971016	Culture binds - tourism brings us together	132.376,68	132.376,68	Not classified	Not classified	Town of ?akovec
ELARG	PHARE	2006	2006-0017-971017	Developing enviroment and infrastructure -Kriznica	80.353,60	80.353,60	Not classified	Not classified	Virovitica-Podravina County
ELARG	PHARE	2006	2006-0017-971018	Improvement of economic relations	44.595,73	44.595,73	Not classified	Not classified	Regional Development Agency REDEA Ltd.
ELARG	PHARE	2006	2006-0017-971019	Cross Border Investment Stimulation Programme	54.619,17	54.619,17	Not classified	Not classified	Regional Development Agency REDEA Ltd.
ELARG	PHARE	2006	2006-0017-971020	Developing tourism	58.534,98	58.534,98	Not classified	Not classified	Regional Development Agency PORIN Ltd.
ELARG	PHARE	2006	2006-0017-971021	Enterpreneurship development of Haloze-Zagorje	86.445,85	86.445,85	Not classified	Not classified	Municipality of Cestica
ELARG	PHARE	2006	2006-0017-971022	Organising a rural area economic cluster	105.493,07	105.493,07	Not classified	Not classified	Agricultural School ?akovec

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	PHARE	2006	2006-0017-972001	Research Centre for metal industry in Istra County	298.685,51	298.685,51	Not classified	Not classified	Istarska razvojna agencija d.o.o.-IDA
ELARG	PHARE	2006	2006-0017-972002	Centre for Acquaculture production and safety	288.563,51	288.563,51	Not classified	Not classified	Croatian Veterinary Institute
ELARG	PHARE	2006	2006-0017-972003	Sustainable development of wine production Srijem	105.693,56	105.693,56	Not classified	Not classified	Municipality of Lovas
ELARG	PHARE	2006	2006-0017-972004	Establishment of Cheese Route in Gra?ac Area	0,00	0,00	Not classified	Not classified	Municipality of Gra?ac
ELARG	PHARE	2006	2006-0017-972005	Promotion and Valorization of Istrian Cattle	77.432,59	77.432,59	Not classified	Not classified	AZZRI - Agency for Rural Development of Istria
ELARG	PHARE	2006	2006-0017-972006	Strengthening a network of social enterprises	73.661,13	73.661,13	Not classified	Not classified	Slap - Association for Creative Development
ELARG	PHARE	2006	2006-0017-972007	Systematic energy management in Karlovac County	132.930,41	132.930,41	Not classified	Not classified	Karlovac County
ELARG	PHARE	2006	2006-0017-972008	Rural&Economic Development of Historic Istrian Loc	275.549,49	275.549,49	Not classified	Not classified	Region of Istra
ELARG	PHARE	2006	2006-0017-972009	Implementation of Water Quality Monitoring in WICO	272.133,27	272.133,27	Not classified	Not classified	Ru?er Bo?kovi? Institute
ELARG	PHARE	2006	2006-0017-972010	WASTE NO WASTE:Efficient waste management	208.356,55	208.356,55	Not classified	Not classified	VG Entrepreneurship centre Velika Gorica
ELARG	PHARE	2006	2006-0017-972011	Eco-River in Spa?va and Po Area	136.040,78	136.040,78	Not classified	Not classified	Municipality of Nijemci
ELARG	PHARE	2006	2006-0017-972012	Efficient energy in Slavonia and Baranja	189.578,44	189.578,44	Not classified	Not classified	City of Osijek

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ELARG	PHARE	2006	2006-0017-972013	Public Lighting EE Programme(Prim-Goranska County)	115.780,15	115.780,15	Not classified	Not classified	Regional Development Agency PORIN Ltd.
ELARG	PHARE	2006	2006-0017-972014	Assess and protect Una river	113.453,62	113.453,62	Not classified	Not classified	Sisak-moslavina County, Sisak
ELARG	PHARE	2006	2006-0017-972015	Adriatic SS Shipping database and Development Plan	229.399,62	229.399,62	Not classified	Not classified	Faculty of Transport and Traffic Sciences
ELARG	PHARE	2006	2006-0017-972016	Integated Waste Management Approach on Kor?ula isl	125.188,50	125.188,50	Not classified	Not classified	Municipality of Vela Luka
ELARG	PHARE	2006	2006-0017-972017	Strengthening of Institutions for Protected Areas	91.585,24	91.585,24	Not classified	Not classified	Regional Development Agency of ?ibenik-Knin County
ELARG	#N/A	2006	2006-018-411.02.0101	Support to SONS in EWS	91.800,00	91.800,00	Not classified	Not classified	Resources and Logistics (RaL)
ELARG	#N/A	2006	2006-1001-010101	Support to SONS in Upgrading&Modernization of CEWS	310.946,25	310.946,25	Not classified	Not classified	ENCONET Consulting G.m.b.H
ELARG	#N/A	2006	2006-018-411.02.0201	Border Control of Nucl.materials with Stat.Port.M.	125.720,00	125.720,00	Not classified	Not classified	Kantor
ELARG	0	2006	2006-1001-020101	Supply of Monitors & Vehicles for BC of Nucl. mat.	550.058,73	550.058,73	Democracy and Rule of Law	Anti-corruption	SAPHYMO
ELARG	#N/A	2006	2006-1001-020102	Supply of monitors & vehicels for BC of Nucl.mat.	114.690,00	114.690,00	Not classified	Not classified	Canberra Packard Central Europe GmbH
ELARG	0	2006	2006-1001-020103	Supply of monitors & vehicles for BC of Nucl. mat.	0,00	0,00	Democracy and Rule of Law	Anti-corruption	Thermo Electron (Erlangen) GmbH
ELARG	#N/A	2006	2006-1001-020104	Supply of Stationary & Monitors for Border C -lot5	26.700,00	26.700,00	Not classified	Not classified	Dat-Con d.o.o.

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ELARG	IPA	2007	2007-0101-0101	Strengthening Capacities of USKOK	185.082,00	185.082,00	Democracy and Rule of Law	Anti-corruption	Teched Consulting Services
ELARG	IPA	2007	2007-0101-010201	Strengthening capacities of USKOK	711.082,32	711.082,32	Democracy and Rule of Law	Anti-corruption	Deutsche Stiftung fuer internationale rechtliche Zusammenarbeit
ELARG	IPA	2007	2007-0101-010301	Strength.Capac.of USKOK-supply of equipment LOT 2	22.485,00	22.485,00	Not classified	Not classified	Storm Computers d.o.o. (in IPA 2007)
ELARG	IPA	2007	2007-0101-010302	Strengthening Capacities of USKOK - supply Lot 1	29.625,00	29.625,00	Not classified	Not classified	Mrazelektronik
ELARG	IPA	2007	2007-0101-020101	Strengthening Anti-Corruption Inter-Agency Cooperation	591.307,14	591.307,14	Democracy and Rule of Law	Anti-corruption	Agency for International Legal Cooperation ACOJURIS
ELARG	IPA	2007	2007-0101-020201	Strengthening Anti-Corruption Inter-Agenci Co-oper	853.663,82	853.663,82	Democracy and Rule of Law	Anti-corruption	Publicis AD
ELARG	IPA	2007	2007-0101-020301	Develop of modern IT system for strenght Anti Corr	424.445,97	424.445,97	Not classified	Not classified	AAM Management Information Consulting LTD
ELARG	IPA	2007	2007-0101-020401	Strenght. anti-corruption inter-agendy coop-Lot 1	23.880,00	23.880,00	Not classified	Not classified	BCC Services d.o.o.
ELARG	IPA	2007	2007-0101-020402	Strenght. anti-corruption inter-agency coop-Lot 2	34.102,50	34.102,50	Not classified	Not classified	Storm Computers d.o.o. (in IPA 2007)
ELARG	IPA	2007	2007-0101-020403	Strenght. anti-corruption inter-agency coop.-Lot 3	44.002,17	44.002,17	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2007	2007-0101-030101	Supply of equipment for CAPPD, relaunch	543.562,50	543.562,50	Other	Not classified	QUANTUM d.o.o.
ELARG	IPA	2007	2007-0101-030201	Capacity building of rhe Croatian Agency for Protection of Personal Data	1.182.355,49	1.182.355,49	Other	Capacity building	Spannish Agency for Protection of Personal Data

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ELARG	IPA	2007	2007-0202-010101	Development of Regulatory Impact Assessment (RIA)	1.067.861,74	1.067.861,74	Democracy and Rule of Law	Legal and judicial development	Northern Ireland Public Sector Enterprises Limited (NI-CO)
ELARG	IPA	2007	2007-0303-010101	Implementing Croatian Competition and State Aid P	910.321,31	910.321,31	Economic governance	State aid	Autorita Garante della Concorrenza e del Mercato
ELARG	IPA	2007	2007-0303-010201	Implementing Croat. Competition & State Aid Polic.	805.886,23	805.886,23	Economic governance	State aid	Project Management Limited
ELARG	IPA	2007	2007-0303-020101	Upgrade of Freq.Monitoring Radiolocation System	2.561.632,50	2.561.632,50	Other	Not classified	Rohde & Schwarz Osterreich
ELARG	IPA	2007	2007-0303-020201	Reinf. of Instit.& Admin Capacity for HAKOM	684.731,21	684.731,21	Other	Capacity building	HULLA & Co. Human Dynamics KG
ELARG	IPA	2007	2007-0303-030101	Supp. to establ of fully operational Paying Agency	2.360.636,18	2.360.636,18	Agriculture	Not classified	King ICT d.o.o.
ELARG	IPA	2007	2007-0303-030201	Capacity Building of the Croatian Paying Agency	1.899.982,26	1.899.982,26	Agriculture	Capacity building	Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management
ELARG	IPA	2007	2007-0303-030301	Supply of equip. for Croatian Paying Agency -Lot 1	224.865,00	224.865,00	Not classified	Not classified	Kon?ar - Electronics and Informatics Inc.
ELARG	IPA	2007	2007-0303-030302	Supply of equip. for Croatian Paying Agency -Lot 2	16.087,50	16.087,50	Not classified	Not classified	Storm Computers d.o.o. (in IPA 2007)
ELARG	IPA	2007	2007-0303-030303	Supply of equip. for Croatian Paying Agency -Lot 3	209.475,00	209.475,00	Not classified	Not classified	Geo Centar d.o.o.
ELARG	IPA	2007	2007-0303-030304	Supply of equip. for Croatian Paying Agency -Lot 4	29.932,50	29.932,50	Not classified	Not classified	La Marves
ELARG	IPA	2007	2007-0303-030305	Supply of equip. for Croatian Paying Agency - Lot	204.187,50	204.187,50	Not classified	Not classified	Seha Muhendislik Musavirlik Tic Ve Makina San. Tic Ltd.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2007	2007-0303-030306	Supply of veichles for Paying Agency	262.968,75	262.968,75	Not classified	Not classified	Avtotehna Ljubljana d.o.o.
ELARG	IPA	2007	2007-0303-040101	evelop. of new software for web based energy data	263.377,13	263.377,13	Not classified	Not classified	Multicom d.o.o.
ELARG	IPA	2007	2007-0303-040201	Methodology for Energy Admin. data management	627.355,61	627.355,61	Energy	Not classified	Statistics Denmark
ELARG	IPA	2007	2007-0303-040301	Method.for Energy Administrative data manag-supply	56.630,25	56.630,25	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2007	2007-0303-050101	Health and safety at work	1.174.191,02	1.174.191,02	Health	Not classified	Agency for European Integration and economic Development - AEI
ELARG	IPA	2007	2007-0303-050201	Supply of equip.-health & safety at work, lot 1	219.388,40	219.388,40	Not classified	Not classified	Multisoft d.o.o.
ELARG	IPA	2007	2007-0303-050202	Supply of equip.- health &safety at work, lot 2	72.290,40	72.290,40	Not classified	Not classified	Unit Export Ltd
ELARG	IPA	2007	2007-0303-050203	Supply of equip.- health&safety at work,lot 3	233.901,04	233.901,04	Not classified	Not classified	Avtotehna Ljubljana d.o.o.
ELARG	IPA	2007	2007-0303-060101	Assistance in prep.QAP & PA of IPA 2010 NBMIS	171.735,81	171.735,81	Not classified	Not classified	ASTEC Global Consultancy
ELARG	IPA	2007	2007-0303-060201	National Border Management IS - Phase III	3.936.088,03	3.936.088,03	Democracy and Rule of Law	Border management	S&T HRVATSKA d.o.o.
ELARG	IPA	2007	2007-0303-070101	Strengthening Capacities of Ministry of Interior to Combat Narcotic Drugs Trafficking and Drug Abuse	899.406,91	899.406,91	Democracy and Rule of Law	Narcotics control	Agency for European Integration and economic Development - AEI
ELARG	IPA	2007	2007-0303-070201	Combating Drug Trafficking and Abuse - supply	82.323,75	77.384,32	Not classified	Not classified	Multisoft d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2007	2007-0303-070202	Combating Drugs Traff.& Abuse - supply Lot 2 rel.	111.180,00	111.180,00	Not classified	Not classified	Meditronik d.o.o.
ELARG	IPA	2007	2007-0303-070203	Combating Drugs Traff & Abuse - supply, Lot 3 rel	212.926,29	212.926,29	Not classified	Not classified	Perlan Technologies polska Sp. z.o.o.
ELARG	IPA	2007	2007-0303-070204	Combating drugs Trafficking & Abuse, Lot 4	67.308,00	67.308,00	Not classified	Not classified	Shimadzu d.o.o.
ELARG	IPA	2007	2007-0303-080101	Chemical Safety - Strengt.Legal Framework & Ins.In	926.546,58	926.546,58	Other	Not classified	Swedish Chemical Agency
ELARG	IPA	2007	2007-0303-080201	Chemical Safety-TA for Streng.Legal Framework&Inst	688.507,75	688.507,75	Other	Not classified	British Standards Institutions BSI
ELARG	IPA	2007	2007-0303-090101	Development of Customs Laboratory	484.477,29	484.477,29	Not classified	Not classified	Spanish Tax Administration (Agency)
ELARG	IPA	2007	2007-0303-090201	Supply of equipment for NCLN Lot 1&Lot 10 Lab eq	170.950,69	170.950,69	Not classified	Not classified	KARDESLER YEDEK PARCA OTOMOTIV NAKLIYE INSAAT TURIZM SAN. VE TIC. LTD.STI
ELARG	IPA	2007	2007-0303-090202	Supply of equipment for NCL Network Lot 7	108.648,75	108.648,75	Not classified	Not classified	ROFA Laboratory and Process Analyzers
ELARG	IPA	2007	2007-0303-090203	Supply of equipment for NCL Network Lot 3 & Lot 4	181.203,75	181.203,75	Not classified	Not classified	Shimadzu d.o.o.
ELARG	IPA	2007	2007-0303-090204	Supply of equipment for NCLN Lot 5	66.495,00	66.495,00	Not classified	Not classified	HEBE d.o.o.
ELARG	IPA	2007	2007-0303-090205	Supply of equipment for NCL Network Lot 6	46.725,00	46.725,00	Not classified	Not classified	RENACON d.o.o.
ELARG	IPA	2007	2007-0303-090206	Supply of eq. for National Customs Laboratory Lot 2	81.370,33	81.370,33	Not classified	Not classified	ROFA Laboratory and Process Analyzers

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2007	2007-0303-090207	Supply of equipmnet for NCLN - lot 8,9,11 relaunch	111.933,70	111.933,70	Not classified	Not classified	Prowide Italia Srl
ELARG	IPA	2007	encoding error	encoding error	0,00	0,00	Not classified	Not classified	0
ELARG	IPA	2007	2007-0303-100101	Supply of Equipment for Anti-Smuggling Units-lot 2	96.489,19	96.489,19	Not classified	Not classified	Dat-Con d.o.o.
ELARG	IPA	2007	2007-0303-100102	Supply of Equipment for Anti-Smuggling Units lot 6	511.023,62	511.023,62	Democracy and Rule of Law	Narcotics control	Adriatic Workboats d.o.o.
ELARG	IPA	2007	2007-0303-100103	Supply of Equipment for Anti-Smuggl. Units lot 7&8	338.099,40	338.099,40	Not classified	Not classified	Tehnomobil d.o.o.
ELARG	IPA	2007	2007-0303-100104	Supply of Equip. for Anti-smuggling Units-lot 3	916.050,49	916.050,49	Democracy and Rule of Law	Narcotics control	Tehnomobil d.o.o.
ELARG	IPA	2007	2007-0303-100105	Supply of Equipment for Anti-smuggl. Units-Lot 1	730.178,39	730.178,39	Democracy and Rule of Law	Narcotics control	Seha Muhendislik Musavirlik Tic Ve Makina San. Tic Ltd.
ELARG	IPA	2007	2007-0303-100106	Supply of Equipment for Anti-smuggling Units - Lot	1.177.823,40	1.177.823,40	Democracy and Rule of Law	Narcotics control	SAS-Vektor d.d.
ELARG	IPA	2007	2007-0404-010101	Strengthening of the administrative capacity	192.278,83	192.278,83	Not classified	Not classified	Centre of International and European Economic Law (CIEEL)
ELARG	IPA	2007	2007-0404-010201	Strenght.Croatian AFCOS System	222.853,89	222.853,89	Not classified	Not classified	Fight against Fraud Department
ELARG	IPA	2007	2007-0404-010301	Strenght.Admin.Capacity for impl.of own resources	230.593,16	230.593,16	Not classified	Not classified	Ministry of Finance, Poland
ELARG	IPA	2007	2007-0404-010401	Sup.to NAO/NF in furth.dev.of DIS leading to EDIS	180.482,80	180.482,80	Not classified	Not classified	ECO
ELARG	IPA	2007	2007-0404-010501	Strenght. admin.cap of Ministry of Finance, PPP	190.262,74	190.262,74	Not classified	Not classified	Centre of International and European Economic Law (CIEEL)

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ELARG	IPA	2007	2007-0404-010601	Furth. Strengh.&Enhanc. of Publ. Int. FIn.Control	221.835,72	221.835,72	Not classified	Not classified	Northern Ireland Public Sector Enterprises Limited (NI-CO)
ELARG	IPA	2007	2007-0404-010701	Furth.capacity buliding in area of Plant protectio	601.685,02	601.685,02	Environmental protection	Capacity building	Chemicals Regulation Directorate
ELARG	IPA	2007	2007-0404-010901	Identifi. and setting-up marine part of NATURA2000	492.366,91	492.366,91	Not classified	Not classified	NIRAS IC Sp.z.o.o.
ELARG	IPA	2007	2007-0404-011001	Institutional capacity building of mafrd in wine s	238.267,53	238.267,53	Not classified	Not classified	Agrarmarkt Austria AMA (Austrian Paying Agency for Agriculture)
ELARG	IPA	2007	2007-0404-011101	Streng.expert capac.in impl .EU medical legislatio	145.297,49	145.297,49	Not classified	Not classified	Spanish Agency of Medicines and Medical Devices - FIIAPP
ELARG	IPA	2007	2007-0404-011201	Development of faunistic and speleological databases (CRO fauna and CRO speleo) as part of NPIS	122.919,75	122.919,75	Not classified	Not classified	DIADIKASIA Business Consultants S.A.
ELARG	IPA	2007	2007-0404-011301	Develop. strategy for upgrad. enviro. health lab. s	155.648,74	155.648,74	Not classified	Not classified	COWI
ELARG	IPA	2007	2007-0404-011401	Support to NAO/NF in impl. of SAPARD; IPA V	103.435,20	103.435,20	Not classified	Not classified	ACE, Asesores de Comercio Exterior S.L.
ELARG	IPA	2007	2007-0404-011501	Supp.to Parliament of Croatia for Prep. for EU Acc	213.447,77	213.447,77	Not classified	Not classified	Hungarian National Assembly
ELARG	IPA	2007	2007-0404-011701	Country Programme Interim Evaluation	149.648,87	149.648,87	Not classified	Not classified	ADE s.a. Tanguy de Biolley
ELARG	IPA	2007	2007-0404-011801	Improving environmental reporting in Croatia	204.376,68	204.376,68	Not classified	Not classified	Environment Agency Austria
ELARG	IPA	2007	2007-0404-011901	Technical assistance for MA OP ACD	164.165,89	164.165,89	Not classified	Not classified	Ministry of Regional Development

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2007	2007-0404-012001	Capacity building for the implementation of SAPARD & IPARD program	151.052,29	151.052,29	Not classified	Not classified	Euronet Consulting EEIG
ELARG	IPA	2007	encoding error	encoding error	0,00	0,00	Not classified	Not classified	0
ELARG	IPA	2007	2007-0017-974001	TA for managing CBC Croatia - Bosnia & Herzegovina	79.864,42	79.864,42	Not classified	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2007	2007-0017-975001	TA for managing CBC Croatia - Montenegro	21.040,38	21.040,38	Not classified	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2007	2007-0017-973001	TA for managing CBC Croatia - Serbia	62.195,20	62.195,20	Not classified	Not classified	Ministry of Regional Development, Forestry and Water Management
ELARG	IPA	2007	2007-0017-201001	NELI	63.339,88	63.339,88	Not classified	Not classified	Inland Navigation Development Centre Ltd.
ELARG	IPA	2007	2007-0017-201003	NEWADA	55.111,76	55.111,76	Not classified	Not classified	Agency for inland waterways ltd.
ELARG	IPA	2007	2007-0017-201004	Danube Floodrisk	86.398,08	86.398,08	Not classified	Not classified	Croatian Waters Legal Entity for Water Management
ELARG	IPA	2007	2007-0017-101001	Foret Modele	36.720,00	36.720,00	Not classified	Not classified	Region of Istra
ELARG	IPA	2008	2008-0101-010101	Support to the reform of the criminal proceedings	943.372,87	943.372,87	Democracy and Rule of Law	Legal and judicial development	Deutsche Stiftung fuer internationale rechtliche Zusammenarbeit
ELARG	IPA	2008	2008-0101-010201	Support to reform of criminal proceedings- supply	510.267,75	510.267,75	Democracy and Rule of Law	Legal and judicial development	CS - Computer Systems Limited
ELARG	IPA	2008	2008-0101-010202	Support to reform of Criminal Proceeding-supply	41.224,70	41.224,70	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2008	2008-0101-010203	Support to Reform of criminal proceedings-supply	100.376,25	100.376,25	Not classified	Not classified	Audio Video Consulting d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2008	2008-0101-020101	Development of Probation Services in Croatia	1.104.350,57	1.104.350,57	Democracy and Rule of Law	Legal and judicial development	Ministry of Justice of the United Kingdom
ELARG	IPA	2008	2008-0101-020201	Develop. of register&applic.syst for Probation ser	213.285,30	213.285,30	Not classified	Not classified	Croz d.o.o
ELARG	IPA	2008	2008-0101-020301	Development of probation system in Croatia-supply	57.902,85	57.902,85	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2008	2008-0101-020302	Develop. of probation system in Croatia, lot 1	77.602,15	77.602,15	Not classified	Not classified	BCC Services d.o.o.
ELARG	IPA	2008	2008-0101-020303	Development of probation system in Croatia - lot 4	26.504,85	26.504,85	Not classified	Not classified	PRIMABIRO d.o.o.
ELARG	IPA	2008	2008-0101-020304	Development of probation system in Croatia - Lot 5	10.800,00	10.800,00	Not classified	Not classified	Avto Engineering Holding Group Ltd.
ELARG	IPA	2008	2008-0101-040101	Anti-Corruption Response to Implementation of the Procurement Policies - ACRIP	198.285,23	198.285,23	Not classified	Not classified	Partnership for Social Development,
ELARG	IPA	2008	2008-0101-040102	Active civil society - guaranty of the real reform	161.469,67	161.469,67	Not classified	Not classified	Association for promotion Human Rights and Media Freedoms - CENSORSHIP PLUS
ELARG	IPA	2008	2008-0101-040103	CAT against Corruption	174.208,85	174.208,85	Not classified	Not classified	GONG
ELARG	IPA	2008	2008-0101-040104	Impr. Capacity of Univ.System for Improv. Academic Integrity	161.724,77	161.724,77	Not classified	Not classified	University of Zagreb, Higher Educational Institution
ELARG	IPA	2008	2008-0101-040105	Civil Society & Public Institutions - Partners in Increasing Transparency through the Elaboration and Implementation of Conflict of Interes.Pr.Policy	153.212,49	153.212,49	Not classified	Not classified	Transparency International Croatia
ELARG	IPA	2008	2008-0101-040201	Stronger civil society for impl. of antidiscr.pol.	173.369,51	173.369,51	Not classified	Not classified	Centre for peace Studies

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ELARG	IPA	2008	2008-0101-040202	Empower.Civil Soc-training&est. Cro Equality Forum	184.190,38	184.190,38	Not classified	Not classified	The equal rights trust
ELARG	IPA	2008	2008-0101-040203	Equality scan	96.133,95	96.133,95	Not classified	Not classified	Croatian institute for Local Government (HILS)
ELARG	IPA	2008	2008-0101-040204	Initiat. of civil society-changes fo antidiscr.pol	211.783,48	211.783,48	Not classified	Not classified	Centre for Peace, Non-violence and Human Rights - Osijek
ELARG	IPA	2008	2008-0101-040205	AD ACTE - Anti - Discrimination Action towards Equality of women and men	190.913,16	190.913,16	Not classified	Not classified	Centre for Women's Studies
ELARG	IPA	2008	2008-0101-040301	Sustainable use of renewable natural resources	182.625,91	182.625,91	Not classified	Not classified	Zelena akcija
ELARG	IPA	2008	2008-0101-040302	Karlovac River Management and Preservation	65.426,97	65.426,97	Not classified	Not classified	Environmental Association Plan - Karlovac
ELARG	IPA	2008	2008-0101-040303	Renewable energy policies advocacy and monitoring	181.580,57	181.580,57	Not classified	Not classified	Energy Institute Hrvoje Požar
ELARG	IPA	2008	2008-0101-040304	Citizen Participation in Energy Effi. Action Plan.	143.587,53	143.587,53	Not classified	Not classified	Door - društvo za oblikovanje održivog razvoja
ELARG	IPA	2008	2008-0101-040305	Together for sustainable development in Croatia	177.566,17	177.566,17	Not classified	Not classified	ODRAZ - Sustainable Community Development
ELARG	IPA	2008	2008-0101-040306	Promoting&testing measures for energ.saving in Cro	182.203,07	182.203,07	Not classified	Not classified	Baltic Environmental Forum Deutschland e.v.
ELARG	IPA	2008	2008-0101-050101	Contract for execution of works in the Roma settl.	1.059.499,40	1.059.499,40	Other	Not classified	Osijek Koteks
ELARG	IPA	2008	2008-0101-050201	Supervision of works in Roma settlement	159.429,63	159.429,63	Not classified	Not classified	IRD Engineering srl

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ELARG	IPA	2008	2008-0101-030101	Support to the implementation of the GAPA	1.372.157,16	1.372.157,16	Public Administration Reform	Public sector policy and administrative management	Lattanzio e Associati S.p.A.
ELARG	IPA	2008	2008-0202-010101	TA in development of selected areas of statistics	724.724,76	724.724,76	Economic governance	Statistical capacity building	AAM Management Information Consulting LTD
ELARG	IPA	2008	2008-0303-010101	Cont. support to strengthening Construction of border posts Bajakovo&Zagreb	1.505.094,16	1.505.094,16	Democracy and Rule of Law	Border management	Osijek Koteks
ELARG	IPA	2008	2008-0303-010201	Cont.supp to cap.strenght. of VPSBI in Rijeka Port	0,00	0,00	Not classified	Not classified	Coning Ecogradnja d.d. in consortium with Coneco d.o.o.
ELARG	IPA	2008	2008-0303-010301	Support to Capacity Strengthening of the Veterinary, Phytosanitary and Sanitary Border Inspection - Supervision of Works (Bajakovo and Zagreb)	135.738,94	135.738,94	Not classified	Not classified	Institut IGH d.d.
ELARG	IPA	2008	2008-0303-010501	Supply of equipment for BPI Bajakovo, Zagreb and Rijeka - Lots 1,2,3,5	44.535,75	44.535,75	Not classified	Not classified	Avto Engineering Holding Group Ltd.
ELARG	IPA	2008	2008-0303-010502	Supply of Equipment for BIP Bajakovo, Zg, Ri Lot8	220.500,00	220.500,00	Not classified	Not classified	Globe Corporation BV
ELARG	IPA	2008	2008-0303-010503	Supply of IT equip for BIP - lot 4 relaunch	11.696,85	11.696,85	Not classified	Not classified	SPHINX SHPK
ELARG	IPA	2008	2008-0303-010504	Supply of IT equip for BIP-lot 9 relaunch	22.200,00	22.200,00	Not classified	Not classified	ZAK d.o.o.
ELARG	IPA	2008	2008-0303-080101	Supply of lab.equip. for nat. ref. laboratory-lot1	22.051,58	22.051,58	Not classified	Not classified	Carl Zeiss GmbH
ELARG	IPA	2008	2008-0303-080102	Supply of lab.equip. for nat. ref. laboratory-lot2	6.750,00	6.750,00	Not classified	Not classified	Novaintermed srl
ELARG	IPA	2008	2008-0303-080201	Supply of vaccine for oral vaccination of foxes	1.575.000,00	1.575.000,00	Health	Not classified	Vet Consulting d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2008	2008-0303-080202	Supply of vaccines for oral vacc of foxes /rabies	149.003,32	149.003,32	Not classified	Not classified	Bioveta a.s.
ELARG	IPA	2008	2008-0303-080301	Distribution of vaccine for oral vaccination of foxes	859.179,20	859.179,20	Health	Not classified	Bioveta a.s. (in consortium with Elmontex a.s.)
ELARG	IPA	2008	2008-0303-080401	Testing of Dead Hunted Animals	294.655,87	294.655,87	Not classified	Not classified	Croatian Veterinary Institute
ELARG	IPA	2008	2008-0303-080501	Evaluation of surveillance results	8.820,00	8.820,00	Not classified	Not classified	Nenad Turk
ELARG	IPA	2008	2008-0303-080601	Awareness campaign for oral vaccination of foxes against rabies	20.597,85	20.597,85	Not classified	Not classified	Landell Mills
ELARG	IPA	2008	2008-0303-020101	Construction of the wholesale market of fish and fishery products in Tribunj	379.369,50	379.369,50	Not classified	Not classified	Coning Ecogradnja d.d.
ELARG	IPA	2008	2008-0303-020201	Supply of equipment for the fisheries market Tribunj - Relaunch, lot 1	177.686,25	177.686,25	Not classified	Not classified	Kon?ar - Electronics and Informatics Inc.
ELARG	IPA	2008	2008-0303-020202	Supply of equip. for fish. market Tribunj lot 2&4	25.564,91	25.564,91	Not classified	Not classified	Avto Engineering Holding Group Ltd.
ELARG	IPA	2008	2008-0303-020203	Supply of equipment for fisheries market Tribunj lot 3	102.000,00	102.000,00	Not classified	Not classified	Mini Major Domestic and International Trade
ELARG	IPA	2008	2008-0303-020401	Supply of equip to Directorate of Fisheries	155.401,57	155.401,57	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2008	2008-0303-020501	Set up of metier-based data analysis&collec system	111.827,31	111.827,31	Not classified	Not classified	HTSPE Ltd.
ELARG	IPA	2008	2008-0303-020601	Supp. of equip. for MANP for manag. data in fisher	225.199,73	225.199,73	Not classified	Not classified	Storm Computers d.o.o.

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ELARG	IPA	2008	2008-0303-090101	Harmoniz. of road sSD of admin capacities in Min	792.666,39	792.666,39	Other	Not classified	Federal Ministry of transport, buildings&urban development
ELARG	IPA	2008	2008-0303-090201	TA to create and implement EUROCARIS IS	133.092,00	133.092,00	Not classified	Not classified	Louis Berger SAS
ELARG	IPA	2008	2008-0303-090301	Supply of equip.for GI. of Transp. Lot 1,2&7	287.578,87	287.578,87	Not classified	Not classified	Dat-Con d.o.o.
ELARG	IPA	2008	2008-0303-090302	Supply of equip. for GI of Transport - Lot 5&6	16.500,00	16.500,00	Not classified	Not classified	Seha Muhendislik Musavirlik Tic Ve Makina San. Tic Ltd.
ELARG	IPA	2008	2008-0303-090303	Supply of equip for GI of transport/road lot 3	228.982,12	228.982,12	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2008	2008-0303-090304	Supply of equip. for G.I. of Transport - lot 4	159.359,04	159.359,04	Not classified	Not classified	Echo Research and Development s.p.a.
ELARG	IPA	2008	2008-0303-030101	Monitoring Dependence and Vulnerability of Energy Supply System with the Scope on Security of Supply	899.608,24	899.608,24	Energy	Not classified	RAMBOLL Denmark A/S
ELARG	IPA	2008	2008-0303-040101	Croatian Employment Service Labour Market TC	713.969,37	713.969,37	Economic governance	Employment policy	WYG International
ELARG	IPA	2008	2008-0303-050101	Establishment of an Integrated Management Information System (MIS)	853.020,27	853.020,27	Other	Not classified	Teched Consulting Services
ELARG	IPA	2008	2008-0303-050201	Ex-ante evaluation of programming documents and strengthening evaluation capacity for EU funds post-accession	416.621,20	416.621,20	Not classified	Not classified	LSE Enterprise Limited
ELARG	IPA	2008	2008-0303-050301	Enhancement of Capacity for Effective Management of EU Cohesion Policy Funds	1.840.219,05	1.840.219,05	Multisector	Not classified	Ministry of Finance of the Republic of Lithuania, Central Project Management Agency (CPMA)
ELARG	IPA	2008	2008-0303-050401	Assistance with the management of Objective 3 under the Cohesion policy	729.118,09	729.118,09	Multisector	Not classified	Ministry of Economic Development

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ELARG	IPA	2008	2008-0303-060101	Blue border surveillance Phase II - relaunch	3.210.000,00	3.210.000,00	Democracy and Rule of Law	Border management	Baltic Workboats AS
ELARG	IPA	2008	2008-0303-070101	Enforcement of the new Environment. Protection Act	976.938,27	976.938,27	Environmental protection	Not classified	Environment Agency Austria
ELARG	IPA	2008	2008-0404-010201	Orchards&vineyards multi-purpose EAA surveys	65.050,71	65.050,71	Not classified	Not classified	ACE, Asesores de Comercio Exterior S.L.
ELARG	IPA	2008	2008-0404-010301	Supp.the impl. of common org. agricultural markets	165.872,94	165.872,94	Not classified	Not classified	French Ministry of Food, Agriculture and Fisheries
ELARG	IPA	2008	2008-0404-010401	Assistance to Directorate of Fisheries in Est.a Da	165.843,71	165.843,71	Not classified	Not classified	Cardno Agrisystems
ELARG	IPA	2008	2008-0404-010501	Dev. of syst. for Fight against Counterfeiting	129.316,83	129.316,83	Not classified	Not classified	Deutsche Bundesbank
ELARG	IPA	2008	2008-0404-010601	Strength. anitcorrupt. activities of customs admin.	173.267,93	173.267,93	Not classified	Not classified	Central Agency for Tax Administration
ELARG	IPA	2008	2008-0404-010701	Strength.of Tax Admin.in the fight against corrup.	180.113,07	180.113,07	Not classified	Not classified	Agency for European Integration and economic Development - AEI
ELARG	IPA	2008	2008-0404-010801	Str.capacit. to remedy irreg. in public procuremen	170.540,06	170.540,06	Not classified	Not classified	Agency for European Integration and economic Development - AEI
ELARG	IPA	2008	2008-0404-010901	Supp. to est. State School for Judicial Officials	175.543,47	175.543,47	Not classified	Not classified	IRZ Foundation
ELARG	IPA	2008	2008-0404-011001	LT2; Transp.& Infrastructures, prep. of ICAO USOAP	172.575,95	172.575,95	Not classified	Not classified	Planet S.A.
ELARG	IPA	2008	2008-0404-011101	Assistance to Croatian Fisheries Administration in Development of OP and Related Publicity Strategy	103.206,30	103.206,30	Not classified	Not classified	Agriconsulting Europe

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2008	2008-0404-011201	Develop. of One Stop Shop for JIS of Land Registry and Cadastre and consolidation of land register data	497.700,00	497.700,00	Not classified	Not classified	Ericsson Nikola Tesla d.d.
ELARG	IPA	2008	2008-0404-011301	Strength. capacities of Cro Tax Administration	144.827,33	144.827,33	Not classified	Not classified	Ministry of Budget, Public accounts and Civil service, Public finance general directorate
ELARG	IPA	2008	2008-0404-011401	Rising the knowledge and skills of nurses and midw	186.956,68	186.956,68	Not classified	Not classified	National Institute for Health and Welfare (THL), International Affairs
ELARG	IPA	2008	2008-0404-011501	Prepar. of Croatian Employment Service for EURES	129.702,68	129.702,68	Not classified	Not classified	German Federal Employment Agency
ELARG	IPA	2008	2008-0404-011601	Supp. of the process of privatising/restruct. ship	150.910,82	150.910,82	Not classified	Not classified	Ecorys
ELARG	IPA	2008	2008-0404-011701	Lot11-Macro Economy, Statistic, Public Finan.Manag	131.203,00	131.203,00	Not classified	Not classified	DFC SA
ELARG	IPA	2008	2008-0404-011901	Development of IT solution for exchange of information related to the Savings Directive, re-launch	146.070,00	146.070,00	Not classified	Not classified	ASTEC Global Consultancy
ELARG	IPA	2008	2008-0404-012001	Raising public awereness on the importance of PIFC	79.605,83	79.605,83	Not classified	Not classified	SAFEGE Consulting Engineers
ELARG	IPA	2008	2008-0404-012201	Development of Habitat Types Database - NPIS	129.883,72	129.883,72	Not classified	Not classified	Particip
ELARG	IPA	2008	2008-0404-012301	EURES service to employers	135.245,47	135.245,47	Not classified	Not classified	Swedish Public Employment Service
ELARG	IPA	2008	2008-0404-012401	Strengthening the work of the State School for Judicial Officials through upgrading its training programmes and work flow	117.955,78	117.955,78	Not classified	Not classified	Spanish Centre of Legal Studies and Spanish General Council for Judiciary
ELARG	IPA	2008	2008-0404-012501	Croatian Maritime Strategy	103.252,06	103.252,06	Not classified	Not classified	Consortium STTE

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2008	2008-0404-012601	Verification of EU conformity of the Croatian Farm Accountancy Data Network (FADN)	171.970,12	171.970,12	Not classified	Not classified	Federal Ministry fo food, agriculture & consumer protection, FR Germany
ELARG	IPA	2008	2008-0404-012701	Strengthening of Croatian Administration in charge of accreditation of agriculture paying agency	177.442,40	177.442,40	Not classified	Not classified	Ministry of Agriculture and Environment
ELARG	IPA	2008	2008-0404-012801	Strengthening Capacities of Ministry of Interior for Crime Prevention	160.075,00	160.075,00	Not classified	Not classified	Ministry of Interior Baden-Wurttemberg
ELARG	IPA	2008	2008-0404-012901	Further strengthening of the Public Private Partnership System in the Republic of Croatia	220.687,83	220.687,83	Not classified	Not classified	Ministry of Finance of the Republic of Lithuania, Central Project Management Agency (CPMA)
ELARG	IPA	2008	2008-0017-201001	SEETAC	14.712,81	14.712,81	Not classified	Not classified	Ministry of Sea, Transport and Infrastructure
ELARG	IPA	2008	2008-0017-201002	DMCSEE	47.526,52	47.526,52	Not classified	Not classified	Meteorological and Hydrological Service
ELARG	IPA	2008	2008-0017-201003	EUWATER	44.200,00	44.200,00	Not classified	Not classified	AZZRI - Agency for Rural Developement of Istria
ELARG	IPA	2008	2008-0017-201004	DATOURWAY	79.764,00	79.764,00	Not classified	Not classified	Regional Development Agency of Slavonia & Baranja
ELARG	IPA	2008	2008-0017-201005	TECH.FOOD	51.765,00	51.765,00	Not classified	Not classified	AZZRI - Agency for Rural Developement of Istria
ELARG	IPA	2008	2008-0017-201006	PROMISE	34.307,24	34.307,24	Not classified	Not classified	City of Zagreb
ELARG	IPA	2008	0	blank	0,00	0,00	Not classified	Not classified	blank
ELARG	IPA	2008	2008-0017-101002	COASTANCE	39.152,00	39.152,00	Not classified	Not classified	Dubrovnik Neretva County Regional Development Agency
ELARG	IPA	2008	2008-020-349-	Strengthening Administrative Capacity of the State Office for Radiological and Nuclear Safety	189.318,58	189.318,58	Not classified	Not classified	INKO svetovanje d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
			01010101						
ELARG	IPA	2008	2008-020-349-0201.0201	Supply of equip for Health Protection - lot 1	76.403,09	76.403,09	Not classified	Not classified	Mini Major Domestic and International Trade
ELARG	IPA	2008	2008-020-349-0201.0202	Supply of equip for Health Protection - lot 2 & 3	160.739,69	160.739,69	Not classified	Not classified	ICEBERG International Trading d.o.o.
ELARG	IPA	2008	2008-0202-349-0201.01	Health Protection in relation to Med.exp.-relaunch	241.936,92	241.936,92	Not classified	Not classified	Lokmis
ELARG	IPA	2009	2009-0101-010101	Professional development of Judicial Advisors, Judges, State Attorneys through self sustainable training system	846.262,06	846.262,06	Democracy and Rule of Law	Legal and judicial development	Spanish General Council of Judicary
ELARG	IPA	2009	2009-0101-010201	Professional develop. of jud.advisors&judges -Lot1	29.463,34	29.463,34	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2009	2009-0101-010202	Professional develop. of jud.advisors&judges -Lot3	11.175,00	11.175,00	Not classified	Not classified	Audio Video Consulting d.o.o.
ELARG	IPA	2009	2009-0101-010203	Professional development of judicial advisors, judges and state attorneys through establishment of self-sustainable training system - Supply Lot 4	16.146,13	16.146,13	Not classified	Not classified	Duka interijeri opremanje d.o.o.
ELARG	IPA	2009	2009-0101-020101	Further improvement of institutional capacity of all Misdemeanour Courts	810.121,33	810.121,33	Democracy and Rule of Law	Legal and judicial development	Deutsche Stiftung fuer internationale rechtliche Zusammenarbeit
ELARG	IPA	2009	2009-0101-020201	Misdemeanour Court JCMS upgrade	349.223,28	349.223,28	Not classified	Not classified	IGEA Information System Ltd in consortium with IN2
ELARG	IPA	2009	2009-0101-020301	Supply of IT equipment & LAN infrastructure to selected Misdemeanour courts Lots 1, 2 & 3	337.923,85	337.923,85	Not classified	Not classified	Combis d.o.o. Zagreb

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0101-020302	Supply of IT Equipment and LAN Infrastructure to Selected Misdemeanour Courts (phase 2) - Lot 2: IT equipment	94.327,20	94.327,20	Not classified	Not classified	Combis d.o.o. Zagreb
ELARG	IPA	2009	2009-0101-020303	Supply of IT Equipment and LAN Infrastructure to Selected Misdemeanour courts (Phase 2) - Lot 3: Local Area Network Infrastructure	55.049,63	55.049,63	Not classified	Not classified	S&T HRVATSKA d.o.o.
ELARG	IPA	2009	2009-0101-020304	Supply of IT Equipment and LAN Infrastructure to Selected Misdemeanour Courts (Phase 2) - Lot 1: Servers	13.177,50	13.177,50	Not classified	Not classified	BCC Services d.o.o.
ELARG	IPA	2009	2009-0101-050101	We do change - together - Implementation of innovative social services for people with disabilities in areas of special state concern	136.176,99	136.176,99	Not classified	Not classified	Society of Persons with Disabilities Karlovac County
ELARG	IPA	2009	2009-0101-050102	Social inclusion through employment	97.258,88	97.258,88	Not classified	Not classified	Association for promoting inclusion the Subsidiary ?ibenik
ELARG	IPA	2009	2009-0101-050103	Elderly care in ASSC through volunteer work and community involvement	94.850,04	94.850,04	Not classified	Not classified	Association MI
ELARG	IPA	2009	2009-0101-050104	Safe Zone	193.084,70	193.084,70	Not classified	Not classified	Association Women's room - Center for Sexual rights
ELARG	IPA	2009	2009-0101-050105	Hand of friendship	86.064,53	86.064,53	Not classified	Not classified	Citizens Democratic Initiative Project
ELARG	IPA	2009	2009-0101-050106	A place for me	175.940,85	175.940,85	Not classified	Not classified	Youth Association Breza
ELARG	IPA	2009	2009-0101-050201	Leadership for Local Community: Empowering Teachers and Youth for Active Role in Local Communities	142.905,65	142.905,65	Not classified	Not classified	Forum for freedom in education
ELARG	IPA	2009	2009-0101-050202	Support to the rule of law through integration of the returnees, minorities and strengthening of CSOs	187.147,15	187.147,15	Not classified	Not classified	Serbian Democratic Forum
ELARG	IPA	2009	2009-0101-050203	In Pursuit of Democracy	104.658,53	104.658,53	Not classified	Not classified	Centre for Civil Initiatives (CCI)

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0101-050204	Mainstreaming human rights in areas of special state concern in CRO	183.094,31	183.094,31	Not classified	Not classified	Centre for peace Studies
ELARG	IPA	2009	2009-0101-050205	Community support service	205.623,08	205.623,08	Not classified	Not classified	Croatian Red Cross
ELARG	IPA	2009	2009-0101-050206	Minority 3 D (Diversity, Dialogue and Development)	203.275,82	203.275,82	Not classified	Not classified	O.M.G. Open Media Group
ELARG	IPA	2009	2009-0101-050207	Civil Initiative Monitoring (CIMON)	148.456,17	148.456,17	Not classified	Not classified	Partnership For Social Development
ELARG	IPA	2009	2009-0101-050208	Introducing the new era of human rights & democracy in Croatian schools	212.140,39	212.140,39	Not classified	Not classified	Croatian Youth Network
ELARG	IPA	2009	2009-0101-050209	Promoting public consciousness about multi-ethnicity as positive social capital in development of returnee local communities	78.901,31	78.901,31	Not classified	Not classified	Institute of the Association for Transitional Researchers and National Education - STINA
ELARG	IPA	2009	2009-0101-030101	Capacity Building in the Field of Fight against sexual Exploitation and Abuse of Children and on Police Assistance to Vulnerable Crime Victims	749.051,48	749.051,48	Democracy and Rule of Law	Human rights	Northern Ireland Public Sector Enterprises Limited (NI-CO)
ELARG	IPA	2009	2009-0101-030201	Capacity Building in the Field of Fight against Sexual Exploitation and Abuse of Children and on Police Ass. to Vulnerable Crime Victims - Supp. Lot1	31.879,32	31.879,32	Not classified	Not classified	Avto Engineering Holding Group Ltd.
ELARG	IPA	2009	2009-0101-030202	Cap.Build. in Field fight against Sex.expl.-lot 3	58.482,45	58.482,45	Not classified	Not classified	INsig2 d.o.o.
ELARG	IPA	2009	2009-0101-030203	Cap.Build. in Field of fight agains Sex.expl.-lot5	87.952,50	87.952,50	Not classified	Not classified	INsig2 d.o.o.
ELARG	IPA	2009	2009-0101-030204	Capacity Building in Field of Fight against Sexual Exploitation & Abuse of Children, and Police Assistance to Vulnerable Crime Victims - Lot 2	114.402,91	114.402,91	Not classified	Not classified	LIREX BG ltd.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0101-030205	Capacity Building in Field of Fight against Sexual Exploitation & Abuse of Children, and Police Assistance to Vulnerable Crime Victims - Lot 4	43.350,00	43.350,00	Not classified	Not classified	INsig2 d.o.o.
ELARG	IPA	2009	2009-0101-040101	Establishing a comprehensive system for anti-discrimination protection	640.572,40	640.572,40	Social protection and welfare service	Not classified	Ludwig Botzmann Institute for Human Rights
ELARG	IPA	2009	2009-0101-040201	Establ.comprehensive system of Antidiscrim.protect	17.347,50	17.347,50	Not classified	Not classified	Multisoft d.o.o.
ELARG	IPA	2009	2009-0101-040301	Establishing a comprehensive system for anti-discrimination protection - relaunch	48.735,00	48.735,00	Not classified	Not classified	ASTEC Global Consultancy
ELARG	IPA	2009	2009-01-36-03	De-mining programme in war affected areas	1.957.042,72	1.957.042,72	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	IPA	2009	2009-01-36-031	De-mining programme in War Affected Areas	1.157.545,29	1.157.545,29	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	IPA	2009	2009-0202-010101	Technical assistance in business statistics	545.965,06	545.965,06	Statistics	Not classified	GOPA Consultants
ELARG	IPA	2009	2009-0202-010201	Development of IT support for IPA 2009 TA in business statistics, relaunch	112.353,92	112.353,92	Not classified	Not classified	ASTEC Global Consultancy
ELARG	IPA	2009	2009-0303-010101	Prep.of integral project of reconstr.Ma?kovi?a Han	105.969,00	105.969,00	Not classified	Not classified	ARS PROGETTI
ELARG	IPA	2009	2009-0303-010201	Reconstruction of Ma?kovi?a Han in Vrana - Works	1.596.561,34	1.596.561,34	Reconstruction relief and rehabilitation	Not classified	TEH-GRADNJA d.o.o.
ELARG	IPA	2009	2009-0303-010301	Reconstruction of Ma?kovi?a Han in Vrana - supervision of works	85.767,75	85.767,75	Not classified	Not classified	Institut IGH d.d.
ELARG	IPA	2009	2009-0303-010401	Preparation of Han Agency Marketing Plan & Plan of Sustainable Economic Development of Vrana	187.500,00	187.500,00	Not classified	Not classified	KPMG Advisory S.p.A.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0303-020101	Business process analysis and improvement in Agency for Medicinal Products and Medical Devices	239.096,62	239.096,62	Not classified	Not classified	AAM Management Information Consulting LTD
ELARG	IPA	2009	2009-0303-020201	Digital archival information system software in the Agency for Medicinal Products and Medical Devices	640.079,24	640.079,24	Health	Not classified	Ericsson Nikola Tesla d.d.
ELARG	IPA	2009	2009-0303-030101	Strengthening the administrative capacity of competent authorities and implementation agencies for coordination of social security schemes	732.386,37	732.386,37	Social protection and welfare service	Not classified	Swedish Social Insurance Agency and Swedish Unemployment Insurance board
ELARG	IPA	2009	2009-0303-040101	Upgrading of 4 Selected Long-term Veterinary and Phytosanitary BIP - Construction of Border Inspection Post in Stara Gradiška	742.074,05	742.074,05	Infrastructure	Not classified	Osijek Koteks
ELARG	IPA	2009	2009-0303-040201	Upgrading of 4 Selected Long-term Veterinary and Phytosanitary BIP - Supervision of Works	137.533,50	137.533,50	Not classified	Not classified	SAFEGE Consulting Engineers
ELARG	IPA	2009	2009-0303-040301	Upgrade of 4 BIP - Metković, Karasovići & Ploče	0,00	0,00	Not classified	Not classified	OBIVA d.o.o.
ELARG	IPA	2009	2009-0303-040302	Upgrading of 4 Selected Long-term Veterinary and Phytosanitary BIP - Construction of Border Inspection Posts in Metković, Karasovići & Ploče Port	1.734.478,00	1.734.478,00	Infrastructure	Not classified	Mučić & Co. d.o.o.
ELARG	IPA	2009	2009-0303-040401	Upgrading of 4 Selected Long-term Veterinary and Phytosanitary BIP - Supervision of works (Metković, Karasovići, Ploče)	399.207,60	399.207,60	Not classified	Not classified	Ove Arup & Partners Ireland
ELARG	IPA	2009	2009-0303-040501	Supply of equipment for BIP Stara Gradiška - Lot 4	4.176,37	4.176,37	Not classified	Not classified	SPHINX SHPK
ELARG	IPA	2009	2009-0303-040502	Supply of equipment for BIP Stara Gradiška - Lot 1	12.712,50	12.712,50	Not classified	Not classified	Avto Engineering Holding Group Ltd.
ELARG	IPA	2009	2009-0303-040503	Supply of Equipment for Border Inspection Post Stara Gradiška - Lot 2: Laboratory furniture	7.239,85	7.239,85	Not classified	Not classified	Duka interijeri opremanje d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0303-040504	Supply of Equipment for Border Inspection Post Stara Gradiška - Lot 3: Sanitary and cleaning equipment	4.297,62	4.297,62	Not classified	Not classified	Duka interijeri opremanje d.o.o.
ELARG	IPA	2009	2009-0303-040505	Supply of Equipment for Border Inspection Post Stara Gradiška - Lot 5: Lockers	1.442,06	1.442,06	Not classified	Not classified	Duka interijeri opremanje d.o.o.
ELARG	IPA	2009	2009-0303-050101	Reinforcement of administrative & technical capacity with a view to ensuring efficient performance of the activities of CCAA and AAIA	594.900,08	594.900,08	Public Administration Reform	Administrative capacity building	Agency for European Integration and economic Development - AEI
ELARG	IPA	2009	2009-0303-050201	Supply of equip for CCAA and AAIA - Lot 1	100.929,05	100.929,05	Not classified	Not classified	Combis d.o.o. Dubrovnik
ELARG	IPA	2009	2009-0303-050202	Supply of equip.for CCAA and AAIA - Lot 2	10.275,00	10.275,00	Not classified	Not classified	LIREX BG ltd.
ELARG	IPA	2009	2009-0303-050203	Supply of equip. for CCAA and AAIA - Lot 6	3.232,50	3.232,50	Not classified	Not classified	Dat-Con d.o.o.
ELARG	IPA	2009	2009-0303-050204	Supply of Equipment for the CCAA and AAIA - Lot 4: Software for Civil Aviation Authorities	183.300,00	183.300,00	Not classified	Not classified	EMPIC GmbH
ELARG	IPA	2009	2009-0303-060101	Enhancement of administrative capacity of Croatian Tax Administration in the field of audit	934.545,18	934.545,18	Economic governance	Tax policy and administration support	German Federal Ministry of Finance
ELARG	IPA	2009	2009-0303-070101	Supply of equipment for Modernisation of State Border Control - LOT 1	514.500,00	514.500,00	Democracy and Rule of Law	Border management	Audio-Video Trend d.o.o.
ELARG	IPA	2009	2009-0303-070102	Supply of equipment for Modernisation of State Border Control - LOT 2	247.500,00	247.500,00	Not classified	Not classified	Avto Engineering Holding Group Ltd.
ELARG	IPA	2009	2009-0303-070103	Supply of Equipment for Modernisation of State Border Control (phase 2)	79.350,00	79.350,00	Not classified	Not classified	Meditronik d.o.o.
ELARG	IPA	2009	2009-0303-070201	Supply of IT Equipment for police stations	849.498,00	849.498,00	Democracy and Rule of Law	Police	King ICT d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0303-070202	Supply of IT Equipment for police stations - phase 2	399.845,11	399.845,11	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2009	2009-0303-080101	Natura 2000 management & monitoring - NATURA MANMON	1.032.797,43	1.032.797,43	Environmental protection	Not classified	RAMBOLL Denmark A/S
ELARG	IPA	2009	2009-0303-080201	Develop.National Inform.System for nature protect.	200.410,32	200.410,32	Not classified	Not classified	TRAGSA (Agrarian Transformation Company SA)
ELARG	IPA	2009	2009-0303-080301	Supply of equipment for national information system for nature protection supervision - Lot 2	191.557,78	191.557,78	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2009	2009-0303-080302	Supply of equipment for national information system for nature protection supervision - Lot 1	138.610,67	138.610,67	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2009	2009-0303-090101	Capacity building for implementation Directive on pollution caused by certain dangerous substances discharged into aquatic environment and the WFD	661.955,02	661.955,02	Environmental protection	Capacity building	French Ministry of Ecology, Sustainable Development, Transportation and Housing
ELARG	IPA	2009	2009-0303-090201	Supply of equip.for impl of Directive on pollution	220.686,31	220.686,31	Not classified	Not classified	AlphaChrom d.o.o.
ELARG	IPA	2009	2009-0303-100101	Strengthening the capacities for control of transboundary movement of waste	1.063.021,81	1.063.021,81	Environmental protection	Capacity building	Environment Agency Austria
ELARG	IPA	2009	2009-0303-100201	Establishment of centers for implementation of IPPC on regional level in CRO	931.048,12	931.048,12	Environmental protection	Not classified	SAFEGE Consulting Engineers
ELARG	IPA	2009	2009-0303-100301	TA for developm. of Nation. Envir. Noise Startegy	470.358,33	470.358,33	Not classified	Not classified	Progetti a Servizi S.r.l.
ELARG	IPA	2009	2009-0303-110101	Strengthening the Institutional Capacity for Blood, Tissues and Cells	564.676,27	564.676,27	Economic governance	other	Administrative authority of Spain
ELARG	IPA	2009	2009-0303-110201	Supply of equipment for Strengthening the Institutional Capacity for Blood, Tissues and Cells - Lot 1	44.722,50	44.722,50	Not classified	Not classified	Medical Intertrade d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0303-110202	Supply of equipment for Strengthening the Institutional Capacity for Blood, Tissues and Cells - Lot 2	19.371,75	19.371,75	Not classified	Not classified	MEDIVA d.o.o.
ELARG	IPA	2009	2009-0303-110203	Supply of equipment for Strengthening the Institutional Capacity for Blood, Tissues and Cells - Lot 3	29.302,50	29.302,50	Not classified	Not classified	Medi-lab d.o.o.
ELARG	IPA	2009	2009-0303-110204	Supply of equipment for Strengthening the Institutional Capacity for Blood, Tissues and Cells - Lot 5	22.575,00	22.575,00	Not classified	Not classified	Carl Zeiss GmbH
ELARG	IPA	2009	2009-0303-110205	Supply of equipment for Strengthening the Institutional Capacity for Blood, Tissues and Cells - Lot 6	142.387,50	142.387,50	Not classified	Not classified	SCAN d.o.o.
ELARG	IPA	2009	2009-0404-010201	Strenght.administrative capacities of Ministry of Justice in Republic of Croatia	185.916,09	185.916,09	Not classified	Not classified	Center for International Legal Cooperation
ELARG	IPA	2009	2009-0404-010301	Strenght.cap.Gov office for NGO/fight against corr.	42.557,42	42.557,42	Not classified	Not classified	Particip
ELARG	IPA	2009	2009-0404-010401	Improv. experts capacities for protection of rights and interests of children and youth	507.539,00	507.539,00	Democracy and Rule of Law	Human rights	Northern Ireland Public Sector Enterprises Limited (NI-CO)
ELARG	IPA	2009	2009-0404-010501	Strenght.Administrative Capacity of Audit Authority for Audit of EU Coh., Agricultural and Fish.Instruments	487.739,77	487.739,77	Public Administration Reform	Public sector policy and administrative management	National Service for Implementation of Regulations, Ministry of Economic Affairs, Agriculture and Innovations
ELARG	IPA	2009	2009-0404-010601	Technical Assistance in Business Statistics and Quality Documentation done in the Croatia	638.261,34	638.261,34	Economic governance	Statistical capacity building	GOPA Consultants
ELARG	IPA	2009	2009-0404-010701	Harmoniz.of customs risk manag system with EU stan	212.076,38	212.076,38	Not classified	Not classified	Italian Customs Agency (Ministry of Economy and Finance)
ELARG	IPA	2009	2009-0404-010801	Reinforcement & further development of internal energy market with the scope of Energy Community Treaty	425.953,30	425.953,30	Not classified	Not classified	Energie-Control Austria (E-Control)
ELARG	IPA	2009	2009-0404-011001	Strengthening of Croatian administration in charge for structural policy & state aid in fisheries	537.266,99	537.266,99	Fishing	Capacity building	Ministry of Agriculture, Food and Environment, GRUPO TRAGSA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0404-011101	Supp. to HAKOM in area of acc.separation of post.s	110.690,34	110.690,34	Not classified	Not classified	Ministry of Transport and Public Works
ELARG	IPA	2009	2009-0404-011201	Assistance in development of communication strategy for management and impl. of housing care programme for refugees and returnees	163.662,30	163.662,30	Not classified	Not classified	Landell Mills
ELARG	IPA	2009	2009-0404-011301	Improvement of Free Legal Aid System	195.077,87	195.077,87	Not classified	Not classified	Kaunas Service of legal aid guaranteed by the State
ELARG	IPA	2009	2009-0404-011401	Roll-out of ICMS on Selected Municipal Courts	467.990,10	467.990,10	Not classified	Not classified	IBM Croatia Ltd.
ELARG	IPA	2009	2009-0404-011501	Support for preparing Rural devel.programme 2014-2020	157.331,70	157.331,70	Not classified	Not classified	Cardno Agrisystems
ELARG	IPA	2009	2009-0404-011601	Farm structure survey 2013	144.381,00	144.381,00	Not classified	Not classified	ACE International consultants
ELARG	IPA	2009	2009-0404-011701	Support to the MRDEUF in undertaking role of future MA and conducting preparatory activities related to sound impl. of EU Cohesion policy fin.mng.	143.710,29	143.710,29	Not classified	Not classified	SAFEGE SA
ELARG	IPA	2009	2009-0404-011801	Improvement of waste reporting in Croatia	123.790,92	123.790,92	Not classified	Not classified	Environment Agency Austria
ELARG	IPA	2009	2009-0404-011901	Further enhancing the functioning of ACFOS system with the aim of efficient protection of EU financial interests	205.934,03	205.934,03	Not classified	Not classified	Ministry of Finance of the Republic of Lithuania, Central Project Management Agency (CPMA)
ELARG	IPA	2009	2009-0404-012001	Strengthening of internal audit capacity for execution of audits on CAP	142.472,72	142.472,72	Not classified	Not classified	Agricultural and Rural Development Agency (ARDA)
ELARG	IPA	2009	2009-0404-012101	Support to MRDEUF in conducting programming exercises for CBC programmes with Beneficiary countries (2014-2020)	118.735,69	118.735,69	Not classified	Not classified	COWI

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2009	2009-0404-0122201	Prefeasibility study for the possible transport connection of CRO territory	160.682,85	160.682,85	Not classified	Not classified	Consortium STTE
ELARG	IPA	2010	2010-01-23-010101	Improv. of Enforce. system in the Rep. of Croatia	1.211.779,84	779.625,49	Democracy and Rule of Law	Legal and judicial development	Ministry of Justice - Spain
ELARG	IPA	2010	2010-01-23-020101	Strengthening the Efficiency of Judiciary in CRO	954.284,29	954.284,29	Democracy and Rule of Law	Legal and judicial development	Ministry of Justice of the United Kingdom
ELARG	IPA	2010	2010-01-23-020201	Supply of recording equipment for court hearings - re-launch	495.557,09	495.557,09	Not classified	Not classified	Dat-Con d.o.o.
ELARG	IPA	2010	2010-01-35-030101	Corruption SONAR-Detection of Corr.th.Public Voice	139.843,23	139.843,23	Not classified	Not classified	Zelena akcija
ELARG	IPA	2010	2010-01-35-030102	PINS: Public interest - not saleable	144.769,84	144.769,84	Not classified	Not classified	Centre for peace Studies
ELARG	IPA	2010	2010-01-35-030103	Local Partnership for Anti-Corruption Education	131.516,15	131.516,15	Not classified	Not classified	Forum for freedom in education
ELARG	IPA	2010	2010-01-35-030201	Violence? No, thanks!	123.889,29	123.889,29	Not classified	Not classified	PRONI Centre for Social Education
ELARG	IPA	2010	2010-01-35-030202	Move yourself, change your world! - mobilising the potential of volunteering in prevention of youth violence	156.038,32	156.038,32	Not classified	Not classified	Volonterski centar Zagreb
ELARG	IPA	2010	2010-01-35-030203	YOUR WAY (Volunteering for Active Youth) Supporting youth volunteering for building a culture of peace	174.231,23	174.231,23	Not classified	Not classified	Forum for freedom in education
ELARG	IPA	2010	2010-01-35-030204	Violence leaves marks - Ring for Non-violence!	196.827,70	196.827,70	Not classified	Not classified	Centre for peace Studies
ELARG	IPA	2010	2010-01-35-030301	People on the Move	136.598,58	136.598,58	Not classified	Not classified	Croatian Red Cross

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2010	2010-01-35-030302	Use Your Rights! Ensuring Equal Opportunities and Non-discrimination at the Local Level	136.823,17	136.823,17	Not classified	Not classified	Hrvatski pravni centar / Croatian Law Center
ELARG	IPA	2010	2010-01-35-030303	Thinking Locally, acting Nationally: Empowering local human rights CSOs in the underdeveloped areas	104.087,59	104.087,59	Not classified	Not classified	B.a.B.e. - Be active.Be emancipated.
ELARG	IPA	2010	2010-01-35-030304	LIBERA - Local Innovative Research Based Advocacy	126.284,24	126.284,24	Not classified	Not classified	GONG
ELARG	IPA	2010	2010-01-35-030401	Local Energy Dialogue (LED)	89.247,24	89.247,24	Not classified	Not classified	Door - društvo za oblikovanje održivog razvoja
ELARG	IPA	2010	2010-01-35-030402	Civil dialogue for a better environment	112.991,05	112.991,05	Not classified	Not classified	Association Green Istria
ELARG	IPA	2010	2010-01-35-030403	Support for Transposition of Environmental Policies - STEP	117.728,55	117.728,55	Not classified	Not classified	Zelena akcija
ELARG	IPA	2010	2010-01-36-04	De-mining Programme in War Affected Areas	2.978.203,54	2.978.203,54	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	IPA	2010	2010-01-36-0401	De-mining programme in War Affected Areas	2.491.206,98	2.491.206,98	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	IPA	2010	2010-01-36-0402	De-mining programme in war affected areas	1.436.387,68	1.436.387,68	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	IPA	2010	2010-02-23-010101	Support to the sporadic transformation & establishment of digital archive of Land Registry in purpose of the implementation of the ILAS	1.495.440,00	1.495.440,00	Economic governance	Land policy and urban management	IN2 Ltd, Croatia
ELARG	IPA	2010	2010-02-23-010201	Support to the Establishment of the components of ILAS in the State Geodetic Administration	1.773.000,00	1.773.000,00	Other	Not classified	IGEA Ltd.
ELARG	IPA	2010	2010-02-23-010301	Supply of necessary IT equipment and establishment of IT infrastructure for the ILAS - Lot 1	36.845,80	36.845,80	Not classified	Not classified	S&T HRVATSKA d.o.o.
ELARG	IPA	2010	2010-02-23-010302	Supply of necessary IT equipment and establishment of IT infrastructure for the ILAS - Lot 2	195.553,02	195.553,02	Not classified	Not classified	King ICT d.o.o.

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ELARG	IPA	2010	2010-02-23-010303	Supply of necessary IT equipment and establishment of IT infrastructure for the ILAS - Lot 5	107.868,21	107.868,21	Not classified	Not classified	Combis d.o.o. Zagreb
ELARG	IPA	2010	2010-02-23-010304	Supply of IT equip.& establ. of IT infrastructure	617.220,31	617.220,31	Infrastructure	Not classified	S&T HRVATSKA d.o.o.
ELARG	IPA	2010	2010-02-23-010305	Supply of necessary IT equipment and establishment	128.988,35	128.988,35	Not classified	Not classified	Combis d.o.o. Zagreb
ELARG	IPA	2010	2010-03-12-010501	Supply of laboratory equipment, coolers and vehicles for Croatian veterinary services - LOT 1	27.348,75	27.348,75	Not classified	Not classified	Mini Major Domestic and International Trade
ELARG	IPA	2010	2010-03-12-010502	Supply of laboratory equipment, coolers and vehicles for Croatian veterinary services - LOT 2	57.311,25	57.311,25	Not classified	Not classified	Mini Major Domestic and International Trade
ELARG	IPA	2010	2010-03-12-010503	Supply of laboratory equipment, coolers and vehicles for Croatian veterinary services - LOT 4	77.940,00	77.940,00	Not classified	Not classified	Gorea Plus d.o.o.
ELARG	IPA	2010	2010-03-12-010504	Supply of laboratory equipment, coolers and vehicles for Croatian veterinary services - LOT 5	72.658,50	72.658,50	Not classified	Not classified	Kemomed d.o.o.
ELARG	IPA	2010	2010-03-12-010505	Supply of laboratory equipment, coolers and vehicles for Croatian veterinary services - LOT 3	61.743,75	61.743,75	Not classified	Not classified	Mini Major Domestic and International Trade
ELARG	IPA	2010	2010-0312-010101	Supply of vaccine for oral vaccination of foxes against rabies	551.284,50	551.284,50	Health	Not classified	Bioveta a.s.
ELARG	IPA	2010	2010-0312-010201	Distribution of vaccine for oral vaccination of foxes against rabies	569.052,82	569.052,82	Health	Not classified	AVIO OTRYAD - VARNA OOD
ELARG	IPA	2010	2010-0312-010301	Testing of dead or hunted animals	221.591,56	221.591,56	Not classified	Not classified	Croatian Veterinary Institute
ELARG	IPA	2010	2010-0312-010401	Awareness campaign for programme of oral vaccination of foxes against rabies	54.036,39	54.036,39	Not classified	Not classified	Agriconsulting Europe

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2010	2010-03-16-020101	Enhancement of the CTA administrative and institutional capacity in the field of application of VAT EU common system	753.634,59	753.634,59	Economic governance	Tax policy and administration support	Netherlands Tax and Customs Administration NTCA
ELARG	IPA	2010	2010-03-24-030101	Integrated Border Management - Further strengthening of enforcement capacities of the Customs and Border Police	460.293,98	460.293,98	Not classified	Not classified	Agency for European Integration and Economic Development _AEI (Federal Ministry of Finance-Customs Administration)
ELARG	IPA	2010	2010-03-24-0302	Supply of equipment for Integrated Border Management - lot 1 (not contracted)	0,00	0,00	Not classified	Not classified	Tehnomobil Securitas d.o.o.
ELARG	IPA	2010	2010-03-24-030201	Supply of equipment for the Integrated Border Management - Lot 2: Border surveillance equipment	153.742,50	153.742,50	Not classified	Not classified	Audio-Video Trend d.o.o.
ELARG	IPA	2010	2010-03-24-030202	Supply of equipment for the Integrated Border Management - Lot 3: Technical equipment for border control	101.212,50	101.212,50	Not classified	Not classified	Meditronik d.o.o.
ELARG	IPA	2010	2010-03-24-030203	Supply of equipment for the Integrated Border Management - Lot 5: Technical equipment for better mobility	2.130.993,75	2.130.993,75	Democracy and Rule of Law	Border management	PZ Auto d.o.o.
ELARG	IPA	2010	2010-03-24-030204	Supply of equipment for the Integrated Border Management - Lot 6: Patrol vessels for rivers	148.200,00	148.200,00	Not classified	Not classified	Metalac PNT d.o.o.
ELARG	IPA	2010	2010-03-24-030205	Supply of equipment for Integrated Border Management - lot 2	204.993,75	204.993,75	Not classified	Not classified	Tehnomobil Securitas d.o.o.
ELARG	IPA	2010	2010-03-24-040101	Support to the National Visa System	206.721,59	206.721,59	Not classified	Not classified	Ministry of Foreign Affairs Finland
ELARG	IPA	2010	2010-03-24-040201	Support to the National Visa System - supply of equipment LOT 2	284.489,90	284.489,90	Not classified	Not classified	Dat-Con d.o.o.
ELARG	IPA	2010	2010-03-24-040202	Support to the National Visa System- supply of equ	144.296,75	144.296,75	Not classified	Not classified	Hrvatski telekom d.d.
ELARG	IPA	2010	2010-03-27-050101	Development of Flood Hazard and Flood Risk Maps	913.461,27	913.461,27	Environmental protection	Not classified	Ministry of Economic Affairs, Agriculture and Innovation

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2010	2010-03-27-0601	Strengthening capacities for strategic environmental assessment at regional and local level	937.429,89	937.429,89	Environmental protection	Capacity building	EPTISA
ELARG	IPA	2010	2010-01-40-011701	Particip. of Cro.in Commiss.committees - comitolog	172.112,19	172.112,19	Not classified	Not classified	CECOFORMA - BCD Travel Belgium
ELARG	IPA	2010	2010-04-40-010101	Development of International Legal Assistance (ILA) IT System	240.300,00	240.300,00	Not classified	Not classified	Teched Consulting Services
ELARG	IPA	2010	2010-04-40-010201	Enhancing Identification of Victims of Trafficking in Human Beings	149.027,81	149.027,81	Not classified	Not classified	National Agency against Trafficking in Persons (ANITP)
ELARG	IPA	2010	2010-04-40-010301	Support to the alignment of the Croatian IBM Concept with EU IBM Concept	67.232,88	67.232,88	Not classified	Not classified	Ministry of Interior, Republic of Slovenia
ELARG	IPA	2010	2010-04-40-010401	Strengthening the administrative capacity of Croatian Tax Administration on mutual cooperation in the field of taxation	192.260,05	192.260,05	Not classified	Not classified	Agency for European Integration and economic Development - AEI
ELARG	IPA	2010	2010-04-40-010601	Futher Capacity Building of the Agency for Audit of EUPIS EU Cohesion, Agricultural and Fisheries Instruments	193.284,79	193.284,79	Not classified	Not classified	German Federal Ministry of Finance
ELARG	IPA	2010	2010-04-40-010901	Strengthening CRO administrative capacities for implementing the Services Directive	158.672,88	158.672,88	Not classified	Not classified	Federal Ministry of Economics and Technology (BMWi)
ELARG	IPA	2010	2010-04-40-011201	Action plan for development of the Inland waterways shipping in Croatia	396.000,00	0,00	Not classified	Not classified	Panteia B.V.
ELARG	IPA	2010	2010-04-40-011301	Improving Foster Care for Children and Youth in the Republic of Croatia	183.944,69	183.944,69	Not classified	Not classified	The Office for Youth and Family of the City of Vienna
ELARG	IPA	2010	2010-04-40-012101	Assistance to capacity development for data standardization in transport sector in Croatia	195.387,75	195.387,75	Not classified	Not classified	ALAnet Global
ELARG	IPA	2010	2010-04-40-012201	Supporting the capacity of CTA for further development of EU information exchange system	175.011,13	175.011,13	Not classified	Not classified	Agency for European Integration and economic Development - AEI

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2010	2010-04-40-012401	Stren. cap. Min Foreign Affairs and Europ. affairs	218.881,90	218.881,90	Not classified	Not classified	Ministry of Foreign Affairs, Lithuania
ELARG	IPA	2010	2010-04-40-012501	Introducing Quality Assurance in CAP and Excise Go	205.001,10	205.001,10	Not classified	Not classified	Spanish Tax Administration (Agency)
ELARG	IPA	2010	2010-04-40-012601	Strengthening the competence of public internal auditors in the Rep. of Croatia in auditing Cohesion and Struc.Funds in line with the best EU practic	196.618,80	196.618,80	Not classified	Not classified	Ministry of Finance of the Republic of Latvia
ELARG	IPA	2010	2010-04-40-012701	Harmoniz. Cro. Customs Admin. with standards,org.&	160.908,06	160.908,06	Not classified	Not classified	Agency for European Integration and Economic Development _AEI (Federal Ministry of Finance-Customs Administration)
ELARG	IPA	2010	2010-04-40-012801	Support to strengthening administrative capacity through development of the competences framework in civil service	155.896,80	155.896,80	Public Administration Reform	Civil service reform	ROI Dutch Institute for Public Administration
ELARG	IPA	2010	2010-04-40-012901	Strengthening the system supervision of political activities and electoral campaign financing	163.076,31	163.076,31	Not classified	Not classified	The Central Electoral Commission of the Republic of Lithuania
ELARG	IPA	2011	2011-01-23-010101	Works on Constr.of courts.Gr: 1:County court in Osijek	2.262.670,13	1.140.281,90	Infrastructure	Not classified	JOINT BIDDING: VODOVOD-MONTA?A d.o.o. and ME?I? COM d.o.o.
ELARG	IPA	2011	2011-01-23-010102	Works on Constr.of courts, Gr.2: County Attorney's Office in Osijek	163.880,59	163.880,59	Not classified	Not classified	ZUBER d.o.o.
ELARG	IPA	2011	2011-01-23-010103	Works on Constr.of courts, Gr.3: Commercial and Misdemeanor Court in Osijek	469.296,75	469.296,75	Not classified	Not classified	ZUBER d.o.o.
ELARG	IPA	2011	2011-01-23-010104	WKS on reconstr. of court premises, Gr.4: Sisak County Court	2.008.799,40	691.465,75	Reconstruction relief and rehabilitation	Not classified	ZAGREBGRADNJA d.o.o.
ELARG	IPA	2011	2011-01-23-010105	Works on Constr.of courts: Gr.5: Municipal court of Valpovo	684.863,65	684.863,65	Infrastructure	Not classified	ZUBER d.o.o.
ELARG	IPA	2011	2011-01-23-010106	Works on Constr.of courts.Gr: 6:Municipal court in Benkovac	67.447,27	67.447,27	Not classified	Not classified	PLOTTER d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2011	2011-01-23-010107	Works on Constr.of courts,Gr: 7:Municip.Court in Ivanic Grad	91.477,24	91.477,24	Not classified	Not classified	ELEKTROCENTAR PETEK d.o.o.
ELARG	IPA	2011	2011-01-23-010201	Supervision of wks on reconstruction,Group 1: Osijek County Court	294.950,00	132.727,50	Not classified	Not classified	JOINT BIDDING: Institut IGH d.d. and WYG savjetovanje d.o.o.
ELARG	IPA	2011	2011-01-23-010202	Supervision of works, Gr.2:District Attorney's Office in Osijek	37.740,00	26.418,00	Not classified	Not classified	Institut IGH d.d.
ELARG	IPA	2011	2011-01-23-010203	Supervision wks, Gr.3:Commercial and Misdemeanor court in Osijek	37.797,80	26.458,46	Not classified	Not classified	JOINT BIDDING: WYG savjetovanje d.o.o., ZAVOD ZA URBANIZAM I IZGRADNJU d.d. Osijek and Promacon d.o.o.
ELARG	IPA	2011	2011-01-23-010204	Supervision of wks on reconstruction, Gr.4: Sisak County court	95.956,50	67.169,54	Not classified	Not classified	Jurcon Projekt d.o.o.
ELARG	IPA	2011	2011-01-23-010205	Supervision of wks reconstruction, Gr.5:Municipal court in Valpovo	50.915,00	35.640,50	Not classified	Not classified	Respect-ing d.o.o.
ELARG	IPA	2011	2011-01-23-010206	Supervision of works on reconstr, Gr.6:Municipal court in Benkovac	26.578,39	26.578,39	Not classified	Not classified	Investin?enjing d.o.o.
ELARG	IPA	2011	2011-01-23-010207	Supervision of wks on recon., Gr.7: Municipal court in Ivani?-Grad	26.427,08	18.498,96	Not classified	Not classified	Investin?enjing d.o.o.
ELARG	IPA	2011	2011-01-23-030101	Restoration of the PNUKOK premises in Osijek and Rijeka - Lot 1	832.493,67	832.493,67	Democracy and Rule of Law	Anti-corruption	Gradnja d.o.o.
ELARG	IPA	2011	2011-01-23-030102	Restoration of the PNUKOK premises in Rijeka	254.693,78	254.693,78	Not classified	Not classified	Zanatska zadruga GRADIN
ELARG	IPA	2011	2011-01-23-030201	Supervision of works for Restoration of the PNUKOK premises in Osijek	73.610,00	73.610,00	Not classified	Not classified	WYG International
ELARG	IPA	2011	2011-01-23-030202	Supervision of wks for restaur. of PNUKOK premis. in Rijeka	18.530,00	14.824,00	Not classified	Not classified	CAPITAL ING d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2011	2011-01-23-030301	Equipping of the premises for PNUSKOK in Osijek and Rijeka - Group 1 - Office furniture for location Osijek	21.083,23	21.083,23	Not classified	Not classified	VELINAC d.o.o.
ELARG	IPA	2011	2011-01-23-030302	Equipping of the premises for PNUSKOK in Osijek and Rijeka - Group 2 - Metal office furniture for loc. Osijek	3.776,43	3.776,43	Not classified	Not classified	DIDACTA d.o.o.
ELARG	IPA	2011	2011-01-23-030303	Equipping of the premises for PNUSKOK in Osijek & Rijeka - Gr 3 - PC - Forensic station for loc. Osijek	7.097,50	7.097,50	Not classified	Not classified	INsig2 d.o.o.
ELARG	IPA	2011	2011-01-23-030304	Equipping of the premises for PNUSKOK in Osijek & Rijeka - Group 4 - IT and multimedia equip. for loc. Osijek	30.316,98	30.316,98	Not classified	Not classified	INsig2 d.o.o.
ELARG	IPA	2011	2011-01-23-030305	Equipping of the premises for PNUSKOK in Osijek and Rijeka - Group 5 - Kitchen and kit. equipment for loc. Osijek	1.311,65	1.311,65	Not classified	Not classified	DIDACTA d.o.o.
ELARG	IPA	2011	2011-01-23-030306	Equipping of the premises for PNUSKOK in Osijek and Rijeka - Group 6: Office furniture for location Rijeka	11.697,70	11.697,70	Not classified	Not classified	VELINAC d.o.o.
ELARG	IPA	2011	2011-01-23-030307	Equipping of the premises for PNUSKOK in Osijek and Rijeka - Group 7: Metal office furniture for location Rijeka	1.856,40	1.856,40	Not classified	Not classified	Primat RD d.o.o.
ELARG	IPA	2011	2011-01-23-030308	Equipping of the premises for PNUSKOK in Osijek & Rijeka - Group 8: PC - Forensic station for loc. Rijeka	7.097,50	7.097,50	Not classified	Not classified	INsig2 d.o.o.
ELARG	IPA	2011	2011-01-23-030309	Equipping of the premises for PNUSKOK in Osijek & Rijeka - group 9: IT and multimedial equipment for loc. Rijeka	30.595,75	30.595,75	Not classified	Not classified	INsig2 d.o.o.
ELARG	IPA	2011	2011-01-23-030310	Equipping of the premises for PNUSKOK in Osijek and Rijeka - Group 10: Kitchen and kit.quipment for location Rijeka	991,10	991,10	Not classified	Not classified	DIDACTA d.o.o.
ELARG	IPA	2011	2011-03-24-010101	Strengthening capacities of the Ministry of Interior to combat cybercrime	665.000,00	519.896,70	Democracy and Rule of Law	Legal and judicial development	Ministry of Interior of the Kingdom of Spain

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2011	2011-03-24-020101	Constr. of Center for training police dogs and its guides	1.654.704,28	1.654.704,28	Infrastructure	Police	TEH-GRADNJA d.o.o.
ELARG	IPA	2011	2011-03-24-020201	Supervision of Construction of the Police Training Center for Police Dog Guides and Police Dogs	45.849,00	32.094,30	Not classified	Not classified	Optima Projekt d.o.o.
ELARG	IPA	2011	2011-03-24-020301	Equipping of the Training Center Group 1 - Office furniture	26.525,95	19.946,18	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2011	2011-03-24-020302	Equipping of the Training Center Group 2 - Metal furniture	4.071,50	4.071,50	Not classified	Not classified	DIDACTA d.o.o.
ELARG	IPA	2011	2011-03-24-020303	Equipping of Training Center Gr.4: Furniture for Veter. Clinic	4.376,55	4.376,55	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2011	2011-03-24-020304	Equipping of Training Center Gr.3: IT and multimedia equipment	16.150,00	0,00	Not classified	Not classified	?KOLSKI SERVIS d.o.o.
ELARG	IPA	2011	2011-03-24-020305	Equipping of Training Center Gr.5: Equipping of Veterinary Clinic	20.400,00	20.331,15	Not classified	Not classified	REPROMAT-ZAGREB d.o.o.
ELARG	IPA	2011	2011-03-24-030101	Upgrading the capacities for minors and other vulnerable groups of illegal migrants in Reception Centre for Aliens	909.399,33	909.399,33	Democracy and Rule of Law	Human rights	Kapitel d.o.o.
ELARG	IPA	2011	2011-03-24-030201	Upgrading the capacities for minors and other vulnerable groups of illegal migrants in Reception Centre for Aliens in Ježevo - supervision of works	150.790,00	135.711,00	Not classified	Not classified	WYG International
ELARG	IPA	2011	2011-03-24-030301	Equipping of Recep. Centre for Foreigners, Ježevo- Group 1: Metal furniture	26.002,32	26.002,32	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2011	2011-03-24-030302	Equipping of Reception Centre for Foreigners in Ježevo - Group 2: Kitchen equipment I	53.790,72	53.790,72	Not classified	Not classified	DB-OPREMA
ELARG	IPA	2011	2011-03-24-030305	Equipping of Recept. Centre for Foreigners in Ježevo -Gr5: Furniture	6.534,22	6.534,22	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2011	2011-01-23-020101	INcreasing TRANsparency in WATER and SPace management (INTRA-WASP)	212.367,88	188.884,67	Not classified	Not classified	Zelena akcija
ELARG	IPA	2011	2011-01-23-020102	URBAN PLANNING 4 CITIZENS	62.668,13	62.668,13	Not classified	Not classified	De?a - Dubrovnik, Humanitarian and peacekeeping organization
ELARG	IPA	2011	2011-01-23-020103	Women in the labour Market - Gender Impact Ass.(GIA)	207.871,38	187.084,25	Not classified	Not classified	B.a.B.e. - Be active.Be emancipated.
ELARG	IPA	2011	2011-01-23-020104	Organizations that care	174.524,35	157.071,92	Not classified	Not classified	Parents' Association "Step by Step"
ELARG	IPA	2011	2011-01-23-020105	E-SCORE project - Enhancing Social Cap. in Corruption Resistance	210.071,07	188.076,95	Not classified	Not classified	Partnership For Social Development
ELARG	IPA	2011	2011-01-23-020106	Let's crate a network - against corruption!	188.062,68	162.651,18	Not classified	Not classified	The Association for Democratic Society
ELARG	IPA	2011	2011-01-23-020107	Partner. for Environment: Develop. Public and Civil Environ.Protec.Cap.in Cro.through practice of Green Phone Service	172.631,33	155.368,19	Not classified	Not classified	Environmental Association Plan - Karlovac
ELARG	IPA	2011	2011-01-23-020108	Equality surveyor	212.056,40	190.850,77	Not classified	Not classified	Centre for peace Studies
ELARG	IPA	2011	2011-01-23-020109	Civil Society for Accountable Governance	195.431,06	175.887,95	Not classified	Not classified	Centre for Peace, Non-violence and Human Rights - Osijek
ELARG	IPA	2011	2011-01-23-020110	QUALITYWATCH: Croatian Higher Education Quality Watchdog	158.837,51	142.953,76	Not classified	Not classified	Institute of the Development of Education
ELARG	IPA	2011	2011-01-23-020111	For good governance at local level: education, support & promotion	132.655,36	119.389,82	Not classified	Not classified	ODRAZ - Sustainable Community Development
ELARG	IPA	2011	2011-01-23-020112	Participatory Budgeting: Citizens' Subnational Budget Watch	173.189,42	155.870,48	Not classified	Not classified	Association Green Istria

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2011	2011-01-23-020201	SAVA FLOODPLAIN - where nature meets culture (SAVA kultura - natura)	102.445,24	102.445,24	Not classified	Not classified	Zelena akcija
ELARG	IPA	2011	2011-01-23-020202	Partnerships for Sustainable Use of Protected Nature in Dalmatia - Dalmatian Nature	106.032,94	95.429,65	Not classified	Not classified	Association for Nature, Environment and Sustainable Development Sunce
ELARG	IPA	2011	2011-01-23-020203	Wildlife Watch - increas.capacities for sustainable use and monitoring of wildlife	118.014,00	106.212,60	Not classified	Not classified	Association BIOM
ELARG	IPA	2011	2011-01-23-020204	Partnership for sustainable use of common marine resources	88.203,43	75.091,19	Not classified	Not classified	Blue World Institute of Marine Research&Conservation
ELARG	IPA	2011	2011-01-23-020205	Revitalising local traditional practice of sustainable use of natural resources of the island Murter and its Natural region	75.259,71	60.875,40	Not classified	Not classified	association for nature and environ. conservation and susta. develop. Argonauta
ELARG	IPA	2011	2011-01-23-020206	KUPA NATURA - living and sustaining natural wealth of Kupa from spring to delta	116.302,82	104.672,54	Not classified	Not classified	Association for promotion culture of living "Zvono uz Kupu"
ELARG	IPA	2011	2011-01-23-020301	Implementing Assesement of Project Proposalsl within the IPA 2011 Civil Society Grant Schemes Based on Standardized Assessment Criteria	47.652,66	47.652,66	Not classified	Not classified	Transtec
ELARG	IPA	2011	2011-01-36-0101	De-mining Programme in Areas Affected by Floods- Vukovar - Srijem County	651.997,17	651.997,17	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	IPA	2011	2011-01-36-0102	De-mining programme in Areas Affected by Floods - Osijek- Baraja County	3.318.534,32	3.318.534,32	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	IPA	2011	2011-03-11-010101	Preparation of CRO Paying Agency for the post 2013 period in CAP and CFP implementation	1.504.099,16	1.504.099,16	Agriculture	Not classified	Ministry of Agriculture, Food and Forestry Policies,(MiPAAF), Republic of Italy
ELARG	IPA	2011	2011-03-11-010201	Strenght. the PAAFRD cap. for meeting the challenges arising from the CAP and the CFP reforms and the post -2013 period IPA/2011/022-954/9	1.260.058,34	1.260.058,34	Agriculture	Not classified	CSI Piemonte
ELARG	IPA	2011	2011-03-11-010301	Supply of equipment for PAAFRD - Group 1 : IT equipment	155.534,62	155.534,62	Not classified	Not classified	King ICT d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2011	2011-03-11-010302	Supply of equipment for PAAFRD - Group 2: Office furniture and equipment	101.494,50	101.494,50	Not classified	Not classified	VELINAC d.o.o.
ELARG	IPA	2011	2011-03-11-010303	Supply of equip. for PAAFRD - Group 3: Office metal cabinets for achiving	49.819,42	49.819,42	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2011	2011-03-18-010101	Technical assistance in development of business statistics and upgrading of data collection system in CRO	669.879,61	669.879,61	Economic governance	Statistical capacity building	GOPA Consultants
ELARG	IPA	2011	2011-04-40-010201	Strengthen the admin. capacity of Cro. Tax Administration concerning investigation of criminal tax acts (CRO CRIMTAX)	160.571,21	160.571,21	Not classified	Not classified	Bavarian State Tax office (LfSt) under German federal Ministry of Finance (BMF)
ELARG	IPA	2011	2011-04-40-010301	Support for state aid system in relation to EU struc. & cohesion funds (CRO STATE AID)	169.169,54	169.169,54	Not classified	Not classified	Central Project Management Agency (CPMA), Lithuania
ELARG	IPA	2011	2011-04-40-010401	Strengthening work of Judicial Academy through curric. develop. and train. in the use of expert witnessing (CRO WIT)	165.314,73	165.314,73	Not classified	Not classified	LAW INSTITUTE OF LITHUANIA
ELARG	IPA	2011	2011-04-40-010501	Cap.build. of environ. inspection and oth.rel.auth.and institut.for preventing, recog., invest.and prosecu. offences against environ. (CRO ENOFFENCE)	152.607,25	152.607,25	Not classified	Not classified	Environment Agency Austria
ELARG	IPA	2011	2011-04-40-010601	Strengthening expert know.&tech.cap. of all rel.institut.for Eco.Network Impact Assessment (CRO ENIA)	165.529,84	165.529,84	Not classified	Not classified	Environment Agency Austria
ELARG	IPA	2011	2011-04-40-011001	Preparation of Impl. and Usage of Schengen Inf. system (SIS) / SIRENE and European Arrest Warrant (EAW)	162.220,93	162.220,93	Not classified	Not classified	Ministry of Interior, Rep. of Lithuania
ELARG	IPA	2011	2011-04-40-011101	Strengthening capacities of Min.of Interior for using IMSI Catcher (CRO IMSI)	120.239,79	120.239,79	Not classified	Not classified	Federal Criminal Police office (BKA) under the Min.of the Interior, Fed. Rep. of Germany
ELARG	IPA	2011	2011-04-40-011401	Contract to insti.cap.for blood, tissue and cells in impl.of Directives 2002/98/EC&2004/23/EC	170.000,10	132.760,80	Not classified	Not classified	Catalan Organization for Transplantation (OCATT) and Blood and Tissue Bank (BST)
ELARG	IPA	2011	2011-04-40-011501	Cap. building of the Cro. health care admin. in preparation after EU accession	44.962,44	44.962,44	Not classified	Not classified	JOINT BIDDING: WYG savjetovanje d.o.o. and MMV savjetovanje za razvoj d.o.o.

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ELARG	IPA	2011	2011-04-40-011601	Ex ante evaluation of 2014-2020 Common Strategic Framework Funds	202.698,96	202.698,96	Not classified	Not classified	Particip
ELARG	IPA	2011	2011-04-40-011801	Cap.building of National School for Public Admin.(CRO NSPA)	200.694,38	200.694,38	Not classified	Not classified	HAUS, Finnish Institute of Public Management
ELARG	IPA	2011	2011-04-40-011901	Streng. cap. for impl. of Regula. Impact Assessment Strategy 2013-2015 (CRO SCIRIAS)	196.492,54	196.492,54	Not classified	Not classified	Northern Ireland Co-operation Overseas
ELARG	IPA	2011	2011-04-40-012001	Mechanisms of cross-border cooperation in EURES (CRO CBC EURES)	141.290,05	141.290,05	Not classified	Not classified	Ministry for National Economy, Hungary
ELARG	IPA	2011	2011-04-40-012101	Further assistance for establish.and impl.of 1st level control system within Europ.Territorial Cooperation Programmes (CRO ETC)	176.403,64	176.403,64	Not classified	Not classified	Federal Ministry for Economic Affairs and Energy, Germany
ELARG	IPA	2011	2011-04-40-012201	Support to the Min. of Foreign and European Affairs in capacity build. related to the Membership in the Europ. Union (EU); (CRO MFEA)	192.793,09	192.793,09	Not classified	Not classified	Ministry of Foreign Affairs, Lithuania
ELARG	IPA	2011	2011-023-389-010101	Upgrading of emergency preparedness system in CRO	124.338,50	124.338,50	Not classified	Not classified	Resources and Logistics (RaL)
ELARG	IPA	2011	2011-023-389-010201	Supply of equipment for the improvement of preparedness for an emergency in the Republic of Croatia - Group 1: Radiology equipment	126.612,60	126.612,60	Not classified	Not classified	BELMET 97 d.o.o.
ELARG	IPA	2011	2011-023-389-020101	Supply of Equip.for Upgrading sys for the on- and off- line monitoring of radioactivity in the environment in CRO in regular and emerg.sit. - LOT 1	83.997,00	83.997,00	Not classified	Not classified	ENVINET a.s.
ELARG	IPA	2011	2011-023-389-020102	Supply of Equip.for Upgrading sys for the on- and off- line monitoring of radioactivity in the environment in CRO in regular and emerg.sit. - LOT 3	31.815,50	31.815,50	Not classified	Not classified	ENVINET a.s.
ELARG	IPA	2011	2011-023-389-020103	Supply of vehicles with mobile equipment for the detection of radiation	191.117,40	191.117,40	Not classified	Not classified	BELMET 97 d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
				in order to improve the system for (outside) network monitoring radioactiv					
ELARG	IPA	2011	2011-023-389-020201	Services for calibration of the measuring stations	61.880,00	61.880,00	Not classified	Not classified	ENCONET d.o.o.
ELARG	IPA	2012	2012-01-23-010101	Upgrading the system for tracking objects (CTS) and Bases of war crimes	502.605,71	100.521,14	Conflict prevention	Not classified	JOINT BIDDING: IBM HRVATSKA d.o.o. and IBM ?e?ka rep. spol. s.r.o.
ELARG	IPA	2012	2012-01-23-010201	Streng. cap. of human resourses of State Attorney	187.200,00	37.440,00	Not classified	Not classified	JOINT BIDDING: IN2 d.o.o. and SV Group d.o.o.
ELARG	IPA	2012	2012-01-23-010301	Strengthening the capacity of human resources of the State Attorney's Office / USKOK, Gr.1: System for videoconferencing	296.660,88	0,00	Not classified	Not classified	JOINT BIDDING: Hrvatski Telekom d.d. and COMBIS d.o.o.
ELARG	IPA	2012	2012-01-23-010302	Strengthening the capacity of human resources of the State Attorney's Office / USKOK, Gr.2: High available IT platform	405.152,50	81.030,50	Not classified	Not classified	IN2 Ltd, Croatia
ELARG	IPA	2012	2012-01-23-010303	Strengthening the capacity of human resources of the State Attorney's Office / USKOK, Gr.3:Basic computer equipment	151.759,00	0,00	Not classified	Not classified	Combis d.o.o. Zagreb
ELARG	IPA	2012	2012-01-23-020201	Further improving the case management system - supply of equipment, Gr.1:High available IT platform	2.448.516,80	0,00	Democracy and Rule of Law	Legal and judicial development	King ICT d.o.o.
ELARG	IPA	2012	2012-01-23-020202	Further improving the case management system - supply of equipment, Gr.2:Basic computer equipment	65.195,00	0,00	Not classified	Not classified	Combis d.o.o. Zagreb
ELARG	IPA	2012	2012-01-23-030101	Support to the National Minority Councils at the Local Level	510.740,35	255.370,17	Democracy and Rule of Law	Legal and judicial development	JOINT BIDDING: WYG SAVJETOVANJE d.o.o. and TECHED SAVJETODAVNE USLUGE d.o.o.
ELARG	IPA	2012	2012-01-23-030201	Supply of equipment for Implementation, Monitoring and Evaluation of Constitu. Law of National Minorities	62.764,00	62.764,00	Not classified	Not classified	King ICT d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2012	2012-01-23-030301	The collection and monitoring of basic data for ef	611.350,51	0,00	Other	Not classified	JOINT BIDDING: ECORYS HRVATSKA d.o.o. and CENTAR ZA MIROVNE STUDIJE
ELARG	IPA	2012	2012-01-24-010101	Support to the prison system of the Republic of Croatia (CRO PRISYS)	665.000,00	519.827,92	Democracy and Rule of Law	Legal and judicial development	German Foundation for International Legal Co-operation, IRZ (Germany) in consortium with Spain (FIAPP)
ELARG	IPA	2012	2012-01-24-010201	The development of a unified IT system for the prison administration	460.350,00	92.070,00	Not classified	Not classified	IN2 Ltd, Croatia
ELARG	IPA	2012	2012-01-24-010301	Supervision of works - Support for prison system - Correctional Institute Turopolje	21.063,00	0,00	Not classified	Not classified	GRANDA PROJEKT d.o.o.
ELARG	IPA	2012	2012-01-24-010302	Supervision of the works - Support for the Croatian prison system, Gr.2: Training Center in Remetinec	10.199,96	0,00	Not classified	Not classified	Jurcon Projekt d.o.o.
ELARG	IPA	2012	2012-01-24-010401	Works - Support for prison system - Correctional Institute Turopolje	868.463,06	111.199,78	Infrastructure	Not classified	JOINT BIDDING: ME?I? COM d.o.o. and MJERNIK-LIMA d.o.o.
ELARG	IPA	2012	2012-01-24-010402	Works - Support for the Croatian prison system, Gr.2: Training Center in Remetinec	638.057,29	0,00	Infrastructure	Not classified	JOINT BIDDING: ME?I? COM d.o.o. and MJERNIK-LIMA d.o.o.
ELARG	IPA	2012	2012-01-24-010501	Equipping facilities within the prison system of Croatia, Office, bedroom and kitchen furniture	62.501,62	0,00	Not classified	Not classified	VELINAC d.o.o.
ELARG	IPA	2012	2012-01-24-010502	Equipping facilities within the prison system of Croat Gr 2.	22.387,30	0,00	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2012	2012-01-24-010503	Equipping of facilities within the prison system of Croatia, Gr. 3	12.146,50	0,00	Not classified	Not classified	Oprema Radman d.o.o.
ELARG	IPA	2012	2012-01-24-010504	Equipping of facilities within the prison system of Croatia, Gr. 4	45.736,80	0,00	Not classified	Not classified	SLIV-OPREMA d.o.o.
ELARG	IPA	2012	2012-01-24-010505	Supply of equip.for facilities of prison system in Cro.- Maintenance equip. and tools for vocational workshop	38.366,45	0,00	Not classified	Not classified	MAN-EKO d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2012	2012-01-24-010506	Supply of equipment for facilities of prison system in Croatia, inf. and audio vizual equipment	84.942,20	0,00	Not classified	Not classified	SP SISTEMI d.o.o.
ELARG	IPA	2012	2012-01-24-010507	Equipping facilities within the prison system of Croatia, Gr.7: Photocopier	9.247,15	0,00	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2012	2012-01-24-010509	Equipping of facilities within the prison system of Croatia, Gr. 9: Curtains	5.342,25	0,00	Not classified	Not classified	DB-OPREMA
ELARG	IPA	2012	2012-01-24-010510	Equipping of facilities within the prison system of Croatia, Gr. 10: Textile	10.038,16	0,00	Not classified	Not classified	DB-OPREMA
ELARG	IPA	2012	2012-01-24-010511	Equipping of facilities within the prison system of Croatia, Gr. 11: Mattresses	3.712,80	0,00	Not classified	Not classified	SLIV-OPREMA d.o.o.
ELARG	IPA	2012	2012-01-24-010512	Equipping of facilities within the prison system of Croatia, Sports hall equipment	19.185,35	0,00	Not classified	Not classified	Ferrodus d.o.o.
ELARG	IPA	2012	2012-01-24-010513	Equipping of facilities within the prison system of Croatia, Sports equipment for outdoor recreation	2.317,10	0,00	Not classified	Not classified	GHIA SPORT d.o.o.
ELARG	IPA	2012	2012-01-24-010514	Equipping facilities within the prison system of Croatia, Electric generator	13.671,91	0,00	Not classified	Not classified	MAG-COMMERCE d.o.o.
ELARG	IPA	2012	2012-01-24-010515	Equipping of facilities within the prison system of Croatia, Cooling device	13.076,12	0,00	Not classified	Not classified	Synergia projekt d.o.o
ELARG	IPA	2012	2012-01-24-010516	Equipping facilities within the prison system of Rep. Croatia, Greenhouse	5.865,00	0,00	Not classified	Not classified	GIS IMPRO d.o.o.
ELARG	IPA	2012	2012-01-24-010517	Equipping of facilities within the prison system Republic of Croatian, Musical equipment	5.918,79	0,00	Not classified	Not classified	AUDIO TEHNOLOGIJE d.o.o.
ELARG	IPA	2012	2012-01-24-010518	Equipping of facilities within the prison system of Croatia, The framework for educational materials	999,94	999,94	Not classified	Not classified	LINEA STUDIO za dizajn i tisak

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2012	2012-01-24-010519	Equipping facilities within the prison system of Croatia, Gr.19: Smart school blackboard	12.002,85	0,00	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2012	2012-01-24-010520	Equipping facilities within the prison system of Croatia - video surveillance	0,00	0,00	Not classified	Not classified	Automat-T.N. d.o.o.
ELARG	IPA	2012	2012-01-24-010521	Equipping facilities within the prison system in Croatia, Telephone switchboard	1.965,72	0,00	Not classified	Not classified	HELD d.o.o.
ELARG	IPA	2012	2012-01-24-010522	Equipping of facilities within the prison system of Croatia, Gr. 22:Professional equipment for laundry	16.320,00	0,00	Not classified	Not classified	Oprema Radman d.o.o.
ELARG	IPA	2012	2012-01-35-010101	Dialog on Mobility in Zagreb - Estab.of channels for cooper. between citizens, CSOs&City Zagreb towards better mob. soluti.as loc.public good provisi	83.289,77	66.631,81	Not classified	Not classified	ODRAZ - Sustainable Community Development
ELARG	IPA	2012	2012-01-35-010102	Public interest not for sale - PINS II	180.000,00	101.392,78	Not classified	Not classified	Centre for peace Studies
ELARG	IPA	2012	2012-01-35-010103	B.transparent: Building community partnerships for transp.managemen.of public goods&natural resour. in Novigrad & Karin Sea area	149.383,68	86.553,00	Not classified	Not classified	NGO for promotion of organic farming, environmental protection and sustainable development "Eko-Zadar"
ELARG	IPA	2012	2012-01-35-010104	For responsible and transparent management of public goods & natural resources	179.988,27	76.366,42	Not classified	Not classified	Udruga za demokratsko dru?tvo/Association for Democratic Society UDD
ELARG	IPA	2012	2012-01-35-010105	Open and participatory governance of COMMUNal SErvices aNd SpacE (COMMUN-SENSE)	177.715,35	82.378,84	Not classified	Not classified	Zelena akcija
ELARG	IPA	2012	2012-01-35-010106	Participatory Management of Natural Resources	179.621,79	109.396,66	Not classified	Not classified	Door - dru?tvo za oblikovanje odr?ivog razvoja
ELARG	IPA	2012	2012-01-35-010107	Local Partnership for Transparent Management of Natural Resources	160.699,33	66.887,19	Not classified	Not classified	Environmental Association Plan - Karlovac
ELARG	IPA	2012	2012-01-35-010108	Responsible for Nature	155.149,90	77.064,97	Not classified	Not classified	Association for Nature, Environment and Sustainable Development Sunce

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ELARG	IPA	2012	2012-01-35-010109	TRANSFORMATION - New code of practice in management of NATURA 2000 and protected areas	166.787,57	93.371,01	Not classified	Not classified	Association for nature and env. protection Green Osijek
ELARG	IPA	2012	2012-01-35-010110	STAR VOICE: Karlovac public & civil partnership for citizens particip.&increased transp.for revival.of old town centre Zvijezda	117.358,26	84.178,06	Not classified	Not classified	KA-MATRIX - Association for Social Development
ELARG	IPA	2012	2012-01-35-010111	Integrity Observer	165.792,94	88.686,80	Not classified	Not classified	Partnership For Social Development
ELARG	IPA	2012	2012-01-35-010201	Efficient minority councils for more minority righ	134.990,05	90.920,39	Not classified	Not classified	Serb National Council - National Coordination of Serb National Minority Councils in Republic of Croatia
ELARG	IPA	2012	2012-01-35-010202	Racism and Xenophobia: For Refugee and Ethnic Equality (RAX FREE)	134.997,25	72.923,61	Not classified	Not classified	Centre for peace Studies
ELARG	IPA	2012	2012-01-35-010203	Snail's step	89.728,46	71.782,77	Not classified	Not classified	PU? - association of parents of children with social needs
ELARG	IPA	2012	2012-01-35-010204	3 Countries for Civil Society & National Minority Institutions Development	134.377,21	80.868,25	Not classified	Not classified	Serbian Democratic Forum
ELARG	IPA	2012	2012-01-35-010205	Local stories: portal to access to human rights	132.567,56	88.863,33	Not classified	Not classified	Croatian Youth Network
ELARG	IPA	2012	2012-01-35-010206	Respect Human Rights - Building Inclusive Society	116.508,78	83.007,71	Not classified	Not classified	Lesbian Organisation Rijeka - LORI
ELARG	IPA	2012	2012-01-35-010207	New pathways to human rights and active citizenshi	127.818,45	72.528,03	Not classified	Not classified	Volunteer Centre Osijek
ELARG	IPA	2012	2012-01-35-010208	HANDS - ON policy advocacy	112.113,40	74.319,40	Not classified	Not classified	GONG
ELARG	IPA	2012	2012-01-35-010209	Education for citizens - citizens for social development and solidarity	134.995,89	100.768,06	Not classified	Not classified	Human Rights House Zagreb

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ELARG	IPA	2012	2012-01-35-010210	CALEIDOSCOPE VIEW - improving the rights of non-traditional families to create a more tolerant and diverse society	134.602,65	93.153,54	Not classified	Not classified	RODA - Parents in Action
ELARG	IPA	2012	2012-01-35-010211	Relevant institutions and civil society organizations - voice for the victims of sexual violence	123.601,68	72.472,11	Not classified	Not classified	Women's Room - Center for Sexual Rights
ELARG	IPA	2012	2012-01-35-010212	Developing Capacity of CSO's for Human Rights Mainstreaming	118.413,76	83.098,61	Not classified	Not classified	Hrvatski pravni centar / Croatian Law Center
ELARG	IPA	2012	2012-01-35-010213	Foster Children Rights - Fostering rights of young children with disabilities and their families	111.068,91	85.582,49	Not classified	Not classified	Udruga Na?a djeca
ELARG	IPA	2012	2012-01-35-010214	The Right on Mobbing Free Work	130.004,04	86.360,57	Not classified	Not classified	Association for Help and Education of mobbing victims
ELARG	IPA	2012	2012-01-35-010215	Alliance for LGBTI Workplace Equality	132.943,13	83.820,74	Not classified	Not classified	Expanse of Gender and Media 'Culture Common' Zone - K -zona
ELARG	IPA	2012	2012-01-35-010216	Education to Human Rights	134.757,59	100.976,72	Not classified	Not classified	Association of Roma Women
ELARG	IPA	2012	2012-01-35-010217	Fostering implementation of the National Roma Inclusion Strategy at local and regional level	84.953,43	67.962,74	Not classified	Not classified	Roma National Council
ELARG	IPA	2012	2012-01-35-010218	The importance of Being Roma	83.002,99	66.402,40	Not classified	Not classified	Civil Rights Project Sisak
ELARG	IPA	2012	2012-01-35-010219	Building milestones in human rights protection of Roma community - scalling up capacities of CSO's and public institutions in access to human righ	124.621,91	70.530,16	Not classified	Not classified	Nansen Dialogue Centre
ELARG	IPA	2012	2012-01-35-010220	Legal Inclusion and sustainable integration of Roma in Croatia	126.354,41	84.079,27	Not classified	Not classified	Information Legal Centre
ELARG	IPA	2012	2012-01-35-010221	ROMA-LI: Capacity building of Local Governments and Establishing Young Roma CSO in Lika-Senj Country for Improved Access to Human Rights	83.809,49	67.047,60	Not classified	Not classified	GTF - Initiative for Sustainable Growth

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2012	2012-01-35-010222	Gelem, Gelem - World4Them, (in Roma language "Them" means "World")	134.790,12	92.995,78	Not classified	Not classified	Open Media Group
ELARG	IPA	2012	2012-01-35-010301	Creating a Culture of Philanthropy in Croatia (CCPC)	85.443,14	68.354,51	Not classified	Not classified	Regional Foundation for Local Development Zamah
ELARG	IPA	2012	2012-01-35-010302	El Sistema in Istria	74.264,71	59.411,77	Not classified	Not classified	SO DO - Sustav orkestara djece i omladine - El Sistema Hrvatska
ELARG	IPA	2012	2012-01-35-010303	Building Trust in Community Philanthropy	90.000,00	72.000,00	Not classified	Not classified	Slagalica - Zaklada za razvoj lokalne zajednice
ELARG	IPA	2012	2012-01-35-010304	Broadening the field of cooperation - corporate volunteering as an innovative form of philanthropy and a resource for civil society development	86.207,37	68.965,90	Not classified	Not classified	Volonterski centar Zagreb
ELARG	IPA	2012	2012-01-35-010305	Supportive and sustainable communities	89.298,05	71.438,44	Not classified	Not classified	Foundation for partnership and civil society development
ELARG	IPA	2012	2012-01-36-010101	Support to the efficient implementation of the Constitutional Act on the Rights of National Minorities	176.730,50	35.346,11	Democracy and Rule of Law	Human Rights	JOINT BIDDING: WYG SAVJETOVANJE d.o.o. and TECHED SAVJETODAVNE USLUGE d.o.o.
ELARG	IPA	2012	2012-01-36-010201	Supply of equipment to support efficient implementation of the Constitutional law of National Minorities Rights	16.793,45	16.793,45	Democracy and Rule of Law	Human Rights	Kon?ar - Electronics and Informatics Inc.
ELARG	IPA	2012	2012-01-36-010301	Strengthening the role of citizens in improving the quality of public administration services	70.222,50	14.044,50	Public Administration Reform	Public sector policy and administrative management	BRIEFING KOMUNIKACIJE d.o.o.
ELARG	IPA	2012	2012-01-36-010401	Support to improv. of educational system for Europ	157.649,02	31.529,81	Not classified	Not classified	JOINT BIDDING: PROJEKT JEDANKO RAZVOJ d.o.o. i ALGEBRA d.o.o.
ELARG	IPA	2012	2012-02-19-010101	Strengthening Policy and Capacities to Reduce Unde	950.000,00	620.435,26	Democracy and Rule of Law	Police	Regionl Development Agency Senec Pezinok (RDA-SP), Slovak Republic

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2012	2012-02-19-010201	Strengthening Policy and Capacities to reduce undeclared work (Moonlighting) LOT 1	271.804,50	271.804,50	Not classified	Not classified	AUTO HOLETI? d.o.o.
ELARG	IPA	2012	2012-02-19-010202	Strengthening Policy and Capacities to reduce undeclared work (Moonlighting) LOT 2	81.027,10	81.027,10	Not classified	Not classified	CompING d.o.o.
ELARG	IPA	2012	2012-03-24-010101	Construction of the police station in Tovarnik	804.279,77	36.034,49	Infrastructure	Not classified	SALAMON d.o.o.
ELARG	IPA	2012	2012-03-24-010201	Construction of facilities of Maljevac border police	975.525,37	617.006,60	Infrastructure	Not classified	HEDOM d.o.o
ELARG	IPA	2012	2012-03-24-010301	Supervision of construction of the police station	37.332,00	0,00	Not classified	Not classified	CAPITAL ING d.o.o.
ELARG	IPA	2012	2012-03-24-010401	Supervision of works on facilities constr. Maljeva	47.217,50	9.443,50	Not classified	Not classified	CAPITAL ING d.o.o.
ELARG	IPA	2012	2012-03-24-010501	Equip. police station Tovarnik&Maljevac:Gr.1: Meta	15.474,25	0,00	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2012	2012-03-24-010502	Equipping the police station in Tovarnik and police border Maljevac	21.236,40	0,00	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2012	2012-03-24-010503	Equipping the police station in Tovarnik and police border Maljevac, Technical equipment	2.343,96	0,00	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2012	2012-03-24-010504	Equipping the police station in Tovarnik and police border Maljevac, Equipment for the gym	20.884,50	0,00	Not classified	Not classified	Ferrodus d.o.o.
ELARG	IPA	2012	2012-03-24-010505	Equip. police station Tovarnik&Maljevac:Gr.5: Meta	21.176,90	0,00	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2012	2012-03-24-010506	Procurement of equipment for the police station in Tovarnik and border police station Maljevac - Furniture police station Tovarnik - new proceedings	32.756,45	0,00	Not classified	Not classified	Primat RD d.o.o.

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ELARG	IPA	2012	2012-03-62-010101	Supply of IT Equipment for the Customs Administrat	321.604,19	321.604,19	Economic governance	Customs administration	Combis d.o.o. Zagreb
ELARG	IPA	2012	2012-03-62-010102	Supply of IT Equipment for the Customs Administrat	950.714,84	950.714,84	Economic governance	Trade policy	Combis d.o.o. Zagreb
ELARG	IPA	2012	2012-03-62-010201	Supply of IT equip. for the Customs admin. - addit	339.164,93	339.164,93	Not classified	Not classified	Combis d.o.o. Zagreb
ELARG	IPA	2012	2012-04-40-010101	Strengthening capacities of the Ministry of Public Administration in use of the EU Cohesion Policy	199.999,80	156.859,20	Not classified	Not classified	Federal Ministry for Economic Affairs and Energy, Germany
ELARG	IPA	2012	2012-04-40-010201	Streng. integrity of public sector (CRO INTEGRITY)	630.000,00	492.261,30	Public Administration Reform	Public sector policy and administrative management	Finnish Institute of Public Management - HAUS
ELARG	IPA	2012	2012-04-40-010301	Enhancing administrative and operative capacities	199.999,80	0,00	Not classified	Not classified	Lithuanian Criminal Police Bureau
ELARG	IPA	2012	2012-04-40-010501	Information System for Human Resources Management	105.394,73	21.078,94	Not classified	Not classified	Infoart d.o.o.
ELARG	IPA	2012	2012-04-40-010601	Streng.cap.of MFEA for efficient IT system/data base enabling efficient nat.EU coordination&coordination of acquis tranposition, infringement procedur	94.140,00	94.140,00	Not classified	Not classified	S&T HRVATSKA d.o.o.
ELARG	IPA	2012	2012-04-40-010701	Improving IT infrastructure of Croatian Financial Services Supervisory Agency by implementation of business intelligence solution	67.680,00	67.680,00	Not classified	Not classified	IN2 Ltd, Croatia
ELARG	IPA	2012	2012-04-40-010801	Strengthening capacities for energy efficiency in	198.000,00	0,00	Not classified	Not classified	Federal Ministry for Economic Affairs and Energy, Germany
ELARG	IPA	2012	2012-04-40-010901	Establishment of a training system for good govern	237.150,00	118.575,00	Not classified	Not classified	WYG SAVJETOVANJE d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2012	2012-04-40-011001	Str. capacity of MRDEU funds for info.activities o	166.950,00	33.390,00	Not classified	Not classified	JOINT BIDDING: Briefing komunikacije d.o.o. i Lattanzio Advisory SPA
ELARG	IPA	2012	2012-04-40-011301	Develop.& impl.of IT systems for control of Admin	57.777,48	11.555,50	Not classified	Not classified	Ericsson Nikola Tesla d.d.
ELARG	IPA	2012	2012-04-40-011601	Streng. cap.of MFEA for efficient IT system/data base enabling acceptance and implementation of the acquis and procedures for violation of EU law	211.925,20	211.925,20	Not classified	Not classified	Ministry of Finance of the Republic of Latvia
ELARG	IPA	2012	2012-04-40-011801	Support for the implementation of policies for the	354.272,94	70.854,59	Not classified	Not classified	JOINT BIDDING: WYG SAVJETOVANJE d.o.o. and TECHED SAVJETODAVNE USLUGE d.o.o.
ELARG	IPA	2012	2012-04-40-011901	Streng. cap. of CFCA in its role of Intermediate b	225.000,00	178.416,00	Not classified	Not classified	Central Project Management Agency (CPMA), Lithuania
ELARG	IPA	2013	2013-01-24-010101	Streng. cap. for impl. of Geographic Information System with Geographic Profiling of Serial Criminal Offenders (CRO GIS)	712.500,00	556.549,07	Democracy and Rule of Law	Legal and judicial development	General Inspectorate of Romanian Police
ELARG	IPA	2013	2013-01-24-010201	Capacity Building in the Geographic Information Sy	103.691,50	0,00	Not classified	Not classified	GDi GISDATA d.o.o.
ELARG	IPA	2013	2013-01-36-01	De-mining of social/economic infr. in Lika-Senj	3.158.997,56	3.158.997,56	Conflict prevention	Not classified	Croatian Mine Action Centre (CROMAC)
ELARG	IPA	2013	2013-03-16-010101	Streng. capacity of Cro.Tax Admin.in the field of providing customer service (G2B) through consolidation of IT systems	581.850,00	290.925,00	Economic governance	Tax policy and administration support	JOINT BIDDING: Teched savjetodavne usluge d.o.o. i SV Group d.o.o.
ELARG	IPA	2013	2013-03-24-010101	Str.cap.of Min.of Interior to implement the aoutomated exchange of DNA and dactyloscopic data (CRO DNA/DKT)	570.000,00	0,00	Democracy and Rule of Law	Legal and judicial development	Lithuanian Police Forensic Science Centre (LPFSC) (Lithuania)
ELARG	IPA	2013	2013-03-24-010201	Streng. cap. of Min. of Interior for impl. of automatic data exchange obtained by DNK analysis - Group 1	263.330,00	263.330,00	Not classified	Not classified	INEL - medicinska tehnika d.o.o.

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ELARG	IPA	2013	2013-03-24-010202	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 2	19.210,00	19.210,00	Not classified	Not classified	INEL - medicinska tehnika d.o.o.
ELARG	IPA	2013	2013-03-24-010203	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 3	18.258,00	18.258,00	Not classified	Not classified	Simon d.o.o.
ELARG	IPA	2013	2013-03-24-010204	Streng. cap. of Min. Interior in using application of automated data exchange obtained by DNA, Group 4	18.615,00	18.615,00	Not classified	Not classified	INEL - medicinska tehnika d.o.o.
ELARG	IPA	2013	2013-03-24-010205	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 5	18.497,70	18.497,70	Not classified	Not classified	INEL - medicinska tehnika d.o.o.
ELARG	IPA	2013	2013-03-24-010206	Streng. cap. of Min. Interior in using application of automated data exchange obtained by DNA, Group 6	13.867,75	13.867,75	Not classified	Not classified	INEL - medicinska tehnika d.o.o.
ELARG	IPA	2013	2013-03-24-010207	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 7	15.300,00	3.060,00	Not classified	Not classified	INEL - medicinska tehnika d.o.o.
ELARG	IPA	2013	2013-03-24-010208	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 8	9.473,25	9.473,25	Not classified	Not classified	Simon d.o.o.
ELARG	IPA	2013	2013-03-24-010209	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 9	15.686,75	15.686,75	Not classified	Not classified	Simon d.o.o.
ELARG	IPA	2013	2013-03-24-010210	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 10	16.000,40	0,00	Not classified	Not classified	Asolutic d.o.o.
ELARG	IPA	2013	2013-03-24-010211	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 11	8.542,50	8.542,50	Not classified	Not classified	INEL - medicinska tehnika d.o.o.
ELARG	IPA	2013	2013-03-24-010212	Streng. cap. of Min. of Interior for impl. of automated data exchange obtained by DNK analysis - Group 12	1.234,71	0,00	Not classified	Not classified	Primat RD d.o.o.
ELARG	IPA	2013	2013-03-26-010101	Works on the reconstruction of the palace Moise on Cres	3.161.687,88	843.990,65	Reconstruction relief and rehabilitation	Not classified	ING-GRAD d.o.o.

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ELARG	IPA	2013	2013-03-26-010201	Supervision of works on the reconstruction of the palace Moise on Cres	207.597,54	0,00	Not classified	Not classified	Investin?enjeri d.o.o.
ELARG	IPA	2013	2013-03-26-010301	Procurement of equip.for reconstr.of Moise Palace	26.828,55	0,00	Not classified	Not classified	SLIV-OPREMA d.o.o.
ELARG	IPA	2013	2013-03-26-010302	Procurement of equip. for reconstr. of Moise Pala	28.741,05	0,00	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2013	2013-03-26-010303	Supply of equip. for reconstruction of palace Mois	64.154,60	0,00	Not classified	Not classified	PROKLIMA-TIM d.o.o.
ELARG	IPA	2013	2013-04-40-010201	Strengthening environmental inspection for the eff	382.500,00	76.500,00	Not classified	Not classified	EKONERG - institut za energetiku i za?titu okoli?a d.o.o.
ELARG	IPA	2013	2013-04-40-010301	Preparat.of practic.basis for modernisation of e-HZZO system with purpose of better integration & cooperat.with other nat.,internat.&local stakeholde	143.874,00	143.874,00	Not classified	Not classified	mStart d.o.o.
ELARG	IPA	2013	2013-04-40-010401	Support for setting up of the strategic planning system at the national level (CRO STRATEGY)	221.461,99	221.461,99	Not classified	Not classified	Office of the Government of the Republic of Lithuania
ELARG	IPA	2013	TF/HR/P 1-M1-O2-0101	Enhancing the quality of judicail training (CRO EULAW)	760.000,00	494.332,90	Democracy and Rule of Law	Legal and judicial development	Center for International Legal Cooperation
ELARG	IPA	2013	TF/HR/P 1-M1-O1-0101	Introduction of electronic surveillance - pilot project	107.370,00	0,00	Not classified	Not classified	OPUS d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M1-O1-0201	Support to further development and stenghtening of the Probation Services in Croatia	665.000,00	525.775,45	Democracy and Rule of Law	Legal and judicial development	Ministry of Home Affairs - General Secretariat of Penitentiary Institutions, Kingdom of Spain
ELARG	IPA	2013	TF/HR/P 1-M1-O1-0301	Supply of vehicles for Probation Service in Croatia	95.522,69	95.522,69	Not classified	Not classified	P.S.C. ZAGREB
ELARG	IPA	2013	TF/HR/P 1-M1-O1-0401	Purchasing a car for Probation Service in Rep.Croatia - additional purchase	19.881,50	19.881,50	Not classified	Not classified	AUTO HOLETI? d.o.o.

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ELARG	IPA	2013	TF/HR/P 1-M3-02-0101	Reconstruction of Accommod.& Accomp. Facilit. in Reception Centre for Asylum seekers in Kutina	161.079,08	161.079,08	Not classified	Not classified	Vodotoranj d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M3-02-0201	Supervision of works for reconstruction of Accommod.& Accomp. Facilit. in Reception Centre for Asylum seekers in Kutina	16.065,00	12.852,00	Not classified	Not classified	KOPIMA d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M3-02-0301	Procurement of equipment for accommodation and accompanying facilities in Reception Centre for asylum seekers in Kutina- Group 1: Mattresses	4.250,00	4.250,00	Not classified	Not classified	ORIOLIK d.d.
ELARG	IPA	2013	TF/HR/P 1-M3-02-0302	Procurement of equipment for accommodation & accompanying facilities in Reception Centre for asylum seekers in Kutina- Group 2: Beds, repeated proced	7.395,00	7.395,00	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M3-01-0101	Supply of equipment for EURODAC second stage	315.348,30	0,00	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M3-03-0101	Support to the Gender Equality (CRO GENDER)	570.000,00	453.213,77	Democracy and Rule of Law	Human rights	National Institute for Health and Welfare - Finland
ELARG	IPA	2013	TF/HR/P 1-M2-02-0101	Setting up SIRENE Office - Interior of rooms of the Police Directorate for the purpose of the International Police Cooperation Office	34.000,00	26.946,50	Not classified	Not classified	JOINT BIDDING: SECURUS d.o.o., ECCOS-IN?ENJERING d.o.o. & MAXMARA GRUPA d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M2-02-0201	Setting up the SIRENE Office - Supervision of the works on renovation of the Police Directorate of the Croatian Min. of Interior	4.207,50	0,00	Not classified	Not classified	INOVAPRO d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M2-02-0301	Setting up SIRENE Office - Supply of equipment - Group 1 - Office furniture	18.722,95	0,00	Not classified	Not classified	DIDACTA d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M2-02-0302	Setting up the SIRENE Office - supply of equipment group 2 - COMPUTER EQUIPMENT	67.147,45	0,00	Not classified	Not classified	King ICT d.o.o.

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ELARG	IPA	2013	TF/HR/P 1-M2-O2-0303	Setting up the SIRENE Office - Supply of equipment - Group 3 - Metal office furniture	6.707,35	0,00	Not classified	Not classified	PRIMAT-LOGISTIKA d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M2-O2-0401	Setting up the SIRENE Office- Strengthening capacities of SIRENE operators and end users of the Schengen Information System II (CRO SIRENE)	190.000,00	148.397,60	Not classified	Not classified	Lithuanian Criminal Police Bureau
ELARG	IPA	2013	TF/HR/P 1-M2-O1-0101	The development of IT systems for human resources	1.911.990,00	382.398,00	Public Administration Reform	Human resources	HR pro d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M2-O1-0201	Strengthening human resources management - procurement of equipment, Group 1: IT and technical equipment	654.497,45	0,00	Public Administration Reform	Capacity building	King ICT d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M2-O1-0203	Strengthening human resources management - procurement of equipment, Group 3: Digital Camera	62.314,35	0,00	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2013	TF/HR/P 1-M2-O1-0204	Strengthening human resources management - procurement of equipment, Group 4: License for the production of e-Learning content	11.866,85	11.866,85	Not classified	Not classified	Storm Computers d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M1-O1-0201	Supply of IT equip. for strengthening the cap. for efficient functioning of public administration	10.908,00	10.908,00	Public Administration Reform	Public sector policy and administrative management	Kon?ar - Electronics and Informatics Inc.
ELARG	IPA	2013	TF/HR/P 2-M2-O2-0101	TA for development and establishment of applications for Croatian Tax Administration	110.547,00	0,00	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-O2-0201	System connecting and recomm. for further develop. of human resources management according to best EU practices (CRO HRM)	418.000,00	329.773,37	Not classified	Not classified	Agency for European Integration and economic Development - AEI
ELARG	IPA	2013	TF/HR/P 2-M2-O2-0301	Procurement of audio equipment for equipping remot	95.915,01	0,00	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-O2-0302	Procurement of audio equipment for equipping remot	19.869,60	0,00	Not classified	Not classified	P. AUDIO d.o.o.

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ELARG	IPA	2013	TF/HR/P 2-M2-O2-0303	Procurement of audio equipment for equipping remot	52.604,80	0,00	Not classified	Not classified	STORM INFORMATIKA d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-O1-0101	TA in development applications of information system of Croatian Tax Administration	808.918,20	0,00	Economic governance	Tax policy and administration support	Croz d.o.o
ELARG	IPA	2013	TF/HR/P 2-M2-O1-0201	Cro. Tax Admin. Information System applications development supervision (CRO TAXIT)	664.485,98	432.186,00	Economic governance	Tax policy and administration support	Lead Inst.: Ag. for European Integrat. and Economic. Develop. (AEI), c/o Austrian Fed. Min. of Finance, Junior Member: Min. of Finance, Rep. Lithuania
ELARG	IPA	2013	TF/HR/P 2-M2-O1-0301	Supply of IT software package and service design, develop. and implement. of application "Virtual Tax Adviser"	37.400,00	0,00	Not classified	Not classified	King ICT d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-O6-0101	Str. of Ag. for Audit of EU Programmes Impl. System (Audit Authority) for the Audit of EAGF, EAFRD and EMFF (CRO AGRI AUDIT)	216.772,20	169.188,48	Not classified	Not classified	Austrian Ag. (AEI) and Austrian Fed. Min. (MAFEWM)
ELARG	IPA	2013	TF/HR/P 2-M2-O6-0301	Streng. role of Cro. Ag. for the environment and nature in inf. and raising public awareness of the envir., climate change, natur. protec. and biodiv	243.000,00	48.600,00	Not classified	Not classified	JOINT BIDDING: SPAN d.o.o., EKONERG - institut za energetiku i za?titu okoli?a d.o.o., MANJGURA d.o.o., Novena d.o.o. & IMAGINATION:FIRST GmbH
ELARG	IPA	2013	TF/HR/P 2-M2-O6-0401	Support to further development and strengthening of the system of central public procurement within the CPO (CRO CPP)	225.000,00	175.878,00	Not classified	Not classified	Federal Ministry for Economic Affairs and Energy, Germany
ELARG	IPA	2013	TF/HR/P 2-M2-O6-0501	Disaster victim identification in natural and accidental disasters and terrorism acts (CRO DVI)	540.000,00	422.735,93	Democracy and Rule of Law	Human rights	Skills for Health and Justice, UK
ELARG	IPA	2013	TF/HR/P 2-M2-O6-0701	Advanced biostatistics in routine forensic DNA cas	126.990,00	0,00	Not classified	Not classified	Central Forensic Laboratory of the Police (CFLP), Poland
ELARG	IPA	2013	TF/HR/P 2-M2-O6-0801	Further enhancing the Human Resources, training an	135.000,00	0,00	Not classified	Not classified	aed - Agency for Economic Cooperation and Development - Austria

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2013	TF/HR/P 2-M2-O6-0901	Str. the admin. capacity of the CRO procur.system with an emphasis on the criterion of most economically advantageous tender	269.410,48	20.470,48	Not classified	Not classified	JOINT BIDDING: PROJEKT JEDNAKO RAZVOJ d.o.o., ALGEBRA d.o.o., Pu?ko otvoreno u?ili?te ALGEBRA i BLINK d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-O6-1001	Further development of internal control system and	495.000,00	389.751,41	Not classified	Not classified	Ministry of Finance of the Republic of Latvia with the National Academy for Finance and Economics (NAFE), the Netherlands
ELARG	IPA	2013	TF/HR/P 2-M2-O6-1101	Implementation and development of monitoring and a	225.000,00	175.618,08	Not classified	Not classified	HAUS, Finnish Institute of Public Management
ELARG	IPA	2013	TF/HR/P 2-M2-O6-1201	Implementation and development of monitoring and auditing e-commerce function within Croatian Tax Administration (CRO E-COM)	178.476,07	139.298,40	Not classified	Not classified	French Directorate-general of Public Finances (DGFIP) under the Ministry for Economy and Finance, Rep. of France
ELARG	IPA	2013	TF/HR/P 2-M2-O6-1501	TA to the Central Bureau of Statistics in the fiel	125.100,00	25.020,00	Not classified	Not classified	In2 ltd.
ELARG	IPA	2013	TF/HR/P 2-M2-O6-1601	Instruments to combine European structural and investment funds and public-private partnerships	130.770,00	26.154,00	Not classified	Not classified	ESCO GRUPA d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-O6-1701	Fur. Harmonisation of Customs Admin. with EU acquis in the field in inspection supervisions (CRO CUSTOMS AUDIT)	693.000,00	458.398,98	Economic governance	Customs administration	Agency for European Integration and Economic Development _AEI (Federal Ministry of Finance-Customs Administration)
ELARG	IPA	2013	TF/HR/P 2-M2-O6-1801	Strengthening the system of inspections of industrial facilities that significantly affect the environment	358.722,00	71.744,40	Not classified	Not classified	Umweltbundesamt GmbH
ELARG	IPA	2013	TF/HR/P 2-M2-O6-2101	Enhancing the efficiency of support systems for victims and witnesses in Croatia	65.700,00	13.140,00	Not classified	Not classified	MAPA ZNANJA d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-O6-2201	Strengthening the knowledge management and commercialization of research of the Institute Ruder Boskovic	396.000,00	0,00	Not classified	Not classified	MRE?A ZNANJA d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-O6-2301	Supply of ser. for develop.of ICT web program. & training to streng. admin.	29.377,42	5.875,49	Not classified	Not classified	JOINT BIDDING: APLIKATA d.o.o. and BLINK d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
				cap. of Ag.for Vocational Education and Training					
ELARG	IPA	2013	TF/HR/P 2-M2-06-2501	Processing of traces on clothing - from crime scen	198.000,00	155.455,20	Not classified	Not classified	Lithuanian Police Forensic Science Center, Lithuanian Central Project Management Agency (CPMA)
ELARG	IPA	2013	TF/HR/P 2-M2-03-0101	Technical assistance in business statistics- index of production prices for services and final consumption of energy in agriculture	971.332,41	194.266,48	Economic governance	Statistical capacity building	JOINT BIDDING: TECHED SAVJETODAVNE USLUGE d.o.o.,Energetski institut Hrvoje Požar, GOPA - Gesellschaft für Organisation, Planung und Ausbildung mbH and IPSOS d.o.o.
ELARG	IPA	2013	TF/HR/P 2-M2-04-0101	Develop. of IT infrastructure as part of the strength.of admin.cap.& institut. building for regulations in the social security	417.533,40	85.635,00	Not classified	Not classified	In2 ltd.
ELARG	IPA	2013	TF/HR/P 2-M2-05-0101	Str. inst.capacity in social welfare system to improve social welfare targeting and reducing poverty (CRO REDPOV)	1.045.000,00	685.408,49	Social protection and welfare service	Capacity building	Ministry for Social Affairs and Health, Min. of Family, Childhood and Rights of Women, Min. for Labour, Employment, Vocational Training and Industrial Relations, Delegat. for Europ. and Internat. Affairs (DAEI)
ELARG	IPA	2013	TF/HR/P 3-M1-01-0101	Streng.cap.of MENP for adaptation to climate change and preparation of the Draft Strategy for adoption to climate change	693.000,00	138.600,00	Environmental protection	Capacity building	EPTISA Adria d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M1-01-0201	Supply of equipment (HPC) for modeling climate change	442.973,25	442.973,25	Not classified	Not classified	COMPUTECH d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M1-02-0101	Improv.of Croatia Environment Pollutant Register (Croatian EPR) and its Integration into Cro.Envirn.Information System (CEIS) - CRO	855.000,00	557.639,24	Environmental protection	Not classified	Environment Agency Austria
ELARG	IPA	2013	TF/HR/P 3-M1-03-0101	Chemical and hazardous sub. monitor	855.000,00	0,00	Environmental protection	Not classified	Ministry of Environment and Protection of Land and the Sea (IMELS), Italy with Environment Agency Austria (Umweltbundesamt Austria)

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0101	Supply of equip.in health system,Gr.1:Doll:torso with arm and leg	90.100,00	90.100,00	Not classified	Not classified	MEDIS ADRIA d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0102	Supply of equip. in health system,Gr.2: Newborn Doll no. 1	30.893,25	30.893,25	Not classified	Not classified	MEDIS ADRIA d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0103	Equip.mentors for nurses&midwives in health sy,Gr.3: Doll men: the upper body and head	0,00	0,00	Not classified	Not classified	STIV TRADE d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0104	Supply of equip.for health system in Cro.Gr 4 - Doll women/ child-bearing woman with child	17.072,25	0,00	Not classified	Not classified	MEDIS ADRIA d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0105	Supply of equip.for health system in Cro.Gr 5 - Doll child	3.293,75	0,00	Not classified	Not classified	MEDIS ADRIA d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0106	Supply of equip.for health system in Cro.Gr 4- Doll newborn no 2	2.966,50	0,00	Not classified	Not classified	MEDIS ADRIA d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0107	Supply for health sys. G.7-Doll for practice of Heimlich.move	6.557,75	0,00	Not classified	Not classified	MEDIS ADRIA d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0108	Supply for health sys.Gr. 8:Model hand with artery	6.013,75	0,00	Not classified	Not classified	MEDIS ADRIA d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0109	Equip.mentors in health system,Gr.9:Model for demonstration of taking out breast milk for baby feeding	2.927,40	2.927,40	Not classified	Not classified	STIV TRADE d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0110	Supply of equip. for training mentors for nurses and midwives in the health system in Croatia	16.497,65	0,00	Not classified	Not classified	BCC Services d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0111	Supply of equip. for training mentors for nurses a	6.885,00	0,00	Not classified	Not classified	MEDIS ADRIA d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-O2-0201	Education of mentors for nurses and midwives in Health System in Croatia and full impl. of educ. curriculums (CRO NURSE)	655.500,00	0,00	Health	Not classified	Northern Ireland Co-operation Overseas

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
ELARG	IPA	2013	TF/HR/P 3-M2-O3-0101	Ensuring optimal health care for people with menta	636.106,99	496.473,75	Health	Not classified	Stichting Trimbos-institut, Netherlands Institute of Mental Health and Addiction
ELARG	IPA	2013	TF/HR/P 3-M2-O3-0201	Ensuring optimal health care for people with menta	269.862,00	0,00	Health	Not classified	JOINT BIDDING: Ericsson Nikola Tesla d.d. i MCS Grupa d.o.o.
ELARG	IPA	2013	TF/HR/P 3-M2-04-0101	Improve. of quality of National Cancer Screening Programmes implementation (CRO SCREENING)	609.425,00	480.535,95	Health	Not classified	National Cancer Institute (Lithuania)
ELARG	IPA	2013	TF/HR/P 3-M2-O4-0201	Improving the quality of impl. of the National programe for for early detection of cancer	197.574,88	39.514,98	Not classified	Not classified	
EMPL	IPA	2010		Improving access to sustainable employment of long-term unemployed highly educated persons			Education	Not classified	
EMPL	IPA	2010		Local employment development initiatives			Education	Not classified	
EMPL	IPA	2010		Training for employment of redundant workers, those threatened by unemployment and the long-term unemployed			Education	Not classified	
EMPL	IPA	2010		The new approaches of CES in delivering services to clients			Education	Not classified	
EMPL	IPA	2010		Establishing Support in Social Inclusion and Employment of Marginalized and Disadvantaged Groups			Education	Not classified	
EMPL	IPA	2010		Improving labour market access of disadvantaged groups			Education	Not classified	
EMPL	IPA	2010		Integration of disadvantaged groups in regular educational system			Education	Not classified	
EMPL	IPA	2010		Support to the Social Welfare Sector in the Process of Further Deinstitutionalisation of Social Services			Education	Not classified	
EMPL	IPA	2010		Broadening the Network of Social Services in the Community,			Education	Not classified	
EMPL	IPA	2010		Strengthening institutional framework for the in- service VET teacher training			Education	Not classified	

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
EMPL	IPA	2010		Development of new features in VET curricula in line with the changing needs of the labour market / economy			Education	Not classified	
EMPL	IPA	2010		Further development and implementation of the Croatian Qualifications Framework			Education	Not classified	
EMPL	IPA	2010		Capacity Building of the Adult Education Institutions			Education	Not classified	
EMPL	IPA	2010		Improving the Quality of In-service Teacher Training System			Education	Not classified	
EMPL	IPA	2010		Development of the National Information System for Science and Higher education (NISSHE)			Education	Not classified	
EMPL	IPA	2010		Support to the regional and local level stakeholders with the Grant Scheme project preparation in the area of education (TA)			Education	Not classified	
EMPL	IPA	2010		Support to the regional and local level stakeholders with the Grant Scheme project preparation in the area of employment and social inclusion (TA)			Education	Not classified	
EMPL	IPA	2010		Capacity building on the local and regional level in Croatia in preparation of projects for ESF funding (TA)			Education	Not classified	
EMPL	IPA	2010		Direct grant to the OS HRD (TA)			Education	Not classified	
EMPL	IPA	2010		Supply to the OS HRD OP - not submitted			Education	Not classified	
EMPL	IPA	2011		Reforming Financial Governance at Croatian Universities			Education	Capacity building	
EMPL	IPA	2011		Capacity Building for Quality Assurance in Education			Education	Capacity building	
EMPL	IPA	2013	4	Croatia employment services	6.256.472,50	3.964.344,16	Education	Not classified	
NEAR	PHARE	2006	116465	2005 Phare National Programme Croatia	58.576.840,19	58.576.840,19	Multisector	Not classified	REPUBLIKA HRVATSKA
NEAR	CARDS	2006	116792	Annual Action Programme Croatia CARDS 2004 - Decentralised part	43.945.004,34	43.945.004,34	Multisector		REPUBLIKA HRVATSKA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
NEAR	CARDS	2006	117242	Annual Action Programme Croatia CARDS 2003 - Decentralised part	28.685.855,95	28.685.855,95	Multisector		REPUBLIKA HRVATSKA
NEAR	PHARE	2006	125334	2006 Phare National Programme Croatia	47.543.578,39	47.543.578,39	Multisector	Not classified	REPUBLIKA HRVATSKA
NEAR	PHARE	2006	125751	CBC 2006 Croatia-Slovenia / Hungary, INTERREG IIIA - NP	2.400.000,00	2.400.000,00	Multisector	Not classified	REPUBLIKA HRVATSKA
NEAR	PHARE	2006	125752	CBC 2006 Croatia-Italy, INTERREG IIIA - ANNP	2.816.153,25	2.816.153,25	Multisector	Not classified	REPUBLIKA HRVATSKA
NEAR	IPA	2009	200088	National programme for Croatia under the IPA - Transition Assistance and Institution Building Component for 2007	39.354.662,63	39.354.662,63	Multisector	Institution building component	REPUBLIKA HRVATSKA
NEAR	IPA	2009	200094	Cross-border programme between the Republic of Croatia and Bosnia and Herzegovina under the IPA-Cross-border Co-operation component for the year 2007	946.808,30	946.808,30	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2009	200102	Cross-border programme between the Republic of Croatia and Montenegro under the IPA-Cross-border Co-operation component for the year 2007	376.714,43	376.714,43	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2009	200137	Cross-border programme between the Republic of Croatia and Serbia under the IPA-cross-border-co-operation component for the year 2007	759.325,09	759.325,09	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2009	203852	Participation of Croatia in the ERDF European Territorial Cooperation SEE and MED transnational programmes under IPA for the year 2007	374.531,42	374.531,42	Multisector	Not classified	REPUBLIKA HRVATSKA
NEAR	IPA	2009	225860	National Programme for Croatia under the IPA - Transition Assistance and Institution Building Component for 2008	37.458.729,61	37.458.729,61	Multisector	Institution building component	REPUBLIKA HRVATSKA
NEAR	IPA	2010	235566	Cross-border Programme Croatia - Bosnia and Herzegovina under the IPA Cross-border Co-operation Component for the Year 2008	949.999,61	949.999,61	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2010	235581	Cross-border Programme Croatia - Montenegro under the IPA Cross-border	379.952,13	379.952,13	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
				Co-operation Component for the Year 2008					
NEAR	IPA	2010	235593	Cross-border Programme Croatia - Serbia under the IPA Cross-border Co-operation Component for the Year 2008	769.817,33	769.817,33	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2010	235597	Participation of Croatia in the ERDF – European Territorial Co-operation Transnational Programmes South – East Europe and Mediterranean for the Year 2008	480.776,00	480.776,00	Multisector	Not classified	REPUBLIKA HRVATSKA
NEAR	IPA	2010	247466	Horizontal Programme on Nuclear Safety and Radiation Protection under the Instrument for Pre-accession Assistance for 2008	668.398,28	668.398,28	Energy	Environment	REPUBLIKA HRVATSKA
NEAR	IPA	2010	249880	National Programme for Croatia under the IPA - Transition Assistance and Institution Building Component for 2009	42.101.430,00	42.101.430,00	Multisector	Institution building component	REPUBLIKA HRVATSKA
NEAR	IPA	2011	264589	Cross-border Programme Croatia - Bosnia and Herzegovina under the IPA Cross-border Co-operation Component for the Year 2009	938.630,06	938.630,06	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2011	264598	Cross-border Programme Croatia - Montenegro under the IPA Cross-border Co-operation Component for the Year 2009	379.996,20	379.996,20	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2011	264613	Cross-border Programme Croatia - Serbia under the IPA Cross-border Co-operation Component for the Year 2009	759.148,65	759.148,65	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2011	264617	Participation of Croatia in the ERDF European Territorial Co-operation Transnational Programmes South East Europe and Mediterranean under the IPA Cross-border Co-operation Component for the Year 2009	560.202,00	560.202,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2011	267711	National Programme for Croatia under the IPA – Transition Assistance and Institution Building Component for the Year 2010	38.623.458,00	38.623.458,00	Multisector	Institution building component	REPUBLIKA HRVATSKA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
NEAR	IPA	2012	298620	Cross-border Programme Croatia – Bosnia and Herzegovina under the IPA – Cross-border Co-operation Component for the Year 2010	1.000.000,00	1.000.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2012	298633	Cross-border Programme Croatia – Montenegro under the IPA – Cross-border Co-operation Component for the Year 2010	400.000,00	400.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2012	299275	Cross-border Programme Croatia – Serbia under the IPA – Cross-border Co-operation Component for the Year 2010	800.000,00	800.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2012	302607	National Programme for Croatia under the IPA – Transition Facility and Institution Building Component for 2011 – Part 3	33.829.128,00	33.829.128,00	Multisector	Institution building component	REPUBLIKA HRVATSKA
NEAR	IPA	2012	303433	Horizontal Programme on Nuclear Safety and Radiation Protection under the Instrument for Pre-accession Assistance for the Year 2011	808.750,00	808.750,00	Energy	Environment & Health	REPUBLIKA HRVATSKA
NEAR	IPA	2013	314176	Cross-border Programme Croatia - Bosnia and Herzegovina under the IPA - Cross-border Component for the Year 2011	1.000.000,00	1.000.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2013	314181	Cross-border Programme Croatia - Montenegro under the IPA - Cross-border Co-operation Component for the Year 2011	400.000,00	400.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2013	314183	Cross-border Programme Croatia - Serbia under the IPA - Cross-border Co-operation Component for the Year 2011	800.000,00	800.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2013	334458	Cross-border Programme Croatia - Bosnia and Herzegovina under the IPA - Cross-border Co-operation Component for the Year 2012	1.000.000,00	1.000.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2013	334943	Cross-border Programme Croatia - Montenegro under the IPA - Cross-border Co-operation Component for the Year 2012	500.000,00	500.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
NEAR	IPA	2013	334948	Cross-border Programme Croatia - Serbia under the IPA Cross-border Co-operation Component for the Year 2012	1.000.000,00	1.000.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2013	334956	Cross-border Programme Croatia - Bosnia and Herzegovina under the IPA - Cross-border Co-operation Component for the Year 2013	1.000.000,00	1.000.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2013	334957	Cross-border Programme Croatia - Montenegro under the IPA Cross-border Co-operation Component for the Year 2013	500.000,00	500.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2013	334962	Cross-border Programme Croatia - Serbia under the IPA Cross-border Co-operation Component for the Year 2013	1.000.000,00	1.000.000,00	Multisector	Cross-border cooperation	REPUBLIKA HRVATSKA
NEAR	IPA	2013	335163	National Programme for Croatia under the IPA - Transition Assistance and Institution Building Component for 2012	35.219.859,00	35.219.859,00	Multisector	Institution building component	REPUBLIKA HRVATSKA
NEAR	IPA	2014	345512	National Programme for Croatia under the IPA - Transition Assistance and Institution Building Component for 2013	11.584.700,00	11.584.700,00	Multisector	Institution building component	REPUBLIKA HRVATSKA
NEAR	IPA	2015	357635	Transition Facility Programme for Croatia for the year 2013	29.000.000,00	29.000.000,00	Multisector		REPUBLIKA HRVATSKA
REGIO	CARDS	2005	5	ISPA 2005 - Bikarac Regional Waste Management Centre	5.466.114,22	5.466.114,22	Water and Sanitation		
REGIO	CARDS	2005	6	ISPA 2005 - Vinkovci to Tovarnik to State Border Railway Rehabilitation	28.789.180,11	28.789.180,11	Infrastructure		
REGIO	CARDS	2005	7	ISPA 2005 - Karlovac Water and Wastewater Programme	21.596.969,95	21.596.969,95	Water and Sanitation		
REGIO	CARDS	2005	8	ISPA 2005 - IPA Project Pipeline Preparation (Environment) 2005/HR/16/P/PA/003	771.226,26	771.226,26	Water and Sanitation		
REGIO	CARDS	2005	9	ISPA 2005 - IPA Project Pipeline Preparation (Transport) 2005/HR/16/P/PA/0032	473.626,40	473.626,40	Infrastructure		
REGIO	CARDS	2005	10	ISPA 2005 - Support to CFCU and NIC	262.030,00	262.030,00	Other	Capacity building	
REGIO	IPA	2007	IPA2007/HR/16IP	Science and Innovation Investment Fund	849.575,00	849.575,00	Education		Hulla & Co. Human Dynamics KG

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
			O/001-020701						
REGIO	IPA	2007	IPA2007/HR/16IP O/001-020101	Support to the effective implementation of the Business Related Infrastructure grant scheme under Regional Competitiveness Operational Programme	686.375,00	686.375,00	Regional development		HCL Consultants Limited
REGIO	IPA	2007	IPA2007/HR/16IP O/001-020501	Development of Investment Climate in the Republic of Croatia	2.921.556,25	2.921.556,25	Economic governance	Investment Climate and Competitiveness	International Development Ireland Ltd
REGIO	IPA	2007	IPA2007/HR/16IP O/001-020301	E-business Competitiveness Improvement Programme, Republic of Croatia	875.568,00	875.568,00	Economic governance	Investment Climate and Competitiveness	ECORYS Polska sp. z.o.o.
REGIO	IPA	2007	IPA2007/HR/16IP O/001-020901	Support to the RCOP Operating Structure with OP management	1.365.950,00	1.365.950,00	Multisector		Hulla & Co. Human Dynamics KG
REGIO	IPA	2007	IPA2007/HR/16IP O/001-020401	Capacity building of business service professionals and business support institutions	1.143.165,00	1.143.165,00	Economic governance	Investment Climate and Competitiveness	Euromed Euro-Mediterranean Network sprl
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040302	Marasca Sour Cherry (Promus cerasus var. Marasca) as Ingredients for Functional Foods	360.030,96	360.030,96	Education		Faculty of Food Technology and Biotechnology, Centre Zadar
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040303	Innovation, Technology Transfer and Research Provision Infrastructure Development in Karlovac - INTERPID - Karlovac	736.085,85	736.085,85	Education		Polytechnic of Karlovac
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040304	Development of innovation System at Ruđer Bošković Institute and University of Rijeka	308.655,58	308.655,58	Education		Ruđer Bošković Institute
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040305	Creation of research related infrastructure for Translational Medicine and Applied Genomics	368.613,93	368.613,93	Education		Ruđer Bošković Institute

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040301	Technology napping at the University of Zagreb	180.723,00	180.723,00	Education		University of Zagreb
REGIO	IPA	2007	IPA2007/HR/16IPO/001-021101	Promotion and Privision of Advisory Services to SMEs	2.370.004,00	2.370.004,00	Economic governance	SME development	Centro di investiugacion y Formacion de Empresas s.a.l (CIFESAL)
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040103	Construction of a Regional Business support centrew for promoting economic activities in Lovas	407.421,94	407.421,94	Regional development		Općina Lovas
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040104	Srijem Visitor Center	356.622,88	356.622,88	Regional development		City of Ilok
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040105	Promoting developmet of Innovation, Knowledge and Tech-Based Enterpreneuership in Brod Posavina County - Technopark/ Bisc Nova Gradiška	802.614,35	802.614,35	Regional development		City of Nova Gradiška
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040106	Completion of the Memorial Center Faust Vrančić	960.000,00	960.000,00	Regional development		Town Vodice
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040102	Eco-ethno centre Adica Vukovar	585.394,99	585.394,99	Regional development		City of Vukovar
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040101	Technology-Innovation Centre with Incubator for the Development of Rural Economy and Entrepreneurship	623.149,28	623.149,28	Regional development		City of Pleternica
REGIO	IPA	2007	IPA2007/HR/16IPO/001-020601	Support to cluster development - re-launch	2.031.143,00	2.031.143,00	Economic governance	Investment Climate and Competitivene ss	Maxwel Stamp PLC

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16IPO/001-020201	Improvement of Administrative Efficiency on National Level done in the Republic of Croatia	1.129.221,60	1.129.221,60	Public Administration Reform	Public sector policy and administrative management	Ace International Consultants S.L.
REGIO	IPA	2007	IPA2007/HR/16IPO/001-050301	Telecommunications and information technologies	108.290,00	108.290,00	Other		Astec Global Consultancy
REGIO	IPA	2007	IPA2007/HR/16IPO/001-030101	E-business Competitiveness Improvement Programme, Supply of Equipment - Phase 1	304.127,79	304.127,79	Economic governance	Investment Climate and Competitiveness	LIREX BG LTD
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040201	Construction of Modular Production Facilities within Business Incubator BIOS Osijek	999.887,19	999.887,19	Regional development		Business Incubator BIOS Ltd.
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040202	Center for Visitor "Ivana's House of Fairytale"	999.992,38	999.992,38	Regional development		Tourist Bord of the City of Ogulin
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040203	Business zone Pod Udbina Builjme - road for new development	581.790,66	581.790,66	Regional development		Municipality Udbina
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040204	Continued infrastructure construction in industrial zone "Janjevci"	839.561,99	839.561,99	Regional development		City of Donji Miholjac
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040205	Lipizzaner and Kuna trail	386.548,38	386.548,38	Regional development		Town of Lipik
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040206	Olive gardens of Lun	447.060,66	447.060,66	Regional development		Novalja Tourist board
REGIO	IPA	2007	IPA2007/HR/16IPO	Business Incubator Pakrac	773.505,45	773.505,45	Regional development		Town of Pakrac

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
			O/001-040207						
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040208	Tourism valorization of the St. Anthony Channel in Šibenik	999.999,51	999.999,51	Regional development		Public institution for Management of Nature Protected Areas in Šibenik-Knin County
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040209	Enhancement of business infrastructure of the City of Sisak	976.720,37	976.720,37	Regional development		City of Sisak
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040210	SME Development in Kutjevo Area - Kamenjaca Business Zone	922.743,93	922.743,93	Regional development		Town of Kutjevo
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040211	Wine Tour	936.389,92	936.389,92	Regional development		Osijek-Baranja County
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040213	Regional biotechnology Research and Development Centre of Brod-Posavina County	998.701,28	998.701,28	Regional development		Agricultural High School Matija Antun Reljković Slavonski Brod
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040212	Tourist valorisation of cultural-historic heritage and public infrastructure of Park Nehaj -4tressCulTour	742.262,14	742.262,14	Regional development		Town of Senj
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040214	Stimulating tourism development by improving infrastructure in Posavina region, particularly of the Lonjsko Polje Nature Park	922.342,12	922.342,12	Regional development		Sisak-Moslavina County
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040215	Completion of infrastructure and modernization of access road for new jobs in Jasenovac	694.623,99	694.623,99	Regional development		Municipality Jasenovac
REGIO	IPA	2007	IPA2007/HR/16IP	Development of infrastructure in business zone Bijelo Brdo	454.621,60	454.621,60	Regional development		Municipality of Erdut

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
			O/001-040216						
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040217	Revitalization of St. Michael's Fortress in Šibenik	999.974,40	999.974,40	Regional development		City of Šibenik
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040218	E-ncubator: The business incubator with and without walls in Virovitica-podravina county	719.777,83	719.777,83	Regional development		Virovitica-podravina county
REGIO	IPA	2007	IPA2007/HR/16IP O/001-030401	Providing graphics processing units in high performance computing environment	75.904,11	75.904,11	Education		Storm Computers d.o.o.
REGIO	IPA	2007	IPA2007/HR/16IP O/001-010101	Construction of Biosciences Technology Commercialisation and Incubation Centre (BioCentre)	6.152.261,92	6.152.261,92	Education		Tehnika d.d
REGIO	IPA	2007	IPA2007/HR/16IP O/001-020801	Biosciences Technology Commercialisation and Incubation Centre (BioCentre) - SUPERVISION OF WORKS	479.205,09	479.205,09	Education		Ove Arup&Partners International Limited (OAPIL)
REGIO	IPA	2007	IPA2007/HR/16IP O/001-030501	Delivery and installation of ICT equipment in BROP based on the needs analysis and tehcnical specifications for supply of ICT equipment	76.103,90	76.103,90	Other		Comping d.o.o
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040219	Development of business - related infastructure within the entrepreneurial Zone Kosa	839.724,71	839.724,71	Regional development		Town of Skradin
REGIO	IPA	2007	IPA2007/HR/16IP O/001-020902	Support to the RCOP Operating Structure with OP management (Additional services related to contract IPA2007/HR/16IPO/001-020901)	408.000,00	408.000,00	Multisector		Hulla & Co. Human Dynamics KG
REGIO	IPA	2007	IPA2007/HR/16IP O/001-021701	Technical Assistance for the Biosciences Technology Commercialisation and Incubation Centre (BIOCentre)	537.183,00	537.183,00	Education		Ace International Consultants S.L.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16IPO/001-021201	E-business Competitiveness Improvement Programme, Phase II	824.891,00	824.891,00	Economic governance	Investment Climate and Competitiveness	ECORYS Polska sp. z.o.o.
REGIO	IPA	2007	IPA2007/HR/16IPO/001-021001	Preparation of future programming documents and accompanying project pipelines	1.962.565,00	1.962.565,00	Other		ESEP Limited
REGIO	IPA	2007	IPA2007/HR/16IPO/001-050201	Strengthening the Competitiveness of the Croatian Crafts by utilisation of Information telecommunication Technology	23.080,90	23.080,90	Economic governance	Investment Climate and Competitiveness	Aets
REGIO	IPA	2007	IPA2007/HR/16IPO/001-021501	Science and Innovation Investment Fund / SIIF, Phase II	237.498,50	237.498,50	Education		PLANET
REGIO	IPA	2007	IPA2007/HR/16IPO/001-021401	Improving information of the Croatian Business Community - BIZIMPACT II	1.187.025,00	1.187.025,00	Economic governance	Investment Climate and Competitiveness	Pohl Consulting and Associates GmbH
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040503	Rapid Identification of Cells in a Clinical Environment – RapidCell	531.347,27	531.347,27	Education		Ruder Bošković Institute
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040509	Additive Technologies for the SMEs - AdTecSME	551.844,54	551.844,54	Education		University of Zagreb, Faculty of Mechanical Engineering and Naval Architecture
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040514	VISTA - Computer Vision Innovations for Safe Traffic	573.841,29	573.841,29	Education		University of Zagreb, Faculty of Electrical Engineering and Computing
REGIO	IPA	2007	IPA2007/HR/16IPO/001-040505	ICT Competence Network for Innovative Services for Persons with Complex Communication Needs	549.752,59	549.752,59	Education		University of Zagreb, Faculty of Electrical Engineering and Computing
REGIO	IPA	2007	IPA2007/HR/16IPO	Enhancing EU-competitiveness of Croatian wood flooring industry	383.693,78	383.693,78	Education		University of Zagreb, Faculty of Forestry

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
			O/001-040512						
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040515	Building innovation support through efficient cooperation network -BISTEC	663.423,09	663.423,09	Education		University of Zagreb
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040511	Enhancement of collaboration between science, industry and farmers: Technology transfer for integrated pest management (IPM) in sugar beet as the way to improve farmer s income and pesticide use	398.214,12	398.214,12	Education		University of Zagreb, Faculty of Agriculture
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040507	Weather Intelligence for Wind Energy - Will4Wind	438.336,27	438.336,27	Education		Meteorological and Hydrological Service
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040508	Permanent Magnet Machine Technology for Boosting the Energy Efficiency in Traction and Marine Applications (MAGEF)	237.457,74	237.457,74	Education		University of Zagreb, Faculty of Electrical Engineering and Computing
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040510	ENHEMS-Buildings - Enhancement of Research, Development and Technology Transfer Capacities in Energy Management Systems for Buildings	478.993,14	478.993,14	Education		University of Zagreb, Faculty of Electrical Engineering and Computing
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040518	ARISE - Advanced Research, Innovation and technology transfer in Surface Engineering	541.612,55	541.612,55	Education		University of Zagreb, Faculty of Mechanical Engineering and Naval Architecture
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040502	Transfer of technology and commercialization of innovations to food business sector of Šibenik-Knin County (TechTransferSIKC)	404.523,62	404.523,62	Education		University of Applied Science "Marko Marulić" in Knin
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040516	Technology transfer infrastructure in the Croatian Adriatic region (TTAdria)	749.497,91	749.497,91	Education		University of Split

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040501	Enhancement of science-business cooperation for intraoperative neurophysiologic technology in Croatia	344.307,33	344.307,33	Education		University of Split, School of Medicine
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040513	Centre of Excellence for Structural Health (CEEStructHealth)	585.543,29	585.543,29	Education		University of Zagreb, Faculty of Mechanical Engineering and Naval Architecture
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040517	Becoming entrepreneurial: Knowledge transfer from the University of Rijeka Faculty of Medicine to the biotechnology business sector	439.950,73	439.950,73	Education		Faculty of Medicine, University of Rijeka
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040506	Research and the promotion of use of shallow geothermal potential in Croatia	418.561,83	418.561,83	Education		University of Zagreb, Faculty of Mechanical Engineering and Naval Architecture
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040504	Flexible manufacturing of customized spinal orthoses	466.562,83	466.562,83	Education		Mechanical Engineering Faculty in Slavonski Brod, J.J. Strossmayer University of Osijek
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040452	Development laboratory equipping and standards implementation	84.998,68	84.998,68	Other		Priroda liječi d.o.o.
REGIO	IPA	2007	IPA2007/HR/16IP O/001-021301	Provision of advisory services to SME's, phase II	2.531.640,00	2.531.640,00	Economic governance	SME development	Eurecna S.p.A
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040519	HighTechVets - High tech veterinary platform for high transparency and competitiveness	410.076,64	410.076,64	Education		Faculty of Veterinary Medicine, University of Zagreb
REGIO	IPA	2007	IPA2007/HR/16IP O/001-050101	Technical Assistance for Support for Increasing the Competitiveness of Croatian SMEs	204.901,85	204.901,85	Economic governance	SME development	Transtec SA
REGIO	IPA	2007	IPA2007/HR/16/I	Controlling quality and health compliance of the food we eat	157.182,20	157.182,20	Health		EUROINSPEKT CROTIKONTROLA d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
			PO/001-040401						
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040402	Biomass drying of pumpkin seeds	152.362,30	152.362,30	Agriculture		Grbić d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040403	LogINCloud	118.990,84	118.990,84	Other		LOGIN d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040404	WHAT – wine as healthy as it tastes	54.725,69	54.725,69	Other		OPG Krešimir Lovrec (Family Farm Lovrec Krešimir)
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040405	Greening business for sustainable development	56.191,71	56.191,71	Economic governance	Investment Climate and Competitiveness	Komet d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040406	Turning Waste into Fashionable Eco-Apparel	164.049,86	164.049,86	Environmental protection		SVIJET DEKORA d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040407	Investment and Accreditation of Geotechnical and Chemical (Water and Soil) Laboratory	131.750,00	131.750,00	Water and Sanitation		Geotehnički studio d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040408	Eco-standardization and modernization of equipment for providing maintenance services of fuel injection systems in utility and private vehicles	48.325,69	48.325,69	Other		Servis za popravak i održavanje Bosch pumpi, sapnica i sklopova motora, Miroslav Tržok
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040409	Living Free of Harmful Gases (FoG)	106.683,41	106.683,41	Environmental protection		JVM-Metalik d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040410	Development of a new product – educational robot Emoro II	137.886,86	137.886,86	Other		INOVATIC ICT d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040411	Eco-friendly Production for Eco-friendly House Construction Eco4Eco	144.498,28	144.498,28	Environmental protection		ERGO
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040412	With Innovation to Re-granulation	123.249,01	123.249,01	Other		BOMARK PAK d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040413	STEP BY STEP	162.350,00	162.350,00	Other		EPO Energetsko procesna oprema (EPO Oroslavje)
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040414	Towards competitive SMEs in construction sector	146.610,24	146.610,24	Economic governance	SME development	TIM KABEL d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040415	Metal reuse: Technological competences for better recycling	169.996,67	169.996,67	Environmental protection		SEKUNDAR USLUGE d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040416	Elmap GREEN powered solutions for Waste Water Disposal and purification sector (WWDP sector)	170.000,00	170.000,00	Water and Sanitation		ELMAP, elektromagnetska mjerenja, analize i projektiranje
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040417	APISAN – productive technology in natural creams and mixtures manufacturing	144.716,78	144.716,78	Other		“Radovan Petrović”, production of mixtures of bees’ products
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040418	Environment-friendly chemistry (EnviroFriendChem)	163.368,67	163.368,67	Environmental protection		IVASIM d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040419	Improving energy efficiency in sawmill Bišćan	167.448,58	167.448,58	Energy		BIŠĆAN proizvodno-uslužni obrt (Bišćan – craft for production and services)

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040420	The flower of slat & business - Eco salt production of consumption and therapeutic salt	134.356,46	134.356,46	Other		Solana Nin d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040421	Fundamental improvement of business efficiency and product quality by increasing efficiency of production methods at Stega tisak d.o.o. – STEG@+”	131.030,67	131.030,67	Economic governance	Investment Climate and Competitiveness	Stega tisak d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040422	Increasing competitiveness of Trgovina Termostroj d.o.o.	161.373,89	161.373,89	Economic governance	Investment Climate and Competitiveness	Trgovina Termostroj d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040423	Precision – Efficiency – Productivity - Competitiveness: Optimization of Double Spring Production	152.132,28	152.132,28	Economic governance	Investment Climate and Competitiveness	POD proizvodnja opruga d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040424	Accreditation of calibration laboratory for emissions and ambient air quality monitoring according to HRN EN ISO/IEC 17025	140.972,20	140.972,20	Environmental protection		EKONERG
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040425	Through innovation and energy analysis to efficiency	151.665,02	151.665,02	Energy		Nabla plus d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040426	Recycled Roads	161.999,94	161.999,94	Infrastructure		Ramtech d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040427	Smart Light – Outdoor Lighting Control System	82.614,45	82.614,45	Energy		EXTEH d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040428	Renewable energy powered production process	101.491,87	101.491,87	Energy		3 M d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040429	Safer, Cleaner, Greener; Energy Efficient Upgrade and Embrace of New, Clean Energy Technologies	115.599,97	115.599,97	Energy		Optimus plus d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040430	Increased competitiveness through modern and efficient production	131.750,00	131.750,00	Economic governance	Investment Climate and Competitiveness	Euro Vita d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040431	IQ FOOD – Increase quality of food	102.254,24	102.254,24	Agriculture		Marex - Gel d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040432	New technologies for greater competitiveness	168.897,77	168.897,77	Economic governance	Investment Climate and Competitiveness	AKORD d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040434	DR1 - Technology for production of universal rubber railroad crossing	130.744,56	130.744,56	Infrastructure		Telecor Zagreb d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040435	Eco-frame your environment - new materials and technology for eco-friendly production of picture frames and wooden furniture	159.406,59	159.406,59	Environmental protection		ART d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040436	EE MAREX – Energy Efficiency manufacture in Marex-elektrostroj	109.212,50	109.212,50	Energy		Marex-elektrostroj
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040437	Advancing competitiveness of Zelit Ltd through improved business procedures and production in waste water management sector	157.676,89	157.676,89	Water and Sanitation	Trade policy	ZELIT Ltd
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040438	Establishment of modern balancing center	81.721,29	81.721,29	Other		ELEKTORMEHANIČKA RADNJA v.l. PREDRAG PENIĆ

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040441	EeMS Bakery – Energy Efficiency Management System in food processing industry	103.865,13	103.865,13	Energy		Pekarski obrt "IMAKO"
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040442	Eko kalionica – primjena nove tehnologije kaljenja / Eco Hardening Centre – new hardening technology application	155.753,53	155.753,53	Environmental protection		ANTO GRUBIŠIĆ d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040443	UNICORE – advanced technology for transformers' core production	169.989,03	169.989,03	Other		ELEKTROSKLOP d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040444	HEPIC - Heureka professional, innovative, competitive	42.547,38	42.547,38	Economic governance	Investment Climate and Competitiveness	HEUREKA trade for measuring research works of water supply and sewage system
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040445	Enhancing energy efficiency and management quality in the production of biomass fuel	56.097,15	56.097,15	Energy		ŠELIDIN, obrt za trgovinu, usluge i prijevoz
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040446	SME competitiveness strengthening achieved thru company certification, new technology implementation and professional training	160.649,35	160.649,35	Economic governance	SME development	SABINA d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040447	Wood waste for EE: burn, dry, freight	154.631,85	154.631,85	Environmental protection		KLIK PAR d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040449	Recycling waste plastics system implementation	119.000,00	119.000,00	Environmental protection		OPTIPLAST d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/I PO/001-040450	More nature with less energy in production	89.959,16	89.959,16	Environmental protection		CRAFT "JOINERY KRANJČEC"
REGIO	IPA	2007	IPA2007/HR/16/I	Full Fashion Manufacture	113.571,76	113.571,76	Other		VESTA d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
			PO/001-040451						
REGIO	IPA	2007	IPA2007/HR/16/PO/001-040453	Eco rationalization and standardization in production and processing of glass	136.000,00	136.000,00	Economic governance	Investment Climate and Competitiveness	NARCOR d.o.o. ZA PROIZVODNJU, PROMET I USLUGE
REGIO	IPA	2007	IPA2007/HR/16/PO/001-05040201	Smart Specialization Strategy Development	185.026,30	185.026,30	Economic governance	Investment Climate and Competitiveness	ECORYS Nederland
REGIO	IPA	2007	IPA2007/HR/16/PO/001-050401	Support in enhancing regional and territorial dimension in programming documents for EU funds 201-2020	238.295,80	238.295,80	Regional development		Transtec SA
REGIO	IPA	2007	IPA2007/HR/16/PO/001-030201	Supply of the equipment for the biosciences technology commercialisation and incubation centre (Biocentre) - LOT 1: general laboratory equipment	387.140,88	387.140,88	Education		Globe Corporation B.V.
REGIO	IPA	2007	IPA2007/HR/16/PO/001-030202	Supply of the equipment for the biosciences technology commercialisation and incubation centre (Biocentre) - LOT 2	1.369.424,24	1.369.424,24	Education		Globe Corporation B.V.
REGIO	IPA	2007	IPA2007/HR/16/PO/001-030203	Supply of the equipment for the biosciences technology commercialisation and incubation centre (Biocentre) - LOT 3 (Equipment for bioprocessing and downstream processing)	1.316.225,00	1.316.225,00	Education		AlphaChrom d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/PO/001-030204	Supply of the equipment for the biosciences technology commercialisation and incubation centre (Biocentre) - LOT 4 (Laboratory furniture)	276.742,15	276.742,15	Education		AlphaChrom d.o.o.
REGIO	IPA	2007	IPA2007/HR/16/PO/001-030205	Supply of the equipment for the biosciences technology commercialisation and incubation centre (Biocentre) - LOT 5 (Equipment for bioprocessing and downstream processing)	169.971,10	169.971,10	Education		Storm Computers d.o.o.

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
			O/001-030205	commercialisation and incubation centre (BioCetre) - Lot 6					
REGIO	IPA	2007	0	Supply of the equipment for the biosciencis technology commercialisation and incubation centre (BioCetre) - Lot 5 - Grupa I	54.624,94	54.624,94	Education		DIZZ Concept d.o.o.
REGIO	IPA	2007	0	Supply of the equipment for the biosciencis technology commercialisation and incubation centre (BioCetre) - Lot 5 - Grupa II	163.572,43	163.572,43	Education		DIZZ Concept d.o.o.
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040701	Development Of Regional ICT Business Incubator Support Network - DORIBIS Network	622.176,16	622.176,16	Regional development		Miholjac Entrepreneurial Center Local Development Agency, ltd
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040702	Barone: Rediscovering the Rich Past – The Way to a Successful Future	993.900,25	993.900,25	Regional development		City of Šibenik
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040703	Construction of access roads for parcels in Entrepreneurial Zone III in the City of Virovitica – Phases II and IV	373.527,14	373.527,14	Regional development		City of Virovitica
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040704	RESPITE – Recreational-sports center „Tenis“ construction and development	998.835,84	998.835,84	Regional development		Town of Senj
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040705	Bird Watching Centre Nijemci	999.724,80	999.724,80	Regional development		Municipality of Nijemci
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040706	Refurbishment and Equipping of the Development-Innovation Center (iNAVIS) in Šibenik	999.539,12	999.539,12	Regional development		Public Institution Development Agency of the Šibenik-Knin County
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040707	Visitor Centre Repušnica - Moslavina Gateway to Lonjsko Polje	663.621,37	663.621,37	Regional development		Town of Kutina

Directorate General	Domain	Year	Contract number	Title	Contracted Amount	Paid Amount	Area	Sub-area	Contractor
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040708	BIC-Business incubator Vukovar	726.586,50	726.586,50	Regional development		City of Vukovar
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040709	Coworking Zadar - Innovation Through Collaboration	571.530,43	571.530,43	Regional development		City of Zadar
REGIO	IPA	2007	IPA2007/HR/16IP O/001-040710	Tourism development at the National Park Krka boundary areas	532.382,84	532.382,84	Regional development		Town of Drniš

ANNEX 5 – SURVEY QUESTIONNAIRE AND RESULTS

This annex presents the purpose and structure of the questionnaire as well as the respondents before showing the responses received to the questionnaire. The questionnaire is proposed in an Appendix to this annex.

1. OVERALL PURPOSE AND STRUCTURE OF THE QUESTIONNAIRE

The e-survey aimed at collecting the views of key Croatian beneficiary institutions on the performance of the European Union pre-accession capacity development assistance to Croatia, notably with a view to assess the support and draw where possible transferable lessons to improve current EU support to candidate countries and potential candidates. It was primarily targeted towards current or former Croatian officials or non-governmental bodies strongly or partially involved in EU capacity development assistance to Croatia. It complements the information gathered through documentary analysis, interviews and data triangulation.

The e-survey was structured in five parts namely: design of the support, effects of the support till accession in 2013, longer lasting effects of the support, explanatory factors and lessons learned. The part on the design of the support aimed at collecting views of the respondents on the extent to which the EU pre-accession assistance sufficiently took into account the Croatian context and conferred a leadership role to the Croatian partners. The part on the effects of the support till accession aimed at analyzing to what extent the EU pre-accession assistance contributed to improving the skills of the staff, the institutional procedures and the organizational structures, as well as to developing the capacities of the key Croatian institutions to plan strategically and act upon it, to develop and use monitoring systems and to work together with stakeholders while being more accountable. The part on the longer lasting effects of the support concerned the effects of the EU support in the longer run, i.e. after the support was ended and the country joined the EU on 1 July 2013. The part on the explanatory factors concerned the factors that facilitated or hampered the contribution of EU pre-accession assistance to the development of the capacities of Croatian institutions. The last part of the survey aimed at drawing lessons learned, in particular for current and future EU pre-accession support for capacity development in other countries.

Each survey question relates to aspects tackled by the evaluation matrix used in the evaluation. The questionnaire does not mirror the complete spectrum of the matrix but provides the team with additional subjective views on the main issues at stake.

The questionnaire was structured – with some exceptions – in a series of closed questions with a 4-option rating scale, ranging from “Strongly agree” to “Strongly disagree” (plus the “No opinion” option). In addition, respondents had the possibility to further develop their answers through optional text boxes for comments.

2. RESPONDENTS

Within the key targeted Croatian beneficiary institutions by the EU pre-accession support, three target groups can be identified:

1. Croatian line institutions
2. Other Croatian institutions
3. Non-State Actors

The e-survey featured the same set of questions for all categories of respondents. Around 120 resource persons with contact details were identified with the support of Croatian institutions, in particular the Ministry of Regional Development and EU Funds. A total of 51 persons from 31 different institutions

responded to the questionnaire in its globality. The table below provides some details on the final respondents, including the number of respondents by target group.

Table 1: Overview of respondents

Target group	Final number of respondents	Type of institutions covered
Croatian line institutions	27	<ul style="list-style-type: none"> • Ministry of Finance • Ministry of Justice • Ministry of Public Administration • Ministry of Foreign and EU Affairs • Ministry of Regional Development and EU Funds
Other Croatian institutions	15	<ul style="list-style-type: none"> • Central Finance and Contracting Agency • Government Legislation Office • Croatian Competition Agency • State Attorney's Office • Judicial Academy
Non-State Actors	9	<ul style="list-style-type: none"> • Association of Cities in the Republic of Croatia • Croatian Chamber of Economy • Centre for Peace, Osijek • GONG • Human Rights House Zagreb • Association of Counties
Total	51	

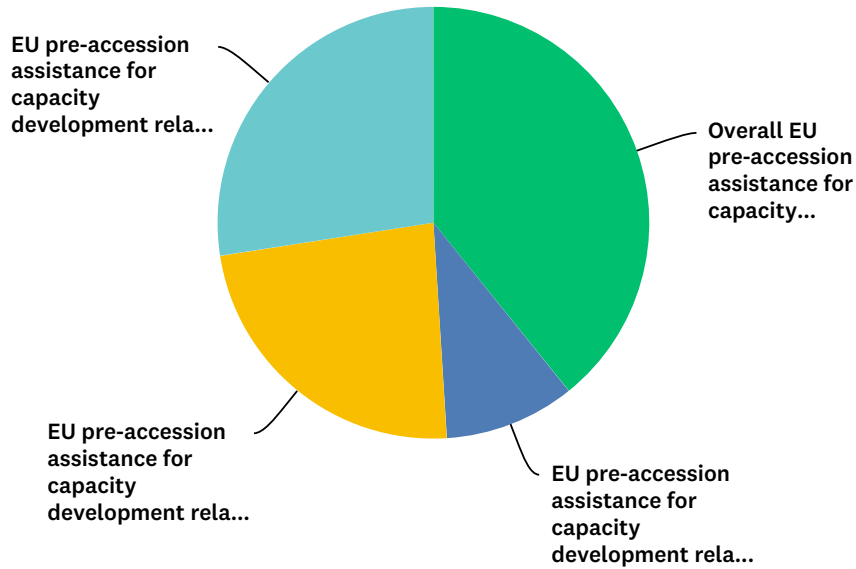
3. SURVEY RESULTS

This section provides the summary responses received to the questionnaire for each question. We have not included the responses received to the open questions for which respondents were asked to further explain/comment their responses in order to guarantee confidentiality.

One should note that respondents to the survey very rarely indicated 'negative' opinions throughout the survey. The team has taken due care of this aspect when analysing survey so as to present an accurate understanding of the responses provided.

Q3 Based on your experience and familiarity with the pre-accession assistance process in Croatia, please specify to which area your responses mainly apply:

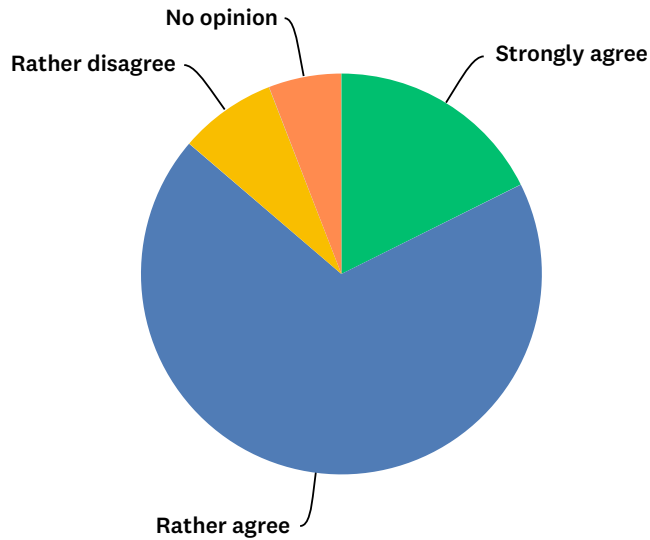
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ANSWER CHOICES	RESPONSES	
Overall EU pre-accession assistance for capacity development	39.22%	20
EU pre-accession assistance for capacity development related to economic governance (i.e. tax policy and administration support, investment climate and competitiveness, trade policy, statistical capacity building, land policy and urban management, public finance management, SME development, employment policy, state aid, etc.)	9.80%	5
EU pre-accession assistance for capacity development related to public administration reform (i.e. public sector policy and administrative management, civil service reform, human resources management, decentralisation processes, etc.)	23.53%	12
EU pre-accession assistance for capacity development related to rule of law (i.e. legal and judicial development, border management, human rights, narcotics control, anti-corruption, democratic participation and civil society, police, migration, etc.)	27.45%	14
TOTAL		51

Q4 The EU pre-accession assistance for capacity development was based on a thorough understanding by the EU of the Croatian context.

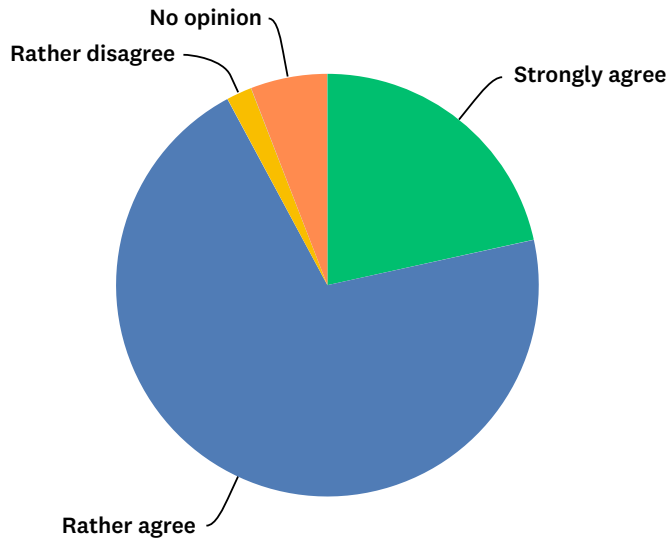
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ANSWER CHOICES	RESPONSES	
Strongly agree	17.65%	9
Rather agree	68.63%	35
Rather disagree	7.84%	4
Strongly disagree	0.00%	0
No opinion	5.88%	3
TOTAL		51

Q5 The EU contextual analyses* have been useful to fix the priorities of the EU pre-accession assistance for capacity development.* Made within the framework of the Stabilisation and Association Process and of accession negotiations.

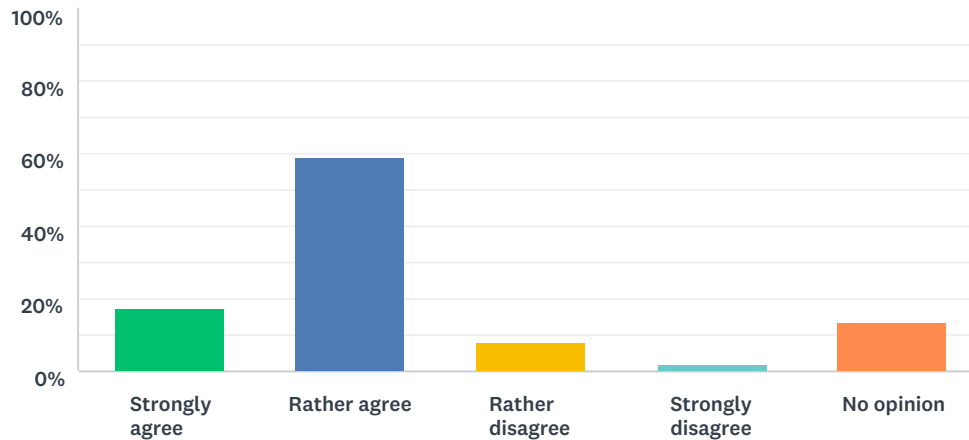
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ANSWER CHOICES	RESPONSES	
Strongly agree	21.57%	11
Rather agree	70.59%	36
Rather disagree	1.96%	1
Strongly disagree	0.00%	0
No opinion	5.88%	3
TOTAL		51

Q6 The EU sufficiently consulted Croatian stakeholders (national/regional authorities, civil society, academics, things thanks, etc.) with a view to understand the Croatian context.

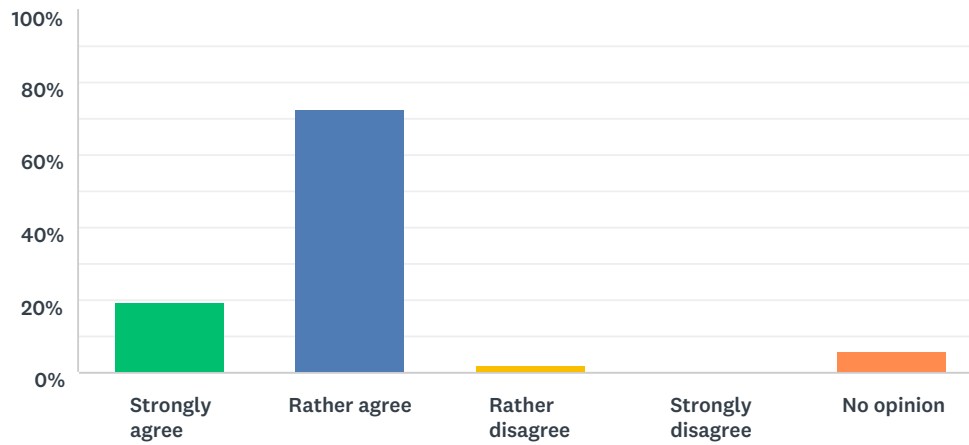
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ANSWER CHOICES	RESPONSES	
Strongly agree	17.65%	9
Rather agree	58.82%	30
Rather disagree	7.84%	4
Strongly disagree	1.96%	1
No opinion	13.73%	7
TOTAL		51

Q7 The selected priorities for the EU pre-accession support for capacity development fitted well the capacity development needs of Croatia.

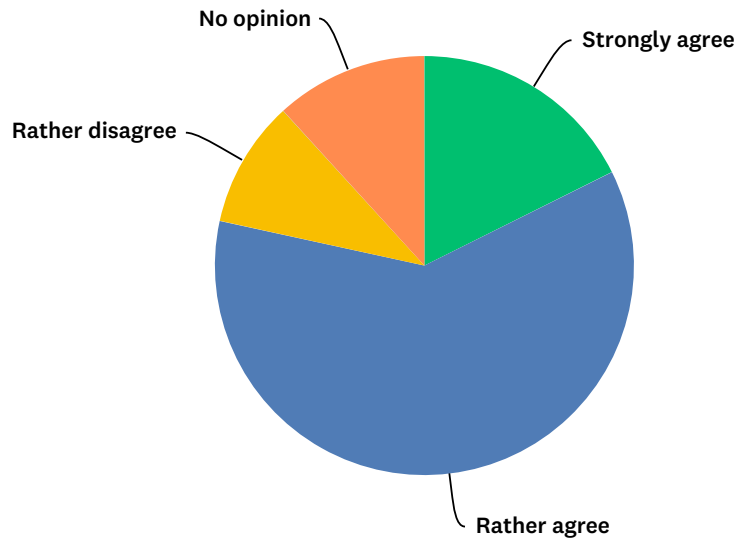
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ANSWER CHOICES	RESPONSES	
Strongly agree	19.61%	10
Rather agree	72.55%	37
Rather disagree	1.96%	1
Strongly disagree	0.00%	0
No opinion	5.88%	3
TOTAL		51

Q8 The EU pre-accession support for capacity development was adapted on the basis of evolving needs (e.g. in response to changes in the context).

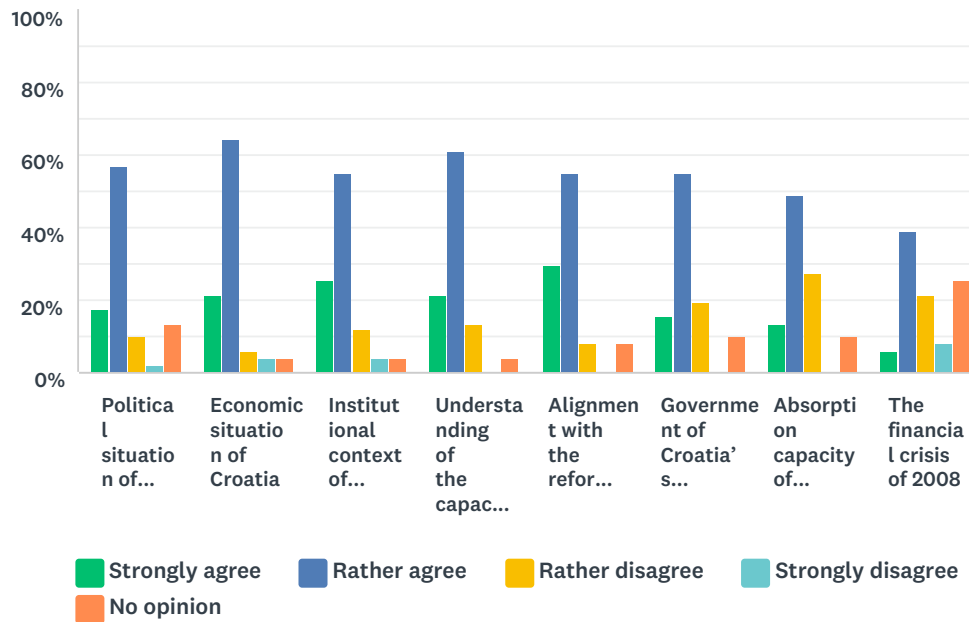
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ANSWER CHOICES	RESPONSES	
Strongly agree	17.65%	9
Rather agree	60.78%	31
Rather disagree	9.80%	5
Strongly disagree	0.00%	0
No opinion	11.76%	6
TOTAL		51

Q9 To what extent would you agree that the EU pre-accession capacity development support sufficiently took into account the following elements:

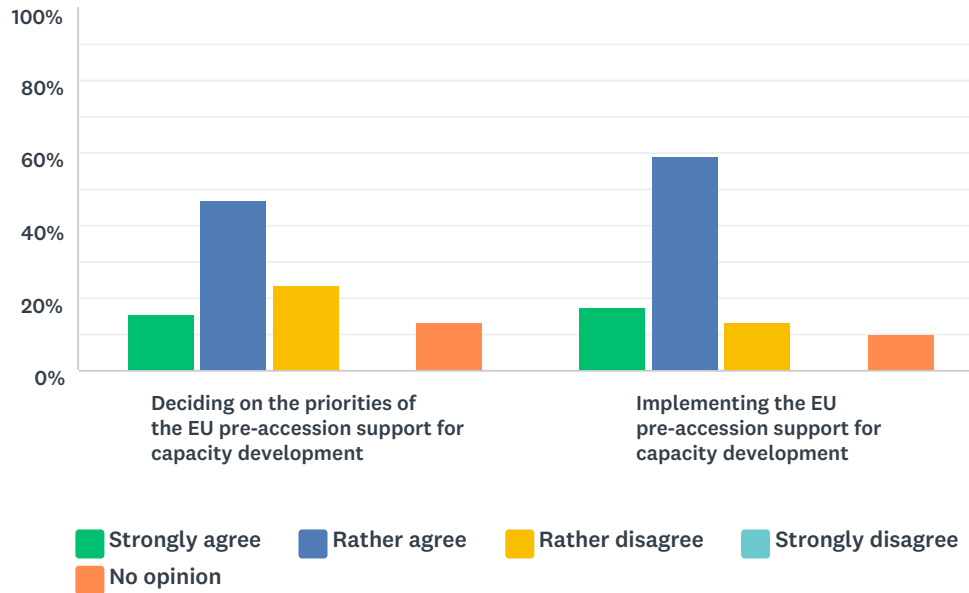
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	STRONGLY AGREE	RATHER AGREE	RATHER DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL
Political situation of Croatia	17.65% 9	56.86% 29	9.80% 5	1.96% 1	13.73% 7	51
Economic situation of Croatia	21.57% 11	64.71% 33	5.88% 3	3.92% 2	3.92% 2	51
Institutional context of Croatia	25.49% 13	54.90% 28	11.76% 6	3.92% 2	3.92% 2	51
Understanding of the capacity development needs of Croatia	21.57% 11	60.78% 31	13.73% 7	0.00% 0	3.92% 2	51
Alignment with the reform agendas of Croatia	29.41% 15	54.90% 28	7.84% 4	0.00% 0	7.84% 4	51
Government of Croatia's financial means devoted to support the reform agendas	15.69% 8	54.90% 28	19.61% 10	0.00% 0	9.80% 5	51
Absorption capacity of Croatian partners	13.73% 7	49.02% 25	27.45% 14	0.00% 0	9.80% 5	51
The financial crisis of 2008	5.88% 3	39.22% 20	21.57% 11	7.84% 4	25.49% 13	51

Q10 Would you agree that the Croatian authorities had a leadership role in terms of:

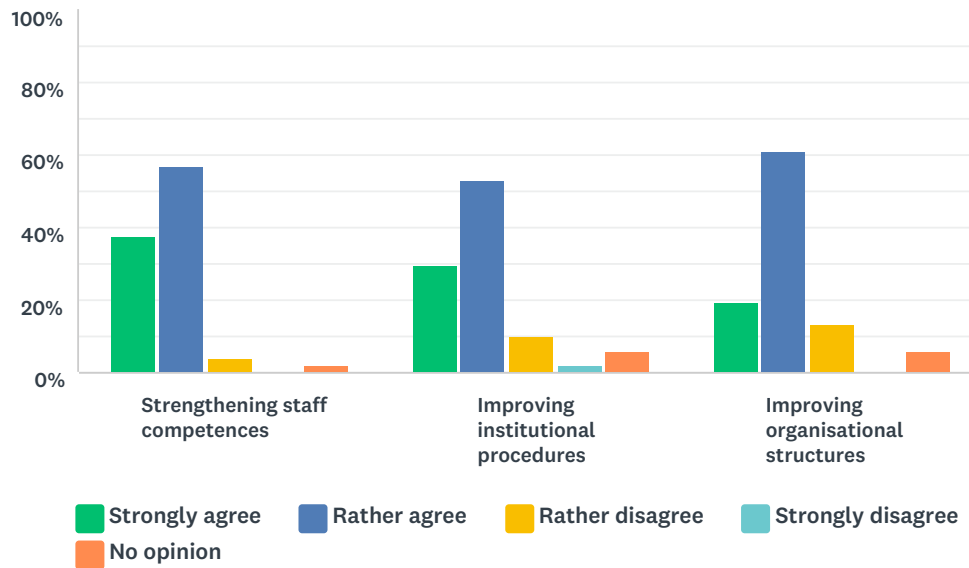
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	STRONGLY AGREE	RATHER AGREE	RATHER DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL
Deciding on the priorities of the EU pre-accession support for capacity development	15.69% 8	47.06% 24	23.53% 12	0.00% 0	13.73% 7	51
Implementing the EU pre-accession support for capacity development	17.65% 9	58.82% 30	13.73% 7	0.00% 0	9.80% 5	51

Q12 The EU pre-accession assistance for capacity development was sufficiently geared to the following priorities:

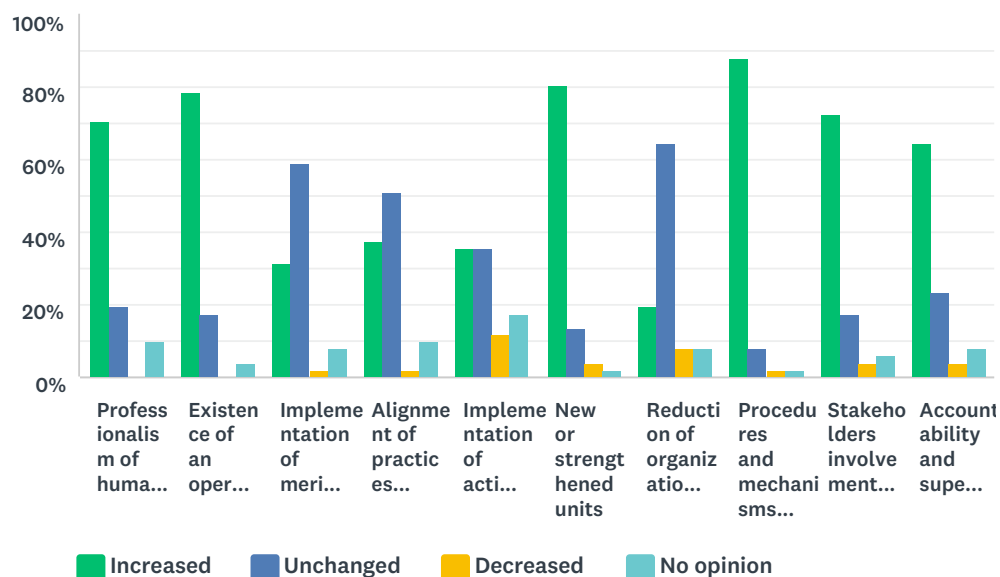
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	STRONGLY AGREE	RATHER AGREE	RATHER DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL
Strengthening staff competences	37.25% 19	56.86% 29	3.92% 2	0.00% 0	1.96% 1	51
Improving institutional procedures	29.41% 15	52.94% 27	9.80% 5	1.96% 1	5.88% 3	51
Improving organisational structures	19.61% 10	60.78% 31	13.73% 7	0.00% 0	5.88% 3	51

Q13 How would you appreciate the evolution of the following topics related to staff competences, institutional procedures and organisational structures over the pre-accession period 2007-2013 in Croatia?

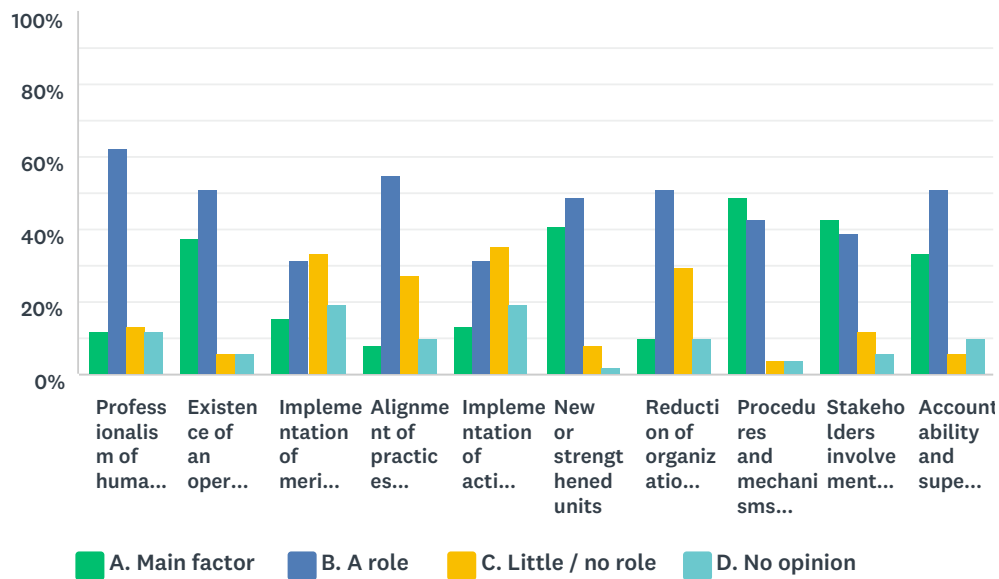
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	INCREASED	UNCHANGED	DECREASED	NO OPINION	TOTAL
Professionalism of human resources management services across the public service	70.59% 36	19.61% 10	0.00% 0	9.80% 5	51
Existence of an operational training system	78.43% 40	17.65% 9	0.00% 0	3.92% 2	51
Implementation of merit-based standards	31.37% 16	58.82% 30	1.96% 1	7.84% 4	51
Alignment of practices related to staff recruitment to the competences needed	37.25% 19	50.98% 26	1.96% 1	9.80% 5	51
Implementation of actions towards a non-politicised civil-service	35.29% 18	35.29% 18	11.76% 6	17.65% 9	51
New or strengthened units	80.39% 41	13.73% 7	3.92% 2	1.96% 1	51
Reduction of organizational overlapping	19.61% 10	64.71% 33	7.84% 4	7.84% 4	51
Procedures and mechanisms leading to the alignment to the acquis	88.24% 45	7.84% 4	1.96% 1	1.96% 1	51
Stakeholders involvement and co-ordination mechanisms	72.55% 37	17.65% 9	3.92% 2	5.88% 3	51
Accountability and supervision	64.71% 33	23.53% 12	3.92% 2	7.84% 4	51

Q14 How would you qualify the role the EU pre-accession support has played in that evolution (Q13)? Scale - EU pre-accession support influence: A The EU pre-accession support was the main factor triggering those changes. B The EU pre-accession support has played a role in triggering those changes, but other factors have been at least as important. C The EU pre-accession support played a little or no role in triggering those changes. D I have no opinion on the role of the EU pre-accession support in this respect.

Answered: 51 Skipped: 0



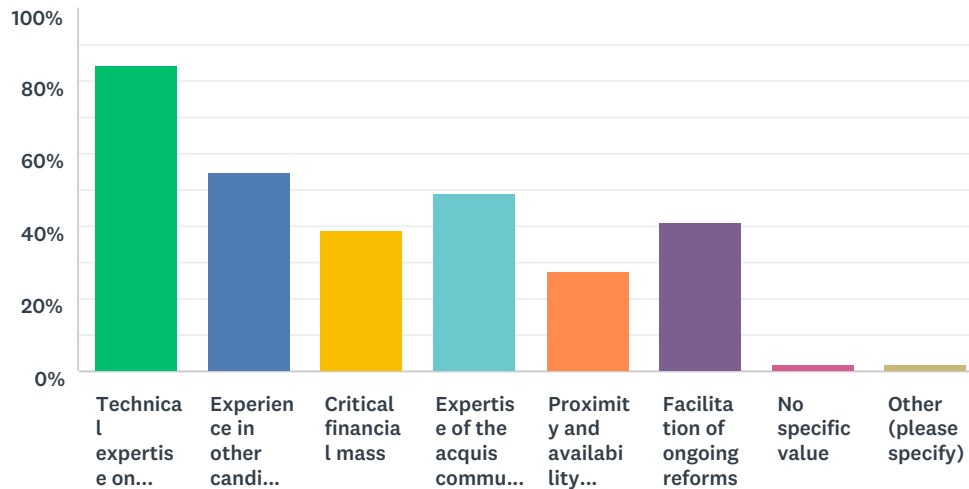
	A. MAIN FACTOR	B. A ROLE	C. LITTLE / NO ROLE	D. NO OPINION	TOTAL
Professionalism of human resources management services across the public service	11.76% 6	62.75% 32	13.73% 7	11.76% 6	51
Existence of an operational training system	37.25% 19	50.98% 26	5.88% 3	5.88% 3	51
Implementation of merit-based standards	15.69% 8	31.37% 16	33.33% 17	19.61% 10	51
Alignment of practices related to staff recruitment to the competences needed	7.84% 4	54.90% 28	27.45% 14	9.80% 5	51
Implementation of actions towards a non-politicised civil-service	13.73% 7	31.37% 16	35.29% 18	19.61% 10	51
New or strengthened units	41.18% 21	49.02% 25	7.84% 4	1.96% 1	51
Reduction of organizational overlapping	9.80% 5	50.98% 26	29.41% 15	9.80% 5	51
Procedures and mechanisms leading to the alignment to the acquis	49.02% 25	43.14% 22	3.92% 2	3.92% 2	51

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Stakeholders involvement and co-ordination mechanisms	43.14%	39.22%	11.76%	5.88%	
	22	20	6	3	51
Accountability and supervision	33.33%	50.98%	5.88%	9.80%	
	17	26	3	5	51

Q15 What specific value did the EU bring through its pre-accession assistance for the development of staff competences, institutional procedures or organizational structures (tick at least one box)?

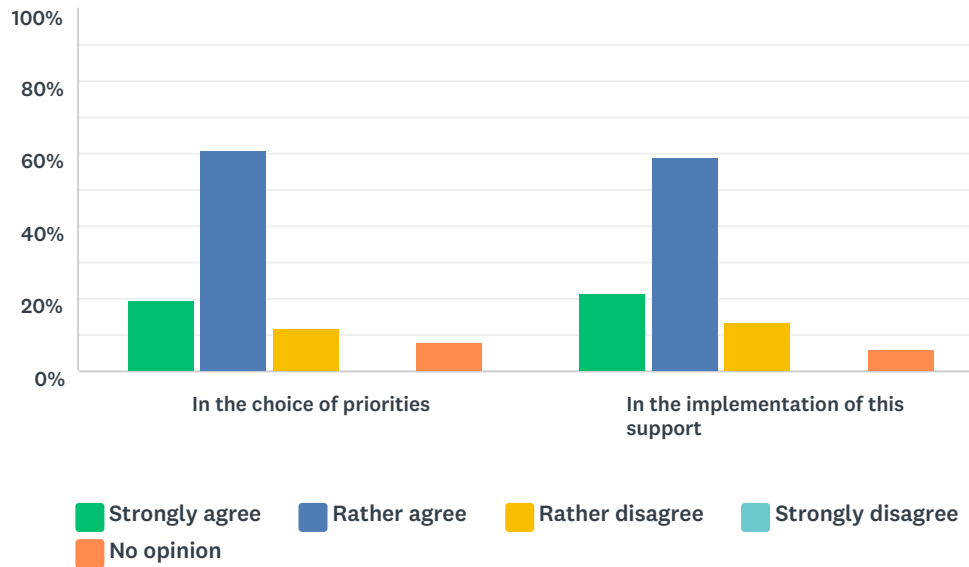
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ANSWER CHOICES	RESPONSES	
Technical expertise on capacity building	84.31%	43
Experience in other candidate countries	54.90%	28
Critical financial mass	39.22%	20
Expertise of the acquis communautaire	49.02%	25
Proximity and availability through the EU Delegation	27.45%	14
Facilitation of ongoing reforms	41.18%	21
No specific value	1.96%	1
Other (please specify)	1.96%	1
Total Respondents: 51		

Q16 Please indicate to what extent you agree with the following statements. As regards EU pre-accession support for the development of staff competences, Croatian officials were sufficiently involved:

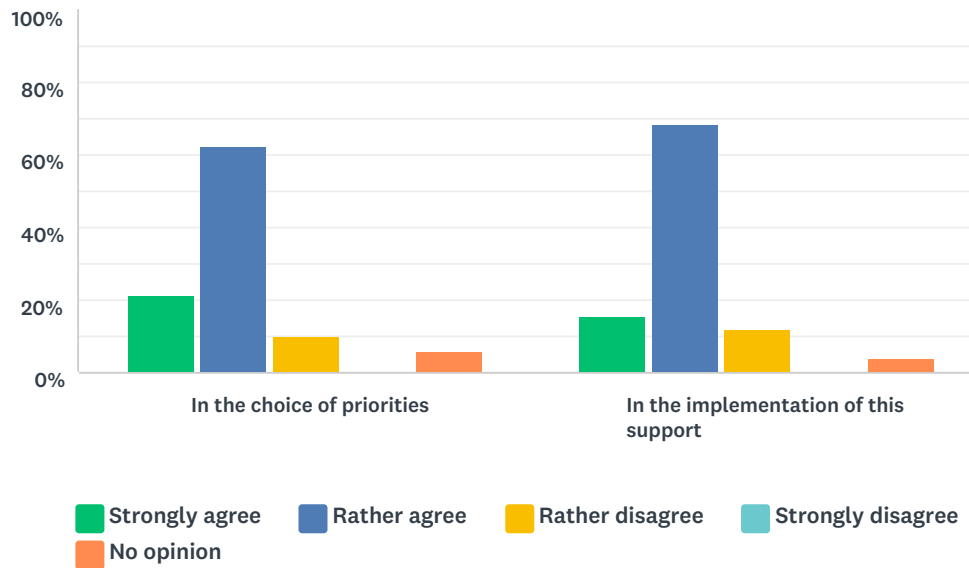
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	STRONGLY AGREE	RATHER AGREE	RATHER DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL
In the choice of priorities	19.61% 10	60.78% 31	11.76% 6	0.00% 0	7.84% 4	51
In the implementation of this support	21.57% 11	58.82% 30	13.73% 7	0.00% 0	5.88% 3	51

Q20 Regarding EU pre-accession support for the improvement of institutional procedures, Croatian officials were sufficiently involved:

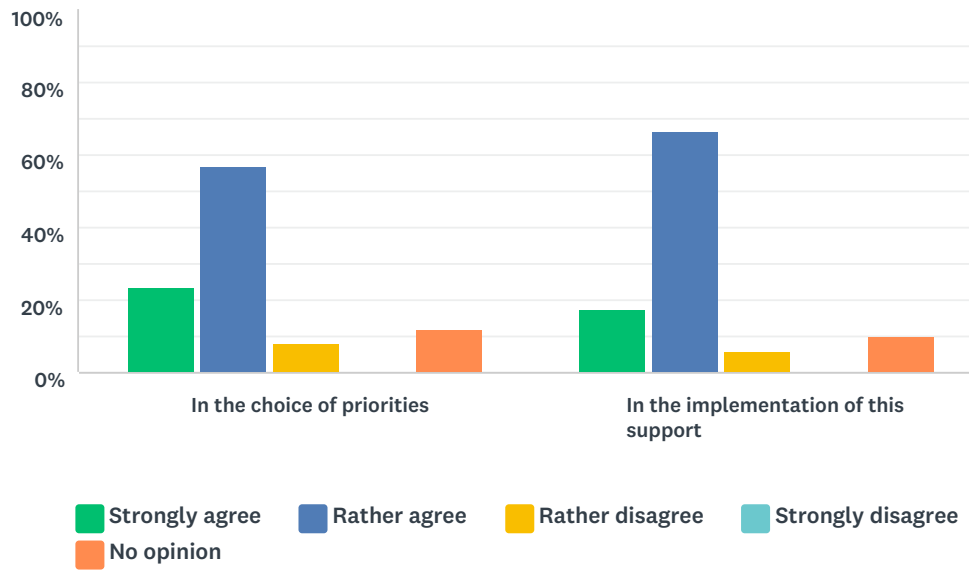
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	STRONGLY AGREE	RATHER AGREE	RATHER DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL
In the choice of priorities	21.57% 11	62.75% 32	9.80% 5	0.00% 0	5.88% 3	51
In the implementation of this support	15.69% 8	68.63% 35	11.76% 6	0.00% 0	3.92% 2	51

Q24 Regarding EU pre-accession support for the improvement of organisational structures Croatian officials were sufficiently involved:

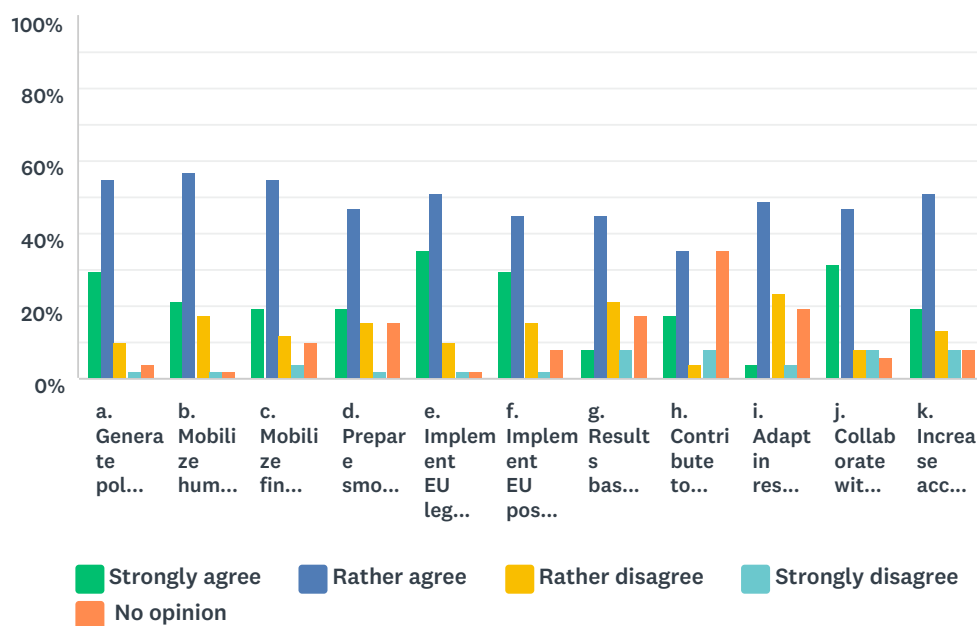
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	STRONGLY AGREE	RATHER AGREE	RATHER DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL
In the choice of priorities	23.53% 12	56.86% 29	7.84% 4	0.00% 0	11.76% 6	51
In the implementation of this support	17.65% 9	66.67% 34	5.88% 3	0.00% 0	9.80% 5	51

Q28 EU pre-accession assistance contributed to developing the capacity of Croatian institutions to:

Answered: 51 Skipped: 0



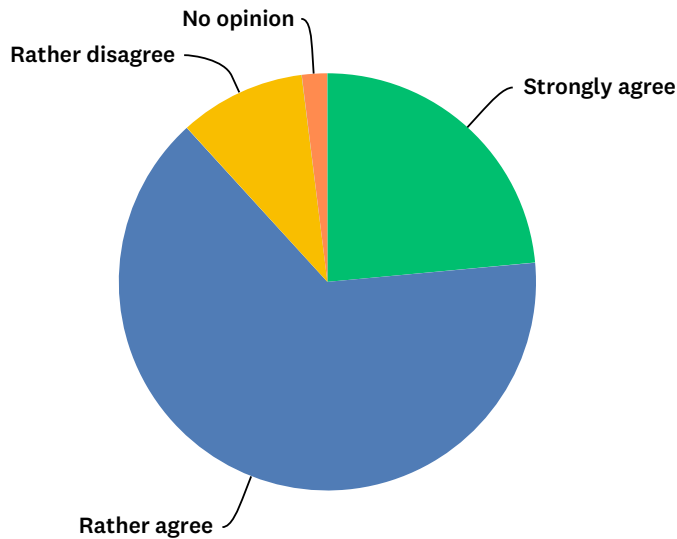
	STRONGLY AGREE	RATHER AGREE	RATHER DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL
a. Generate policies/strategies/plans in line with needs	29.41% 15	54.90% 28	9.80% 5	1.96% 1	3.92% 2	51
b. Mobilize human resources to execute policies/strategies/plans	21.57% 11	56.86% 29	17.65% 9	1.96% 1	1.96% 1	51
c. Mobilize financial resources to execute policies/strategies/plans	19.61% 10	54.90% 28	11.76% 6	3.92% 2	9.80% 5	51
d. Prepare smoothly and without delay the national reform and convergence programmes after accession (for example restructuring reforms in line with EU rules and regulations under the European Semester)	19.61% 10	47.06% 24	15.69% 8	1.96% 1	15.69% 8	51
e. Implement EU legislation after accession	35.29% 18	50.98% 26	9.80% 5	1.96% 1	1.96% 1	51
f. Implement EU post-accession funds management	29.41% 15	45.10% 23	15.69% 8	1.96% 1	7.84% 4	51
g. Results based decision-making	7.84% 4	45.10% 23	21.57% 11	7.84% 4	17.65% 9	51
h. Contribute to develop M&E systems	17.65% 9	35.29% 18	3.92% 2	7.84% 4	35.29% 18	51
i. Adapt in response to changing external environments and conditions	3.92% 2	49.02% 25	23.53% 12	3.92% 2	19.61% 10	51
j. Collaborate with stakeholders internal (within your institution) and external (outside your institution) stakeholders (e.g. in policy decision-making and implementation)	31.37% 16	47.06% 24	7.84% 4	7.84% 4	5.88% 3	51

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k. Increase accountability (e.g. scrutiny, transparency & anti-corruption measures)	19.61%	50.98%	13.73%	7.84%	7.84%	51
	10	26	7	4	4	

Q30 The EU pre-accession capacity development assistance during the period 2007-2013 was geared towards generating longer lasting effects after 2013.

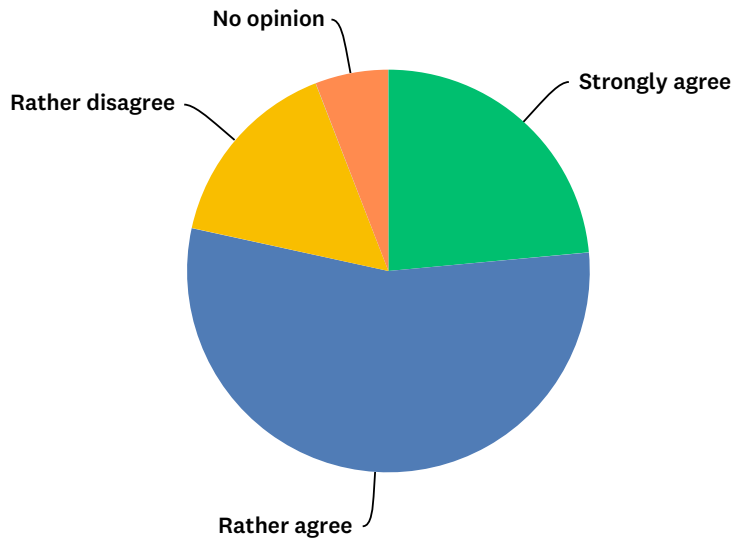
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ANSWER CHOICES	RESPONSES	
Strongly agree	23.53%	12
Rather agree	64.71%	33
Rather disagree	9.80%	5
Strongly disagree	0.00%	0
No opinion	1.96%	1
TOTAL		51

Q31 The EU pre-accession capacity development assistance rightfully took into account conditions that needed to be fulfilled to ensure longer lasting effects after 2013.

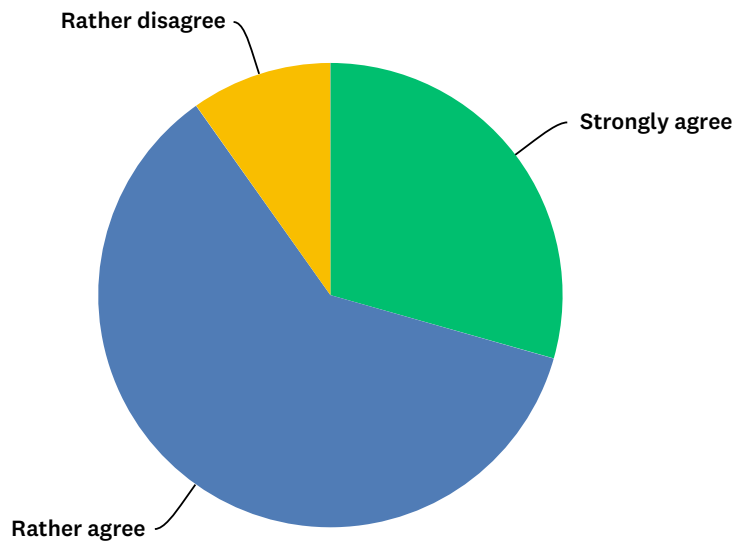
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ANSWER CHOICES	RESPONSES	
Strongly agree	23.53%	12
Rather agree	54.90%	28
Rather disagree	15.69%	8
Strongly disagree	0.00%	0
No opinion	5.88%	3
TOTAL		51

Q32 Effects of the EU pre-accession capacity development support are still visible today (2018).

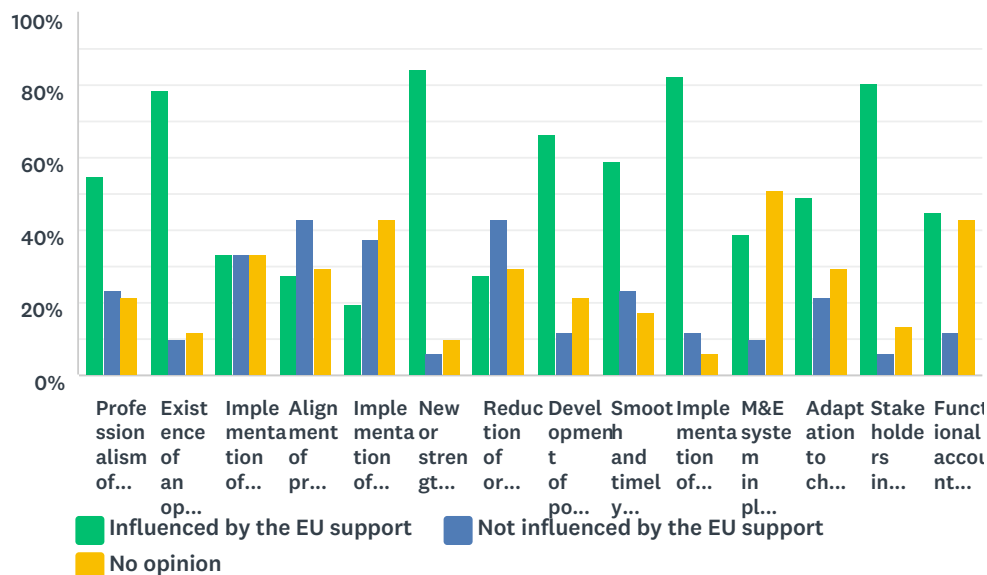
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ANSWER CHOICES	RESPONSES	
Strongly agree	29.41%	15
Rather agree	60.78%	31
Rather disagree	9.80%	5
Strongly disagree	0.00%	0
No opinion	0.00%	0
TOTAL		51

Q33 Please indicate what kind of effects (Q35) are still visible and whether you would say they were influenced by EU pre-accession support.

Answered: 51 Skipped: 0



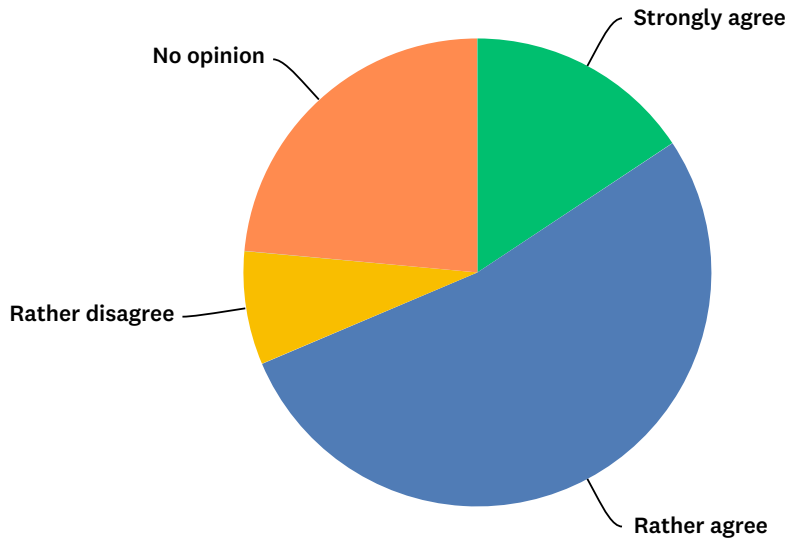
	INFLUENCED BY THE EU SUPPORT	NOT INFLUENCED BY THE EU SUPPORT	NO OPINION	TOTAL
Professionalism of human resources management services across the public service	54.90% 28	23.53% 12	21.57% 11	51
Existence of an operational training system	78.43% 40	9.80% 5	11.76% 6	51
Implementation of merit-based standards	33.33% 17	33.33% 17	33.33% 17	51
Alignment of practices related to staff recruitment to the competences needed	27.45% 14	43.14% 22	29.41% 15	51
Implementation of actions towards a non-politicised civil-service	19.61% 10	37.25% 19	43.14% 22	51
New or strengthened units	84.31% 43	5.88% 3	9.80% 5	51
Reduction of organizational overlapping	27.45% 14	43.14% 22	29.41% 15	51
Development of policies/strategies/plans in line with needs	66.67% 34	11.76% 6	21.57% 11	51
Smooth and timely preparation of the national reform and convergence programmes after accession	58.82% 30	23.53% 12	17.65% 9	51
Implementation of EU legislation after accession	82.35% 42	11.76% 6	5.88% 3	51
M&E system in place to track record on the implementation of national policies/plans and the results achieved	39.22% 20	9.80% 5	50.98% 26	51
Adaptation to changing environments	49.02% 25	21.57% 11	29.41% 15	51

Evaluation of EU pre-accession capacity development assistance to Croatia

Stakeholders involvement and co-ordination mechanisms	80.39% 41	5.88% 3	13.73% 7	51
Functional accountability mechanisms	45.10% 23	11.76% 6	43.14% 22	51

Q34 To what extent would you agree to say that there are still today traces in the institutional practices of the Government of Croatia of the capacity development approaches applied by the EU in its pre-accession assistance?

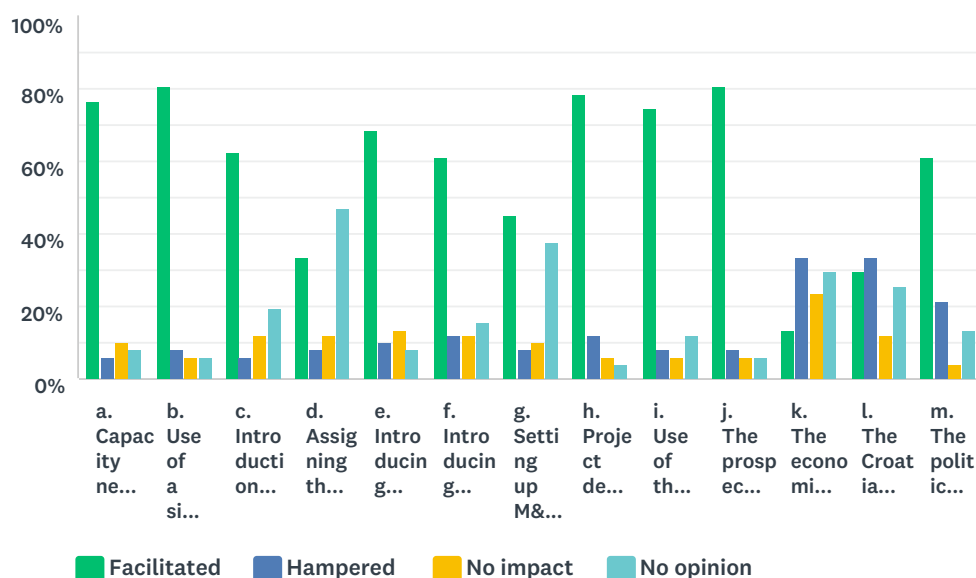
Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	15.69%	8
Rather agree	52.94%	27
Rather disagree	7.84%	4
Strongly disagree	0.00%	0
No opinion	23.53%	12
TOTAL		51

Q36 The factors listed below have facilitated or hampered the generation of capacity development results by the EU pre-accession support: The first nine factors are linked to the EU programming approach and implementation and the remaining are other internal and external factors.

Answered: 51 Skipped: 0



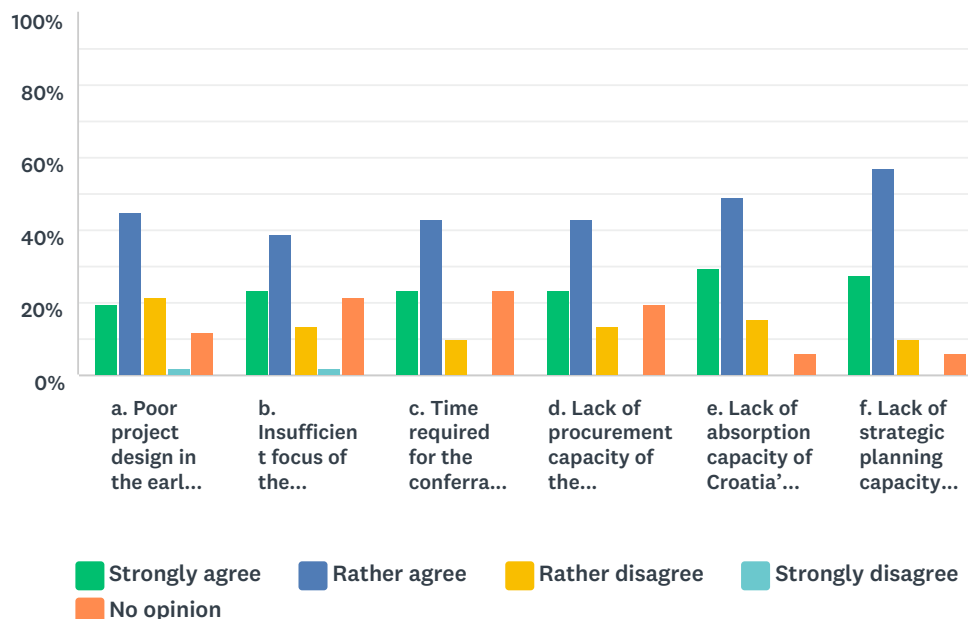
	FACILITATED	HAMPERED	NO IMPACT	NO OPINION	TOTAL
a. Capacity needs assessments made	76.47% 39	5.88% 3	9.80% 5	7.84% 4	51
b. Use of a single instrument (IPA) to manage pre-accession assistance	80.39% 41	7.84% 4	5.88% 3	5.88% 3	51
c. Introduction of multiannual operational programmes	62.75% 32	5.88% 3	11.76% 6	19.61% 10	51
d. Assigning the lead role to DG ELARG within the EC to coordinate IPA assistance	33.33% 17	7.84% 4	11.76% 6	47.06% 24	51
e. Introducing benchmarks to be met before the closure of chapters	68.63% 35	9.80% 5	13.73% 7	7.84% 4	51
f. Introducing decentralised management	60.78% 31	11.76% 6	11.76% 6	15.69% 8	51
g. Setting up M&E systems (e.g. establishment of Sectoral Monitoring Sub-Committee (SMSCs))	45.10% 23	7.84% 4	9.80% 5	37.25% 19	51
h. Project design	78.43% 40	11.76% 6	5.88% 3	3.92% 2	51
i. Use of the twinning instrument	74.51% 38	7.84% 4	5.88% 3	11.76% 6	51
j. The prospect of EU membership	80.39% 41	7.84% 4	5.88% 3	5.88% 3	51
k. The economic and financial crisis	13.73% 7	33.33% 17	23.53% 12	29.41% 15	51

Evaluation of EU pre-accession capacity development assistance to Croatia

I. The Croatian political context	29.41%	33.33%	11.76%	25.49%	
	15	17	6	13	51
m. The political commitment/support from the Croatian side	60.78%	21.57%	3.92%	13.73%	
	31	11	2	7	51

Q37 Some stakeholders contacted at this stage highlighted factors that hampered the reaching of results by the EU pre-accession support. Please indicate to what extent you agree.

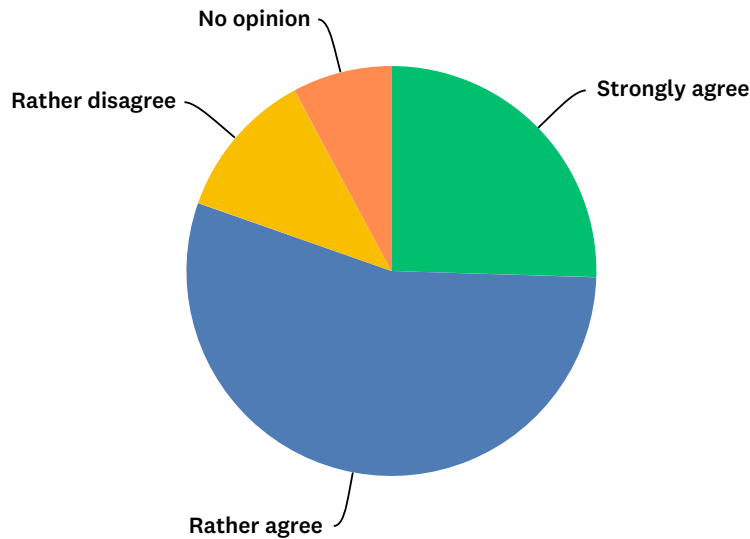
Answered: 51 Skipped: 0



	STRONGLY AGREE	RATHER AGREE	RATHER DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL
a. Poor project design in the early years	19.61% 10	45.10% 23	21.57% 11	1.96% 1	11.76% 6	51
b. Insufficient focus of the assistance on the regional level	23.53% 12	39.22% 20	13.73% 7	1.96% 1	21.57% 11	51
c. Time required for the conferral of management powers	23.53% 12	43.14% 22	9.80% 5	0.00% 0	23.53% 12	51
d. Lack of procurement capacity of the Croatian partners	23.53% 12	43.14% 22	13.73% 7	0.00% 0	19.61% 10	51
e. Lack of absorption capacity of Croatia's public administration bodies	29.41% 15	49.02% 25	15.69% 8	0.00% 0	5.88% 3	51
f. Lack of strategic planning capacity of the Croatian partners	27.45% 14	56.86% 29	9.80% 5	0.00% 0	5.88% 3	51

Q38 To what extent would you agree that there was sufficient political commitment / support from the Croatian side for the EU pre-accession support for capacity development.

Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	25.49%	13
Rather agree	54.90%	28
Rather disagree	11.76%	6
Strongly disagree	0.00%	0
No opinion	7.84%	4
TOTAL		51

Appendix – E-survey questionnaire

1.

Dear Sir, Madam,

This survey aims at collecting your views on the performance of the European Union (EU) pre-accession capacity development assistance to Croatia, in the framework of an independent evaluation conducted by ADE. It will enable to identify lessons for improving support to current EU (potential) candidate countries.

The survey is structured in five parts : design of the support, effects till accession in 2013, longer lasting effects of the support, explanatory factors and lessons learned. It is sent to current or former Croatian officials or non-governmental bodies.

Please note that answers to the questionnaire will be treated in an aggregate manner. Quotes used, if any, will be anonymous. We invite you also to consult our privacy policy (<http://www.ade.eu/Privacy%20Notice%20ADE.pdf>), which explains how we treat your personal data.

Practical guidance:

- This questionnaire should take approximately 20-30 minutes to complete;
- You can save the questionnaire as draft by pressing “Resume later” and then continue to work on it at another convenient time;
- When you have completed the questionnaire, please do not forget to press “Submit”;
- You can print a version of your completed questionnaire;

Please click the button below to start the survey.

The evaluation team would like to thank you for your valuable input.

2. Identification

1. Please indicate the name of your current institution and your current position.

Current institution

Current position

2. Please indicate your past professional experience within the Croatian Government and/or non-governmental bodies over the period 2007-2013.

1) Institution	<input type="text"/>
1) Year	<input type="text"/>
1) Position	<input type="text"/>
2) Institution	<input type="text"/>
2) Year	<input type="text"/>
2) Position	<input type="text"/>
3) Institution	<input type="text"/>
3) Year	<input type="text"/>
3) Position	<input type="text"/>

3. Based on your experience and familiarity with the pre-accession assistance process in Croatia, please specify to which area your responses mainly apply:

- Overall** EU pre-accession assistance for capacity development
- EU pre-accession assistance for capacity development related to **economic governance** (i.e. tax policy and administration support, investment climate and competitiveness, trade policy, statistical capacity building, land policy and urban management, public finance management, SME development, employment policy, state aid, etc.)
- EU pre-accession assistance for capacity development related to **public administration reform** (i.e. public sector policy and administrative management, civil service reform, human resources management, decentralisation processes, etc.)
- EU pre-accession assistance for capacity development related to **rule of law** (i.e. legal and judicial development, border management, human rights, narcotics control, anti-corruption, democratic participation and civil society, police, migration, etc.)

Evaluation of EU pre-accession capacity development assistance to Croatia

3. On the design of the EU pre-accession capacity development assistance

This first part of the survey aims at collecting your views on whether the EU pre-accession assistance sufficiently took into account the Croatian context and conferred a leadership role to the Croatian partners.

4. The EU pre-accession assistance for capacity development was based on a thorough understanding by the EU of the Croatian context.

- Strongly agree Strongly disagree
 Rather agree No opinion
 Rather disagree

If rather disagree or strongly disagree, please explain.

5. The EU contextual analyses* have been useful to fix the priorities of the EU pre-accession assistance for capacity development.

** Made within the framework of the Stabilisation and Association Process and of accession negotiations.*

- Strongly agree Strongly disagree
 Rather agree No opinion
 Rather disagree

If rather disagree or strongly disagree, please explain.

6. The EU sufficiently consulted Croatian stakeholders (national/regional authorities, civil society, academics, things thanks, etc.) with a view to understand the Croatian context.

- Strongly agree Strongly disagree
 Rather agree No opinion
 Rather disagree

In case you "rather disagree" or "strongly disagree", please explain which stakeholders, why they were not sufficiently consulted, and what consequences this had in terms of capacity development.

7. The selected priorities for the EU pre-accession support for capacity development fitted well the capacity development needs of Croatia.

Strongly agree

Strongly disagree

Rather agree

No opinion

Rather disagree

If rather disagree or strongly disagree, please explain.

8. The EU pre-accession support for capacity development was adapted on the basis of evolving needs (e.g. in response to changes in the context).

Strongly agree

Strongly disagree

Rather agree

No opinion

Rather disagree

If rather disagree or strongly disagree, please explain.

9. To what extent would you agree that the EU pre-accession capacity development support sufficiently took into account the following elements:

	Strongly agree	Rather agree	Rather disagree	Strongly disagree	No opinion
Political situation of Croatia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic situation of Croatia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Institutional context of Croatia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of the capacity development needs of Croatia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alignment with the reform agendas of Croatia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government of Croatia's financial means devoted to support the reform agendas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Absorption capacity of Croatian partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The financial crisis of 2008	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (Please specify)

10. Would you agree that the Croatian authorities had a leadership role in terms of:

	Strongly agree	Rather agree	Rather disagree	Strongly disagree	No opinion
Deciding on the priorities of the EU pre-accession support for capacity development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementing the EU pre-accession support for capacity development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please feel free to comment on your answers to questions 4 to 10.

4. On the effects of the EU pre-accession capacity development support until the accession in 2013

This part of the survey aims at analyzing to what extent the EU pre-accession assistance contributed to improving the skills of the staff (Q12), the institutional procedures (Q13) and the organizational structures (Q14), as well as to developing the capacities of the key Croatian institutions to plan strategically and act upon it, to develop and use monitoring systems and to work together with stakeholders while being more accountable (Q15).

Please indicate to what extent you agree with the following statements. Please note that space is foreseen to freely comment at the end of each section.

12. The EU pre-accession assistance for capacity development was sufficiently geared to the following priorities:

	Strongly agree	Rather agree	Rather disagree	Strongly disagree	No opinion
Strengthening staff competences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving institutional procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving organisational structures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. How would you appreciate the evolution of the following topics related to staff competences, institutional procedures and organisational structures over the pre-accession period 2007-2013 in Croatia?

	Increased	Unchanged	Decreased	No opinion
Professionalism of human resources management services across the public service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existence of an operational training system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of merit-based standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alignment of practices related to staff recruitment to the competences needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of actions towards a non-politicised civil-service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New or strengthened units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduction of organizational overlapping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procedures and mechanisms leading to the alignment to the acquis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholders involvement and co-ordination mechanisms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accountability and supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. How would you qualify the role the EU pre-accession support has played in that evolution (Q13)?

Scale - EU pre-accession support influence:

A	The EU pre-accession support was the main factor triggering those changes.
B	The EU pre-accession support has played a role in triggering those changes, but other factors have been at least as important.
C	The EU pre-accession support played a little or no role in triggering those changes.
D	I have no opinion on the role of the EU pre-accession support in this respect.

	A. Main factor	B. A role	C. Little / no role	D. No opinion
Professionalism of human resources management services across the public service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existence of an operational training system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of merit-based standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alignment of practices related to staff recruitment to the competences needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of actions towards a non-politicised civil-service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New or strengthened units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduction of organizational overlapping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procedures and mechanisms leading to the alignment to the acquis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholders involvement and co-ordination mechanisms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accountability and supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. What specific value did the EU bring through its pre-accession assistance for the development of staff competences, institutional procedures or organizational structures (tick at least one box)?

- | | |
|---|---|
| <input type="checkbox"/> Technical expertise on capacity building | <input type="checkbox"/> Proximity and availability through the EU Delegation |
| <input type="checkbox"/> Experience in other candidate countries | <input type="checkbox"/> Facilitation of ongoing reforms |
| <input type="checkbox"/> Critical financial mass | <input type="checkbox"/> No specific value |
| <input type="checkbox"/> Expertise of the <i>acquis communautaire</i> | |
| <input type="checkbox"/> Other (please specify) | |

Evaluation of EU pre-accession capacity development assistance to Croatia

5. On strengthening staff competences, improving institutional procedures and organizational structures

16. Please indicate to what extent you agree with the following statements.

As regards EU pre-accession support for the development of staff competences, Croatian officials were sufficiently involved:

	Strongly agree	Rather agree	Rather disagree	Strongly disagree	No opinion
In the choice of priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the implementation of this support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Please explain in a few lines how in your view the involvement of Croatian officials or the lack thereof impacted the EU pre-accession support for the development of staff competences.

18. Please explain in a few lines what in your view the EU could have done differently to optimize its pre-accession support for the development of staff competencies.

19. Please explain in a few lines what in your view the EU should maintain and repeat in its current/future pre-accession support to candidate countries.

Evaluation of EU pre-accession capacity development assistance to Croatia

6. On improving institutional procedures

Please note that "institutional procedures" relate for instance to: policy and financing, the legal framework, Human Resources Management practices across the public service, stakeholder involvement, accountability and supervision, co-ordination mechanisms, clear definition of functions and responsibilities at all administrative levels, decision-making processes (evidence-based decisions) or mechanisms to provide effective controls over public organisations.

20. Regarding EU pre-accession support for the improvement of institutional procedures, Croatian officials were sufficiently involved:

	Strongly agree	Rather agree	Rather disagree	Strongly disagree	No opinion
In the choice of priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the implementation of this support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Please explain in a few lines how in your view the involvement of Croatian officials (or the lack thereof) impacted the EU pre-accession support for the improvement of institutional procedures.

22. Please explain in a few lines what in your view the EU could have done differently to optimize its pre-accession support for the improvement of institutional procedures:

23. And what on the other hand the EU should maintain and repeat.

7. On improving organisational structures

Please note that "organisational structures" relate for instance to: new or strengthened units, reduction of organisational overlapping, or the adoption of a decentralized structure.

24. Regarding EU pre-accession support for the improvement of organisational structures Croatian officials were sufficiently involved:

	Strongly agree	Rather agree	Rather disagree	Strongly disagree	No opinion
In the choice of priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the implementation of this support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Please explain in a few lines how in your view the involvement of Croatian officials (or the lack thereof) impacted the EU pre-accession support for the improvement of organisational structures.

26. Please explain in a few lines what in your view the EU could have done differently to optimize its pre-accession support for the improvement of organisational structures:

27. What on the other hand the EU should maintain and repeat.

Evaluation of EU pre-accession capacity development assistance to Croatia

8. On improved capacities of Croatian institutions to fulfill their mission

This section concerns the outcomes of EU pre-accession assistance in terms of capacity development of your institution to fulfil its mission. We examine three main types of "capacity outcomes" related to respectively i) policy development; ii) results based decision-making; and iii) accountability and networking.

Please indicate to what extent you agree with the following statements.

28. EU pre-accession assistance contributed to developing the capacity of Croatian institutions to:

	Strongly agree	Rather agree	Rather disagree	Strongly disagree	No opinion
a. Generate policies/strategies/plans in line with needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Mobilize human resources to execute policies/strategies/plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Mobilize financial resources to execute policies/strategies/plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Prepare smoothly and without delay the national reform and convergence programmes after accession (for example restructuring reforms in line with EU rules and regulations under the European Semester)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Implement EU legislation after accession	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Implement EU post-accession funds management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Results based decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Contribute to develop M&E systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Adapt in response to changing external environments and conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Collaborate with stakeholders internal (within your institution) and external (outside your institution) stakeholders (e.g. in policy decision-making and implementation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Increase accountability (e.g. scrutiny, transparency & anti-corruption measures)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Feel free to comment on Q31.

Evaluation of EU pre-accession capacity development assistance to Croatia

9. On the effects of the EU support for capacity development after accession

This section concerns the effects of the EU support in the longer run, i.e. after the support was ended and the country joined the EU on 1 July 2013.

Please indicate to what extent you agree with the following statements. Please note that space is foreseen to freely comment at the end of each section.

30. The EU pre-accession capacity development assistance during the period 2007-2013 was geared towards generating longer lasting effects after 2013.

- | | |
|---------------------------------------|---|
| <input type="radio"/> Strongly agree | <input type="radio"/> Strongly disagree |
| <input type="radio"/> Rather agree | <input type="radio"/> No opinion |
| <input type="radio"/> Rather disagree | |

31. The EU pre-accession capacity development assistance rightfully took into account conditions that needed to be fulfilled to ensure longer lasting effects after 2013.

- | | |
|---------------------------------------|---|
| <input type="radio"/> Strongly agree | <input type="radio"/> Strongly disagree |
| <input type="radio"/> Rather agree | <input type="radio"/> No opinion |
| <input type="radio"/> Rather disagree | |

Please provide examples of such conditions or of conditions that should have been taken into account more thoroughly.

32. Effects of the EU pre-accession capacity development support are still visible today (2018).

- | | |
|---------------------------------------|---|
| <input type="radio"/> Strongly agree | <input type="radio"/> Strongly disagree |
| <input type="radio"/> Rather agree | <input type="radio"/> No opinion |
| <input type="radio"/> Rather disagree | |

33. Please indicate what kind of effects (Q35) are still visible and whether you would say they were influenced by EU pre-accession support.

	Influenced by the EU support	Not influenced by the EU support	No opinion
Professionalism of human resources management services across the public service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existence of an operational training system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of merit-based standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alignment of practices related to staff recruitment to the competences needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of actions towards a non-politicised civil-service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New or strengthened units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduction of organizational overlapping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of policies/strategies/plans in line with needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Smooth and timely preparation of the national reform and convergence programmes after accession	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of EU legislation after accession	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M&E system in place to track record on the implementation of national policies/plans and the results achieved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adaptation to changing environments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholders involvement and co-ordination mechanisms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Functional accountability mechanisms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Not visible direct effects (please specify)

34. To what extent would you agree to say that there are still today traces in the institutional practices of the Government of Croatia of the capacity development approaches applied by the EU in its pre-accession assistance?

- Strongly agree Strongly disagree
 Rather agree No opinion
 Rather disagree

If yes, please explain and provide examples.

35. Feel free to comment on Q33 to Q37.

Evaluation of EU pre-accession capacity development assistance to Croatia

10. On explanatory factors

This section concerns the factors that facilitated or hampered the contribution of EU pre-accession assistance to the development of the capacities of Croatian institutions.

Please note that space is foreseen to freely comment at the end of each section.

36. The factors listed below have facilitated or hampered the generation of capacity development results by the EU pre-accession support:

The first nine factors are linked to the EU programming approach and implementation and the remaining are other internal and external factors.

	Facilitated	Hampered	No impact	No opinion
a. Capacity needs assessments made	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Use of a single instrument (IPA) to manage pre-accession assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Facilitated	Hampered	No impact	No opinion
c. Introduction of multiannual operational programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Assigning the lead role to DG ELARG within the EC to coordinate IPA assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Introducing benchmarks to be met before the closure of chapters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Introducing decentralised management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Setting up M&E systems (e.g. establishment of Sectoral Monitoring Sub-Committee (SMSCs))	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Project design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Use of the twinning instrument	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. The prospect of EU membership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. The economic and financial crisis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. The Croatian political context	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. The political commitment/support from the Croatian side	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

37. Some stakeholders contacted at this stage highlighted factors that hampered the reaching of results by the EU pre-accession support. Please indicate to what extent you agree.

	Strongly agree	Rather agree	Rather disagree	Strongly disagree	No opinion
a. Poor project design in the early years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Insufficient focus of the assistance on the regional level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Time required for the conferral of management powers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Lack of procurement capacity of the Croatian partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Lack of absorption capacity of Croatia's public administration bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Lack of strategic planning capacity of the Croatian partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. To what extent would you agree that there was sufficient political commitment / support from the Croatian side for the EU pre-accession support for capacity development.

- Strongly agree
 Strongly disagree
 Rather agree
 No opinion
 Rather disagree

39. Please feel free to comment on Q39 to Q41.

Evaluation of EU pre-accession capacity development assistance to Croatia

11. On lessons learned

40. Please describe any lesson that you have learned about the EU pre-accession support for capacity development. What would you do the same or different and what advice would you give to the EU for current and future pre-accession support for capacity development in other countries?

We are at the end of the questionnaire, thank you for your valuable input ! The overall evaluation report will be published on the European Union website in 2019.



ANNEX 6 – INTERVENTION FICHES

This annex presents intervention synopses for the 30 interventions selected for in-depth review. It includes documentary evidence on expected results and achievements as per intervention. Annex 7 presents a systematic intervention review across key aspects covered through the evaluation questions. The evidence related to the intervention level included in Annex 9 (Evaluation matrix) draws on the information presented in Annexes 6&7.

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1. RULE OF LAW

1.1 Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts

Title	Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts		
Domain	CARDS	Year	2004
Assistance Modality	Twinning		
Contract number	2004-0301-010101		
Implementation years	2007 - 2009		
Contracted amount	€953.341		
Paid amount	€953.341		
Sub area	Legal and judicial development		
Negotiation Chapter	Chapters 23 and 24		
Twinning Partners	MS: German Foundation for International Legal Cooperation (IRZ) BC: High Misdemeanour Court		
Sources	<ul style="list-style-type: none"> • Twinning Contract • Amendment No.1 – Twinning Contract • Interim Quarterly Report 1 – 4 January 2008 • Interim Quarterly Report 2 – 4 April 2008 • Interim Quarterly Report 3 – 4 July 2008 • Interim Quarterly Report 4 – 3 October 2008 • Interim Quarterly Report 5 – 2 January 2009 • Interim Quarterly Report 6 – 10 April 2009 • Interim Quarterly Report 7 – 6 July 2009 • Interim Quarterly Report 8 – 5 October 2009 		

• Twinning Final Report
Overall Objective
To improve the operation and functioning of the Croatian judiciary system and contribute to the rule of law
Project Purpose
To support and enhance operation and functioning of the High Misdemeanour Court and selected misdemeanour courts
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
Legislative and procedural changes adopted Rationalisation of courts planned Court and case system management developed for Misdemeanour Courts Training modules developed and trainers trained

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1:	Legal framework and efficiency or court organisation		
Amendments to the legislation drafted and adopted to allow the rationalisation of courts	Cost/benefit analyses and recommendations for the rationalization of the Misdemeanour courts prepared (both for merger among the same type of courts and merger of misdemeanour courts with municipal ones)	Achieved Analyses shows that since a political decision has been taken not to continue with the merger of the Misdemeanour Courts with the Municipal Courts, everything should nevertheless be done to reduce further the number of Misdemeanour Courts to approximate to European standards to secure the future sustainability of the Croatian system.	Twining Final Report
	Working group established with pilot courts	Achieved Working group was established during Mission 20	Twining Final Report

	High level workshops to raise stakeholders' acceptance	Achieved Several workshops with stakeholders and presentations for MCs presidents were performed.	Twinning Final Report
Legal and institutional framework to allow the delegation of the small claims proceedings to administrative bodies drafted and adopted	Definition of appropriate solutions to relief misdemeanour courts from small claim proceedings	Achieved New Misdemeanour law significantly reduced number of new cases and relived MCs from small claim proceedings.	Twinning Final Report
	Cost and benefits analysis on the delegation of small claims proceedings to administrative bodies	Achieved As new Misdemeanour Law was adopted in early phase Project focused on analyses of effects on new law, which delegated the small claims proceedings to administrative bodies. Analyses showed that well-grounded comments on the effects of the new law could have not been given yet.	Twinning Final Report
	Visits in administrative bodies for interviews	Achieved Meeting with representatives from different administrative bodies was performed during Mission 16.	Twinning Final Report
	Recommendations for legal and institutional changes needed for delegation of small claims proceedings to the respective administrative bodies	Achieved New Misdemeanour Law, which delegated small claims proceedings to the respective administrative bodies, came into force on 1 st January 2008. Additional recommendations to improve efficiency were delivered through Component 1 and 2.	Twinning Final Report

	Revised legal and institutional framework	Achieved Legal and institutional framework was deeply revised throughout the whole activities in Component 3.	Twinning Final Report
Component 2:	Management procedures and training programmes developed		
Internal organisation of High misdemeanour and misdemeanour courts revised	Analysis of distribution of tasks of judges and other court personnel (system of allocation of duties)	Achieved Distribution of tasks of judges and other court personnel was analysed during several Missions performed in selected pilot courts in four regions (Zagreb, Slavonija, Dalmacija, Istra).	Twinning Final Report
	Analysis of working conditions (premises, offices, furniture, equipment, IT, access to legal literature, etc.)	Achieved Working conditions were analysed during several Missions (M03, M04, M05, M06 and M07), which were performed in 10 selected pilot courts in four regions (Zagreb, Slavonija, Dalmacija, Istra). “Little white book” was delivered as a template.	Twinning Final Report
	Impact of the rationalisation of courts assessed	Achieved On the base of performed activities within Component 1 and Component 2 HMC president sent on 17 th July 2008 the statement with assessment of the rationalisation courts.	Twinning Final Report
	Analysis of communication system between High Misdemeanour and misdemeanour courts	Achieved Communication system between HMC and MCs was analysed during several Missions (M03, M04, M05, M06 and M07), which were performed in four regions (Zagreb,	Twinning Final Report

		Slavonija, Dalmacija, Istra).	
	Analysis of Book of rules regulating the court management system	Achieved Internal organisation based on Book of Rules was assessed and several actions/recommendations were delivered during several Missions (M03, M04, M05, M06 and M07), which were performed in 10 selected pilot courts in four regions (Zagreb, Slavonija, Dalmacija, Istra).	Twinning Final Report
	Working groups set-up to elaborate recommendations	Achieved Working group was established during M03.	Twinning Final Report
	Pilot courts selected	Achieved Ten pilot courts in four regions (Zagreb, Slavonija, Dalmacija, Istra) were selected before started activities in Component 2.	Twinning Final Report
Management strategy and Action plan developed to improve the internal organisation and work of High Misdemeanour and Misdemeanour courts	Gaps and needs analysis of the existing court decision formats, statistics collection and delivery of decisions	Achieved Gaps and needs analysis of the existing court decision formats, statistics collection and delivery of decisions were performed during several missions (M13, M15, M17, M18) and set of standards, catalogue of templates, templates and different forms, and additional statistics to facilitate monitoring of CPI were delivered.	Twinning Final Report
	Recommendations developed by the working group: benchmark report concerning best practice and lessons learnt	Achieved Concrete management report for	Twinning Final Report

	from CARDS 2003 in organisation of business process in misdemeanour courts	executive monitoring of first instance court performance was delivered and implemented in HMC business process. Management strategy act with Action plan outlines was delivered.	
	Changes to the book of rules drafted	Achieved Working group for drafting changes to the Book of Rules was nominated by MoJ to harmonise it with new legislation but concrete changes has not been drafted yet	Twinning Final Report
	Standardise forms developed	Achieved Catalogue of templates and standardise forms were drafted by the working group and delivered to MoJ for implementation into unique CMS.	Twinning Final Report
	New statistical data collection developed	Achieved New statistical collection to facilitate monthly monitoring of first instance court performance was delivered and implemented in the working process of HMC.	Twinning Final Report
Training strategy and modules developed for misdemeanour court judges and staff	Development of questionnaire, interviews with staff	Achieved Questionnaires were developed for different type of users (judges, court management and court administration) and distributed among all MCs Interviews were performed.	Twinning Final Report
	Training needs analysis	Achieved	Twinning Final Report

		Based on questionnaire responds and interviews training needs analyses were performed.	
	Trainers selected and trained	Achieved “Train of the Trainers” ToT course for court registrars was performed	Twinning Final Report
	Training modules developed and integrated into the Judicial Academy programme	Achieved During the ToT training module was developed. A curriculum was delivered to JA representative.	Twinning Final Report
	Pilot training session conducted	Achieved Pilot training session was conducted for court registrars.	Twinning Final Report
Component 3:	Adjustment of the court and case management		
ICMS adapted to court and case management in misdemeanour courts	Kick-off workshop for setting up Working group	Achieved Kick-off workshop for setting up Working group was performed during M08	Twinning Final Report
	EPC (Event-driven Process Chain) diagrams designed	Achieved EPC diagrams based on additional functional analyses during several missions were drafted.	Twinning Final Report
	Already developed ICMS adapted to Misdemeanour cases	Achieved MoJ decided accept Project recommendation to implement legacy CMS as unique long term solution for misdemeanour courts.	Twinning Final Report
	ICMS application for Misdemeanour court is finalised and tested	Achieved Unique CMS fulfils all user needs	Twinning Final Report

		and has been implemented in most of MCs. Additional functions in accordance with the new Law of Misdemeanours and functional specifications were defined through Project activities and included in MoJ action plan for their implementation.	
ICMS application for Misdemeanour courts finalised and tested	Implementation Action plan of ICMS for Misdemeanour courts	Achieved Action Plan was delivered by beneficiary on 10 th July 2009	Twinning Final Report
	Recommendation for the transfer/migration of data into the ICMS	Achieved Recommendation was delivered on M42	Twinning Final Report

1.2 Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts – Provision of the equipment

Title	Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts – Provision of the equipment		
Domain	CARDS	Year	2004
Assistance Modality	Service contract		
Contract number	2004-0301-010202		
Implementation years	2007 - 2008		
Contracted amount	457 357		
Paid amount	457 357		
Sub area	Legal and justice development		
Negotiation Chapter	Chapters 23 & 24		

Sources	Contract (29/06/2007); Provisional acceptance certificate; Final acceptance certificate; <i>No details on logical framework and performance in documentation provided</i>
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Overall Objective
To improve the operation and functioning of the Croatian judiciary system and contribute to the rule of law
Project Purpose
Provision of IT equipment and training to support and enhance operation and functioning of the High Misdemeanour Court and selected misdemeanour courts

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Delivery and installation of IT equipment (Desktop PC, Server System, Printer, Network Printer, UPS and Laptop)	IT equipment delivered and installed	Achieved IT equipment delivered and installed	Final Acceptance Certificate
Provision of Manuals and Training for IT equipment	Manuals and Training provided	Achieved Manuals and Training provided	Final Acceptance Certificate

1.3 Capacity Building for the Office for the Prevention of Corruption and Organised Crime (USKOK)

Title	Capacity Building for the Office for the Prevention of Corruption and Organised Crime (USKOK)		
Domain	CARDS	Year	2005
Assistance Modality	Twinning		
Contract number	96029		
Implementation years	2005 - 2006		

Contracted amount	€631.600
Paid amount	€631.600
Sub area	Anti-corruption
Negotiation Chapter	Chapters 23 and 24
Twinning Partners	MS: Spanish Anti-Corruption Prosecution Office BC: Office for the Prevention of Corruption and Organised Crime (USKOK)
Sources	<ul style="list-style-type: none"> • CARDS Twinning Project Fiche • Final report note • Twinning Final report • Functional audit • Initial Report • ROMs & quality review Intervention Logic • Training needs assessment • Twinning Contract • Interim Quarterly Reports 1 - 9
Overall Objective	
The wider objective of the project is to contribute to more efficient combating and prevention of corruption and organised crime in the Republic of Croatia.	
Project Purpose	
The improvement of USKOK capacity to fulfil its tasks and exercise its authorities in a more efficient manner.	
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level	
<p>USKOK strengthens its capacity to develop a new system of selection, assessment and training of prosecutors</p> <p>10 prosecutors from USKOK trained on EU law, organised crime</p> <p>USKOK improves coordination with other law enforcement agencies involved in the fight against corruption</p>	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1:	Human resource development. Design and implement a human resource development (HRD) strategy and programme to train an educate the USKOK personnel		
<p>Definition of HRD Strategy.</p> <p>Internal ordinances/instructions according to the HRD strategy issued.</p> <p>Elaboration of Training Programmes for USKOK staff.</p> <p>Training seminars and study visits for USKOK staff.</p> <p>Training materials on pre-investigation, investigation</p>	<p>Internal Organisation established, approved by Ministry of Justice and enacted by the Head of USKOK</p>	<p>The following official documents about USKOK internal organisation were issued by the Croatian side:</p> <ul style="list-style-type: none"> -USKOK Legal Act 2001, amended in 2005 -Schedule of Duties, issued by the former Head of USKOK in 23 October 2005 (Official creation of USKOK Departments (according to the USKOK Legal Act, appointment of their Directors and USKOK Organigram) -Internal Rules issued by Dinko Cvitan in 9 December 2005 and approved by the Ministry of Justice in 8 December 2005 -Amendment of the Internal Rules issued by Dinko Cvitan in 3 July 2006 and approved by the Ministry of Justice in 3 June 2006 -Annual working schedule issued by the Head of USKOK confirming USKOK internal organisation at the end of every year (las one issued 14 December 2005) -23 USKOK priorities, issued by the Head of USKOK in September 2006 (and updated in November 2006) as a result of the activities included in the addendum 2 (extension of the project) <p>USKOK Departments are established by USKOK Legal Act which also defines their functions and tasks. Experts consider that it is an appropriate</p>	<p>Twinning Contract</p> <p>Twinning Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		<p>structure. The only recommendation is focussed on the need of staffing USKOK which more experts in financial issues and police officers. Nonetheless this objective will be fulfilled with the signature of the MoE/Internal Protocols with the Tax Agency, the State Audit Office and the Ministry of Interior.</p> <p>USKOK Departments were created as follows:</p> <ul style="list-style-type: none"> - Prosecutor's Department - Department for Research and Documentation - Anticorruption and Public Relations Department - Department for International Cooperation and Joint Investigations 	
	<p>Strategy to select new staff drafted, approved by Ministry of Justice and enacted by the Head of USKOK</p>	<p>HR Strategy (staff policy) is essentially defined by the following documents:</p> <ul style="list-style-type: none"> -Public announcement of 6 vacancies for prosecutors in USKOK issued by General State Attorney on December 2005 -Internal Rules issued by Dinjo Cvitan in 9 December 2005 and approved by the Ministry of Justice in 8 December 2005 (Proposal for staffing USKOK with other civil servants, counsellors and other professionals in compliance with USKOK Legal Act). It is foreseen that the Office will have 51 staff and there is not deadline to finish the process (depending on the budget). Ministry of Justice authorised at the end of 2005 to employ 14 new people. This document can be considered as a strategy since it foresees USKOK staff for long term. 	<p>Twinning Contract Twinning Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		<p>-Amendment of the Internal Rules issued by Dinko Cvitan in 3 July 2006 and approved by the Ministry of Justice in 3 June 2006</p> <p>-Annual Working Schedule issued by the Head of USKOK confirming USKOK internal organisation at the end of every year</p> <p>-23 USKOK priorities, issued by the Head of USKOK in September 2006 (and updated in November 2006) as a result of the activities included in the Addendum 2 (extension of the project).</p>	
	<p>Curricula and training programme for USKOK prosecutors drafted and submitted to the Judicial Academy to be developed during the implementation of the CARDS Twinning Project 2003 on Judicial Training</p>	<p>3 meetings of coordination per year between USKOK and the Judicial Academy were set. The Advisory Body of the Judicial Academy approved a special Curriculum for USKOK according to the USKOK proposal in November, 29 of 2006</p>	<p>Twinning Contract Twinning Final Report</p>
	<p>Recommendations with regards to the necessary amendments of the legislation and institutional changes issued and approved by the competent authority (Ministry of Justice, State Attorney General, Judicial Academy)</p>	<p>1.USKOK competences Recommendation: It was detected the need of an urgent a precise delimitation of the scope of competences for USKOK by amending the article 21 of USKOK Law in order to restrict its performance to high profile cases of corruption and real organised crime (exclusion of petty cases of organised crime and corruption by introducing criteria to delimitate the final competences: economic and/or personal threshold; addition of tax evasion, article 286 Penal Code; Abuse of Authority in Economic Business Operations, article 292 Penal Code or Abuse of Office and</p>	<p>Twinning Contract Twinning Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		<p>Official Authority, article 337 Penal Code; conclusion of a prejudicial contract, disclosure of an official secret, disclosure and unauthorised disclosure of a business secret; to suppress USKOK competence about offences committed by a group –art 89.22)</p> <p>Official Statement of the General State Attorney Office and USKOK: There is acknowledge of this need by the Croatian side but it has been alleged problems since the last amendment of USKOK Law is pretty recent (2005) and the process required by any legal amendment is very slow. This it seems difficult to fulfil this objective. Nonetheless, the General State Attorney Office will propose to the Ministry of Justice the amendment of the mentioned article 21 as follows: to include the Abuse of Office and Official Authority, article 337 Penal Code and the smuggling of goods, article 298 Penal Code. Currently the overload of petty cases in USKOK has been alleviated with the Instruction issued by the General State Attorney in October 25, 2005 (Mandatory Instruction for the implementation of the Amendments of the Law on the Office for the Suppression of Corruption and Organised Crime on competence of the office and cession of cases). His Instruction allows for a pre-investigation conducted by USKOK only it deals with really serious organised crime and corruption. Furthermore, the General State Attorney will transfer prosecutors from the Regular Prosecution Offices to be in charge of specific cases/issues</p>	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		<p>(i.e. public procurement)</p> <p>2. Bank Secret</p> <p>Recommendation: General entitlement for all prosecutors (not only those from USKOK) to collect banking information directly (in the same way than staff of Tax Administration or Anti-Money Laundering Department) by amending the article 42.an of USKOK Law or the article 99 of Law on Banks (related to bank secrecy). The mentioned article indeed entitles USKOK prosecutor to request data from banks but in case of rejection or silence (what is frequent), the only logical solutions for USKOK is to obtain a judicial warrant (like it was done before the introduction of this provision).</p> <p>Official Statement of the General State Attorney Office and USKOK: there is an agreement of the counterpart about that. It is included in the general amendment of the Criminal Procedure Act (the legislative process is underway).</p> <p>3. Time limit for Special Investigative Measures (SIMs)</p> <p>Recommendation: The current duration of the SIMs is only 7 months (according to the article 180 of the Communal Procedure Act), which is not enough to carry out some complex investigations.</p> <p>Official Statement of the General State Attorney Office and USKOK: There is an agreement of the</p>	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		<p>counterpart about that. It is included in the general amendment of the Criminal Procedure Act (the legislative process is underway)</p> <p>4. Seizure and confiscation of the proceeds of crime.</p> <p>There is no complete regulation on the seizure of the equivalent value of the proceeds. The last amendment to the Criminal Code allows a reversal of the burden of proof in this issue but only in cases of organised crime and not in corruption cases.</p> <p>Official Statement of the General State Attorney Office and USKOK: There is an agreement of the counterpart about that. It is included in the general amendment of the Criminal Procedure Act (the legislative process is underway).</p>	
	<p>Approximately 15 Prosecutors from USKOK and from other Prosecution Services as well staff from other Law Enforcement Agencies trained in dealing with complex cases of corruption, drugs trafficking, economic crimes, money laundering, and other types of Org</p>	<p>USKOK prosecutors are able to conduct efficiently complex criminal investigation on organised crime and corruption, including the related financial investigation, specifically they improved their expertise on:</p> <ul style="list-style-type: none"> -Criminal investigations on high profile cases of organised crime and corruption (informers, collaborators, reformed defendants; witnesses protection, controlled deliveries, undercover agent; security measures) -International legal assistance (transnational crime, joint investigations, exchanges of information, mechanism within EU) 	<p>Twinning Contract Twining Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		<p>-Seizure and confiscation</p> <p>-Money Laundering</p> <p>-Relationship among prosecutors, police officers and judges in criminal investigations</p> <p>Furthermore, the multidisciplinary approach allowed USKOK and the other LEA to know each other and their correspondent in a more appropriate way. This circumstance led to create joint teams of investigation more frequently.</p> <p>USKOK prosecutors who are being trained can share and transfer their expertise with their new colleagues every week in the Collegium.</p> <p>USKOK prosecutors will be trainers at the Judicial Academy.</p>	
Component 2:	Administrative and organisational structuring; Develop and build institutional capacity for USKOK, by developing internal procedures, procedures for cooperation with other relevant institutions regarding data exchange and access, and other forms of cooperation and harmonising legislation, with emphasis on data acquisition and protection.		
<p>Analysis and assessment on cooperation and coordination among USKOK and other LEA at national and international level.</p> <p>Recommendations on institutional restructuring.</p> <p>Institutional structures to improve the cooperation and coordination among USKOK and oath</p>	<p>Recommendations on cooperation and coordination among USKOK and other LEA at national and international level issued and approved by Ministry of Justice and Prosecution Services</p>	<p>Recommendation 1: Urgent need of Internal Protocols to be signed by USKOK (or the General State Attorney Office) with the Law Enforcement Agencies (LEA)</p> <p>Achievements:</p> <p>-Signature of MoU between the General State Attorney Office and the Ministry of Interior (Police Directorate), 28 November 2006</p> <p>-Signature of MoU between USKOK and Tax Agency, 4 September 2006 and shortly signature of MoU between USKOK and State Audit Office</p> <p>-One consequence of these latest MoUs will be</p>	<p>Twinning Contract</p> <p>Twinning Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		<p>that USKOK will count on financial experts able to support USKOK prosecutors to conduct financial investigations from the very beginning of the investigation.</p> <p>Recommendation 2: Collection of relevant information related to organised crime and corruption</p> <ul style="list-style-type: none"> -Creation of complete and efficient systems to gather and use properly such an information by setting up mechanisms for an automatic and periodical delivery of information (even real time exchange system for some relevant data) -Centralisation of financial information what it is advisable in the Tax Agency given the tax-related nature of these data) -Creation of control mechanisms to guarantee the confidentiality of the information <p>Achievements:</p> <p>As far as USKOK is concern, the signature of the MoU with the Ministry of Interior, the creation of joint teams of investigation and the organisation of coordinating meetings imply the USKOK will and initiative to gather of the relevant information (and evidences) in its cases of Organised Crime and Corruption. Nonetheless there is a certain lack of commitment in other LEA (mainly, Ministry of finance) which are not direct counterparts in this project that has to be resolved.</p>	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		<p>The IT Internal Protocol with Police to be signed shortly will allow USKOK to have access to relevant Police Information.</p> <p>Recommendation 3: USKOK should take more initiative in high corruption in order to resolve problems to detect these types of offences since it seems to be doubts in some LEA related the actions that they can take (indications/suspicious/evidences). Need of prioritisation.</p> <p>Achievements: -USKOK recognizes the need of taking a clear initiative in corruption cases, especially in public procurement issues (a prosecutor will be assigned to deal with this type of cases in close cooperation with the Public Procurement Office and the Commission for Public Procurement)</p> <p>Recommendation 4: It is needed a specific strategy about the financial investigations that USKOK prosecutors should start from the beginning of the pre-investigation phase.</p> <p>Achievements: -USKOK is organizing coordinating meetings (with the creation of joint teams of investigation with LEA) at early stages of the pre-investigation.</p>	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	<p>Institutional contacts/channels to draft internal protocols/memorandum of understanding between USKOK and other LEA established and Protocols/Memorandums drafted by the Prosecution Services.</p>	<p>Internal Protocols USKOK</p> <p>Ministry of Interior (Criminal Police)</p> <p>-Memorandum of Understanding between the General State Attorney Office (GSAO) and the Ministry of Interior (MoI – Police-Directorate-) to define the roles of police officers/prosecutors and to provide with clear guidelines of performance in all types of criminal investigations and especially for joint teams, signed 28 November 2006.</p> <p>-Specific IP USKOK-Criminal Police for IT exchange of information. MoI provided USKOK with the Technical Specifications on 17.11.2006. Following steps will be the final installation of USKOK-ITC system and decision about including the transfer of (at least) one police officer (analyst) to manage from USKOK HQ the access of USKOK prosecutors to the Police database. The decision has been taken by the two sides and the signature process is underway.</p> <p>Ministry of fiancé</p> <p>Anti-money Laundering Department (FIU)</p> <p>It is foreseen to sign an IP (GSAO and the FIU) by the end of December 2006 as well as the creation of an Operational coordinating group among the FIU, the GSAO and the MoI. Nonetheless these results are currently being advised and supervised by the CARDS 2003 Twinning Project on “Preventing and Combating</p>	<p>Twinning Contract</p> <p>Twining Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		Money Laundering”. There is an Inter-Ministerial Committee on Money Laundering issues led by the Ministry of Finance, and spans, on the preventive side, the FIU. Croatia National Bank, HANFA, the Agency for Supervision of Pension Funds, Pension Insurance, and the Directorate for the Supervision of Insurance Companies, Tax Administration, Customs Administration, and Foreign Exchange Inspectorate); and, on the repressive or enforcement side, the State Prosecutors office, USKOK, the Police and the FIU.	
	Approximately 15 Prosecutors from USKOK and from other Prosecution Services as well as staff from other Law Enforcement Agencies trained in effective coordination and cooperation measures in fighting Organised Crime and Corruption, at national and at international level	USKOK prosecutors are able to conduct efficiently complex criminal investigation through the creation of joint teams with other LEA. Besides that, they are able to use the EU tools of judicial cooperation (OLAF, EJM and EUROJUST) USKOK prosecutors who are being trained can share and transfer their expertise with their new colleagues every week in the Collegium. USKOK prosecutors will be trainers at the Judicial Academy.	Twinning Contract Twinning Final Report
Component 3:	Information systems and resources. Establishment of a data-base, compatible with databases of other relevant institutions, and a document management system capable of handling complex legal cases.		
IT System audit and needs analysis report. IT investment Strategy design of the Information system (database and case	IT system needs to store and use relevant criminal data for a more effective prosecution organised crime and corruption cases installed evaluated	“Assessment on Information Systems and Resources in USKOK”, April 2005	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
<p>management system). Design of the IT link with the Ministry of Interior. Training on the usage of the information system. Set of manuals</p>	<p>Technical Specifications for the Supply Contract drafted</p>	<p>EuropeAid/121374/C/S/HR</p>	<p>Twinning Contract Twining Final Report</p>
	<p>IT Strategy and Master Plan drafted</p>	<p>IT Logistic Strategy and Master Plan, September 2005</p>	<p>Twinning Contract Twining Final Report</p>
	<p>IT system installed</p>	<p>Hardware financed by EC was delivered The process to install the SW (Lot 4) designed by BCC is over and will be audit shortly by one of our short-term expert In order to oversee the mentioned process the USKOK-Software working group has been created with -USKOK representatives (Director of the Department and IT staff) -IT staff of the General State Attorney Office -Representatives of the Ministry of Justice (IT Department) -BCC -RTA This working group was in charge of: -Supervision of the SW designed by BCC according to the USKOK needs and instructions -Setting up an implementation plan in light of the strategy of the Department and testing of the SW with a reduced group of prosecutors (delivered the 21st of August of 2006) -Arrangement of IT basic training for USKOK prosecutors to be delivered by the Judicial Academy along with the Ministry of Justice and</p>	<p>Twinning Contract Twining Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		IT specialised training for IT staff to be delivered by the Ministry of Justice. -Proposal of future actions to upgrade the system. Testing period was developed in any time under the supervision of Spanish STEs	
	Technical Specifications for the IT link with the Ministry of Interior drafted	DONE (17.11.2005) TS were sent by MoI to USKOK (after previous USKOK request). An Internal Protocol has to be signed to link these 2 bodies.	Twinning Contract Twining Final Report
	USKOK staff in charge of IT system and end users trained	Training delivered by BCC and Spanish STEs by December	Twinning Contract Twining Final Report
	Manuals provided	Delivered by STEs in December	Twinning Contract Twining Final Report
	System function/use/operational results audited	To be done shortly	Twinning Contract Twining Final Report

1.4 Training and Education of Prosecutors

Title	Training and Education of Prosecutors		
Domain	CARDS	Year	2003
Assistance Modality	Twinning		
Contract number	115227		
Implementation years	2005 - 2007		
Contracted amount	€719.895		
Paid amount	€719.895		
Sub area	Legal and judicial development		
Negotiation Chapter	Chapters 23 and 24		
Twinning Partners	MS: France: National School for Magistrates (ENM) and Acojuris. Spain: Judicial Training Centre (CEJ) BC: Judicial Academy and General Attorney Office		
Sources	<ul style="list-style-type: none"> • Twinning Contract • Twinning Final Report 		
Overall Objective			
The overall objective of the project is to improve the level of competence of the Ministry of Justice staff, judges, prosecutors and other court personnel			
Project Purpose			
A) Institutional building: To support the integration of this project within the current institutional structure of the Judicial Academy strengthening the managerial capacities of the State Attorney's Office representative and administrative staff.			
B) Training of prosecutors: To develop a self-sustainable training delivery system for prosecutors including programme design, curricula development, ToT and carry out training courses, work-shops, seminars and study visits			

Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level

A.
JA incorporates training of prosecutors in its administrative structure
2 new regional training centres are operational

B.
Number of modules/materials prepared and programme for training of prosecutors 2005-2006 finalised
Number of trainees and trainers registered
Number of cooperation agreements with Member States training institutions

Expected mandatory results	Benchmarks	Degree of Achievement	Source
(A) Institution Building			
State Attorney's Office representative and administrative staff fully integrated into the Judicial Academy and fully operational	Coordination mechanism between the Judicial Academy and the State Attorney's Office on training of prosecutors established	Not specified	Organigramme of the Judicial Academy
(B) Training of prosecutors			
A self-sustainable training delivery system for prosecutors developed and implemented resulting in a increased level of competency/capacity of prosecutors	Number of modules/materials prepared and programme for training of prosecutors finalised Number of trainers and trainees registered	Not specified	Results of the Training Needs analysis Training programme and modules package prepared and delivered

1.5 Strengthening Capacities of USKOK

Title	Strengthening Capacities of USKOK		
Domain	IPA	Year	2007
Assistance Modality	Service contract		
Contract number	2007-0101-0101		
Implementation years	2010 - 2011		
Contracted amount	185 082		
Paid amount	185 082		
Sub area	Anti-corruption		
Negotiation Chapter	Chapters 23 & 24		
Sources	Contract (29 April 2010); Inception Report (21 July 2010); Final Report (11 April 2011)		
Overall Objective			
To strengthen the rule of law in Croatia through an increased investigation and prosecution capacity towards criminal activity, especially in the fight against the corruption (high level corruption) and organised crime.			
Project Purpose			
Efficient storing and using of the information and data already existing within USKOK as well as making precondition for successful data exchange with relevant LEAs and for its analysis.			
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level			
Information flow established between existing and newly developed system Technical preconditions for successful data exchange with relevant LEAs defined and fulfilled			

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Initial detailed gap analysis of functional and technical requirements defined	<p>Detailed project plan with activities and time schedule accepted</p> <p>Business processes analysed and IT system requirements defined and presented in standard form</p> <p>IT architecture and communication infrastructure analysed and documented in standard form</p> <p>If required, proposed upgrade of technical requirements for the successful operation of the future system produced</p>	All deliverables have been completed	Final Report (11 April 2011)
The new system, based on the defined technical requirements developed and implement	<p>New system designed in accordance with the technical and functional specifications</p> <p>New system developed in accordance with the approved design</p> <p>All test scripts approved and actual results match the expected results</p> <p>System successfully acceptance tested in users' test environment and implemented into the production environment</p> <p>System able to be used by USKOK users</p> <p>Analytical software able to use data from the new system</p>	<p>The information system has been designed and developed.</p> <p>All deliverables have been completed</p>	Final Report (11 April 2011)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
The capacity of USKOK employees increased through training on usage and administration of the established applications	Training plan defined and implemented All USKOK users trained System administrators able to maintain system	All deliverables have been completed	Final Report (11 April 2011)

1.6 Strengthening Capacities of USKOK

Title	Strengthening Capacities of USKOK		
Domain	IPA	Year	2007
Assistance Modality	Twinning		
Contract number	2007-0101-010201		
Implementation years	2010 - 2012		
Contracted amount	€711.082		
Paid amount	€711.082		
Sub area	Anti-corruption		
Negotiation Chapter	Chapters 23 and 24		
Twinning Partners	MS: German Foundation for International Legal Cooperation (IRZ) BC: Ministry of Justice of the Republic of Croatia. Office for the Suppression of Corruption and Organized Crime (USKOK)		
Sources	<ul style="list-style-type: none"> • Twinning Contract • Addendum No.1 – Twinning Contract • Addendum No.2 – Twinning Contract 		

	<ul style="list-style-type: none"> • Twinning Final Report • Twinning Final Financial Report • Interim Quarterly Reports 1-9 (Narrative and Financial)
Overall Objective	
Strengthening of the rule of law in Croatia through an increased investigation and prosecution capacity towards criminal activity, especially in the fight against the corruption (high level corruption) and organized crime.	
Project Purpose	
Improving the institutional capacity and more efficient functioning of USKOK and efficient implementation of the National Anti-Corruption Strategy.	
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level	
Improved and more efficient functioning of USKOK as well as of all other LEAs in Croatia (in longer term) and efficient implementation of the National Anti-Corruption Strategy	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1:			
Proactive approach in the detection of criminal offences under the jurisdiction of USKOK enhanced	Number of criminal offences detected with LEA and USKOK, by applying proactive approach, increased by at least 20%. Amount of pecuniary gain detected and frozen, increased by at least 20% Number of persons reported for high level corruption increased by at least 20%	The interagency cooperation increased significantly as well as the proactive approach in fighting crime; statistical data shows that reports sent to USKOK from other LEAs greatly increased during the duration of the project. Amount of pecuniary gain detected and frozen and number of person reported for corruption greatly increased.	Twinning final report
Component 2:			
Presentation of USKOK activities/results in public improved	First public opinion polls performed in order to determine percentage of positive	The results have been achieved to the greatest possible extend.	Twinning final report

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	<p>public perception of USKOK's work in the first year of project implementation.</p> <p>Second public opinion pool performed at the end of the project implementation in order to check the increase of positive public perception of USKOK's work.</p>	<p>According to the comparative analyses of the results of the public poll conducted at the beginning and at the end of the project implementation period the public opinion on USKOK's work improved. The results show that the percentage of Croatian citizens that accurately defines USKOK, increased (especially at the State Attorney's Office), and reduce the proportion of citizens who do not know USKOKs primary responsibility. The result indicates that the citizens have notices USKOKs intense work within a two-year period.</p>	
Component 3:			
Capacity of USKOK for performing joint investigation in proceeding criminal offences with international element increased	USKOK's and LEA's staff trained for performing joint investigation in proceeding criminal offences with international element.	The results have been achieved to the greatest possible extent.	Twinning final report

1.7 Strengthening Anti-Corruption Inter-Agency Cooperation

Title	Strengthening Anti-Corruption Inter-Agency Cooperation		
Domain	IPA	Year	2007
Assistance Modality	Twinning		
Contract number	2007-0101-020101		
Implementation years	2010 - 2013		
Contracted amount	€591.307		
Paid amount	€591.307		
Sub area	Anti-corruption		
Negotiation Chapter	Chapters 23 and 24		
Twinning Partners	<p>MS: French Ministry of Justice Office of the Italian Prime Minister-Italian Ministry for Public Administration</p> <p>BC: Ministry of Justice of the Republic of Croatia</p>		
Sources	<ul style="list-style-type: none"> • Twinning contract • Amendment No.1 – Twinning contract • Amendment No.2 – Twinning contract • Amendment No.3 – Twinning contract • Amendment No.4 – Twinning contract • Interim Quarterly Report 1– 19 July 2010 • Interim Quarterly Report 2– 22 October 2010 • Interim Quarterly Report 3– 10 January 2011 • Interim Quarterly Report 4– 12 April 2011 • Interim Quarterly Report 5 – 8 July 2011 • Interim Quarterly Report 6 – 20 October 2011 		

	<ul style="list-style-type: none"> • Interim Quarterly Report 7 – 21 January 2012 • Final Report – 11 February 2013
Overall Objective	
To strengthen the rule of law in Croatia, through a more effective implementation of National Anti-Corruption Strategy (and Action Plan) and interagency cooperation at national and local level	
Project Purpose	
<p>Strengthening the Ministry of Justice Anti-Corruption Sector.</p> <p>Strengthening of the Institutional framework for the containing corruption.</p> <p>Strengthening the professional ethics in state and local administration and within judicial bodies (strengthening of individual integrity of employees)</p> <p>Develop a specific awareness strategy input to be implemented through the service contract programmed under Project Fiche.</p>	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Component 1: Institution Building			
Organizational structure and working methods of the Anti-Corruption Sector (within the Directorate for Strategic Development) restructured in compliance with EU standards	Revision of formal internal acts adopted (considering the Anti-Corruption Sector structure and organization within the Ministry of Justice)	Achieved Self-Assessment rate: Highly Satisfactory	Twinning Contract Twinning Final Report
	Adopted organigram of the Anti-Corruption Sector		
Efficient monitoring system on the implementation of the Anti-Corruption Strategy and its Action Plan determined	Monitoring indicators and the evaluation criteria defined Report with recommendations for this type of monitoring mechanism delivered	Achieved Self-Assessment rate: Highly Satisfactory	Twinning Contract Twinning Final Report
Strategic input (recommendations and guidelines) for the service contract (awareness campaign)	Recommendations and guidelines for the service contract (awareness campaign) drafted	Achieved Self-Assessment rate: Highly Satisfactory	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
provided	Contribution during setting the strategic input for the service contract (awareness campaign) provided by Twinning partner		
Employees of the Anti-corruption Sector trained on design and usage of annual Operating/work plans and development of other monitoring and review mechanisms	<p>4 training modules designed (one basic and three advanced)</p> <p>At least 4 training activities organized and carried out for employees of the Anti-Corruption Sector (employees divided in groups depending on the subject and previous work experience; also avoiding the situation that all employees of this Sector are released for training)</p> <p>Approximately 11 persons trained from the Ministry of Justice</p> <p>Two study tours organized and carried out for 6 employees of the Anti-Corruption Sector</p> <p>Report on comparative best practices in the EU (resulted from the study visits)</p>	<p>Achieved</p> <p>Self-Assessment rate: Highly Satisfactory</p>	<p>Twining Contract</p> <p>Twining Final Report</p>
Component 2: Capacity building			
Workshops for state administration, local administration employees and judicial staff (on risk and detecting the corruptive behaviour; setting the measures on preventing the corruption offences) conducted, and a specific self-sustainable training program	<p>At least 4 training materials sets completed (basic-same for all participants and advanced -for specific groups of state, local administration and employees of judiciary)</p> <p>Approximately 130 employees from the central and local administration bodies and 50 judicial staff from selected courts and</p>	<p>Achieved</p> <p>Self-Assessment rate: Highly Satisfactory</p>	<p>Twining Contract</p> <p>Twining Final Report</p>

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	state attorney offices trained		
Recommendations for updating the existing Ethical Code for civil servants developed	Number of corrections/updates inserted in the Ethical Code	Achieved Self-Assessment rate: Highly Satisfactory	Twinning Contract Twinning Final Report
One general information flow protocol for USKOK prepared - the protocol for exchange of the information set up between the USKOK, Ministry of Finance (Tax Administration, Customs Administration), State Audit Office, the Ministry of Interior, Ministry of	General information flow protocol designed, approved by the competent authorities and implemented Increased exchange of information as a result of the implemented protocol	Achieved Self-Assessment rate: Highly Satisfactory	Twinning Contract Twinning Final Report

1.8 Strengthening Anti-corruption Inter-Agency Co-operation

Title	Strengthening Anti-corruption Inter-Agency Co-operation		
Domain	IPA	Year	2007
Assistance Modality	Service contract		
Contract number	2007-0101-020201		
Implementation years	2010 - 2012		
Contracted amount	853 664		
Paid amount	853 664		
Sub area	Anti-Corruption		
Negotiation Chapter	Chapters 23 & 24		
Sources	Contract (3 December 2009);		

	Addendum n°1 (15 June 2011); Inception Report (12 April 2010); 1 st Interim Report (31 August 2010); 2 nd Interim Report (28 February 2011); 3 st Interim Report (31 August 2011); Final Report (29-02-2012)
Overall Objective	
Strengthening the rule of law in Croatia, through a more effective implementation of National Anti-Corruption Strategy, accompanying Action plan and inter-agency cooperation at national and local level.	
Project Purpose	
Raising awareness on corruption among citizens through development and implementation of a public awareness campaign.	
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level	
Major anti-corruption public awareness campaign conducted Sensitivity of wider public towards corruption increased Knowledge of State, local administration and NGO representatives increased	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Assessment report on current and existing Anti-corruption awareness raising practices	Documents reviewed during the desk research Meetings with relevant stakeholders conducted	The overall implementation rate is very high. The activities did not follow the original time schedule but were implemented and impact remained very high	Final Report (29-02-2012)
Coordinating group on Public Awareness on Corruption established	Coordination conducted Number of institutions represented in	idem	Final Report (29-02-2012)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	<p>the coordinating group on Public Awareness on corruption</p> <p>Agreed messages for the public awareness campaign on anti-corruption</p>		
Major anti-corruption public awareness campaign initiated	<p>TV spots</p> <p>1 radio spots</p> <p>Web banner campaign in 5 internet portals for period of 1 month</p> <p>10 press releases provided</p> <p>500 brochures printed</p> <p>2 press conferences/visibility events organised</p>	idem	Final Report (29-02-2012)
Public opinion surveys on corruption before and after the campaign conducted	<p>1000 citizens approached through CATI method in each of the 2 surveys</p> <p>Analytical report prepared</p>	idem	Final Report (29-02-2012)
Knowledge of state, local administration and NGO representatives increased	<p>4 round tables with state and local administration representatives and NGO representatives in each of the four selected counties</p>	idem	Final Report (29-02-2012)
Elaborated recommendations for the discussions at the round tables	<p>Delivered report with recommendations to the steering committee</p>	idem	Final Report (29-02-2012)
Increased capacity of min. 90 journalists to investigate and report	<p>Needs assessment on training about investigative and reporting</p>	idem	Final Report (29-02-2012)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
corruption issues	techniques Organized 1 workshop for 20 journalists and one conference for journalists Organisation of three regional workshops for local media		
Sensitivity of wider public towards corruption increased	Overall number of participants in the different project activities to include 150 journalists Positive changes in public perception	idem	Final Report (29-02-2012)

1.9 Professional development of Judicial Advisors, Judges, State Attorneys through self-sustainable training system

Title	Professional development of Judicial Advisors, Judges, State Attorneys through self-sustainable training system		
Domain	IPA	Year	2009
Assistance Modality	Twinning		
Contract number	2009-0101-010101		
Implementation years	2012 - 2014		
Contracted amount	€846.262		
Paid amount	€846.262		
Sub area	Legal and judicial development		
Negotiation Chapter	Chapters 23 and 24		
Twinning Partners	MS: Spanish General Council of the Judiciary, Spain		

	<p>HAUS-Finnish Institute of Public Management Ltd, Finland High Council for the Judiciary, Italy, for the MS</p> <p>BC: Judicial Academy, Croatia</p>
Sources	<ul style="list-style-type: none"> • Twinning Contract • Amendment No.1 – Twinning contract • Interim Quarterly Report 1 – 30 August 2012 • Interim Quarterly Report 2 – 11 December 2012 • Interim Quarterly Report 3 – 8 March 2013 • Interim Quarterly Report 4 – 6 June 2013 • Interim Quarterly Report 5 – 12 September 2013 • Interim Quarterly Report 6 – 28 February 2014 • Twinning final Report – 28 February 2014
Overall Objective	
<p>The overall objective is to contribute to more efficient functioning of judicial bodies in the Republic of Croatia by improving the professionalism of judicial advisors and future judges and state attorneys</p>	
Project Purpose	
<p>The project purpose is to renew and enhance the status of judicial advisors and to develop a dual self-sustainable training system both for judicial advisors and candidates for future judges and state attorneys (future judicial officials)</p>	
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level	
<p>New role of judicial advisors defined Training strategy for lifelong education of judicial advisors developed Judicial advisors trained Trainers of judicial advisors trained Recommendations for upgrading of data base of trained judicial advisors prepared E-learning methodology for lifelong education developed Training system for candidates for judges and state attorneys strengthened Trainers and candidates for judicial officials trained</p>	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Component 1:	Enhancement of the status of judicial advisors		
The current role and status of Judicial advisors analysed	Legislative framework relevant for judicial advisors analysed and corresponding report prepared	Legislative framework analysed and corresponding report prepared.	Twinning Contract Twinning Final Report
	Comparative overview of at least two Member states on best practices how the status of judicial advisors is regulated in their countries analysed and corresponding report prepared	Comparative overview analysed and corresponding report prepared.	Twinning Contract Twinning Final Report
	Current workload of judicial advisors (in courts and state attorney offices) analysed and corresponding report prepared	Current workload of judicial advisors analysed and corresponding report prepared.	Twinning Contract Twinning Final Report
	Report of judicial and non-judicial tasks that can be delegated to judicial advisors prepared	Report prepared.	Twinning Contract Twinning Final Report
New role of judicial advisors defined and status of judicial advisors enhanced	Recommendations for amendments of current legislative framework relevant for judicial advisors drafted	Recommendations drafted and officially submitted to authorities.	Twinning Contract Twinning Final Report
	Proposal of two models on career management of judicial advisors in line with recommendations for amendments of current legislative framework prepared	Proposal prepared and officially submitted to authorities.	Twinning Contract Twinning Final Report
Component 2:	Development of self-sustainable training system for lifelong education of judicial advisors		
Training needs assessment (TNA) and Training Strategy for Lifelong Education of Judicial Advisors prepared	Existing training modules that are used in Judicial Academy for training of judicial advisors analysed and report with analysis results prepared	Existing modules analysed and report prepared.	Twinning Contract Twinning Final Report
	Questionnaire for determining topics which should be covered in development	Questionnaire developed and	Twinning Contract

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	of Training Strategy for Lifelong Education of Judicial Advisors developed and distributed by e-mail to 75 judicial advisors	distributed among 80 advisors.	Twinning Final Report
	Interviews with judicial advisors conducted and report about outcomes of the interviews prepared	Interviews with 30 judicial advisors conducted and report prepared.	Twinning Contract Twinning Final Report
	The outcomes of questionnaires and interviews analysed and list of topics prepared	The outcomes of questionnaires and interviews analysed and list of topic prepared.	Twinning Contract Twinning Final Report
	List of training modules (Criminal Law, Commercial Law, Civil Law, Misdemeanour Law, Administrative Law, EU Law) drafted	List of training modules drafted.	Twinning Contract Twinning Final Report
	TNA report prepared and submitted to JA	TNA report prepared and submitted to JA.	Twinning Contract Twinning Final Report
	Training strategy for lifelong education of judicial advisors prepared and submitted to JA	Training Strategy proposal prepared and submitted to JA.	Twinning Contract Twinning Final Report
Judicial advisors trained on subjects related to Criminal Law, Civil law, Commercial Law, Misdemeanour Law, Administrative law and EU law	6 Training modules (Criminal law, Civil and Commercial law, Misdemeanour Law, Judicial Cooperation in the EU, and EU law) as well as corresponding training curricula developed	Training modules and training curricula developed. Problem encountered: Lack of advisors in administrative courts, insufficient number of commercial advisors in some regional centres. Solved by adjusting courses' topics.	Twinning Contract Twinning Final Report
	Modules' teaching kits and materials for lifelong education of judicial advisors developed	Modules' teaching kits and materials developed.	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	48 seminars/workshops conducted for minimum of 240 judicial advisors up to maximum of 480 judicial advisors in the four Regional centres	48 workshops conducted in the Academy's Regional Centres. 248 judicial advisors trained.	Twinning Contract Twinning Final Report
Trainers for judicial advisors trained on andragogic learning; knowledge-transfer techniques and development of the didactic skills	2 Training modules (andragogic learning, knowledge-transfer techniques and developing of the didactic skills) for training of trainers (ToT) for judicial advisors together with corresponding training curricula developed	2 Training modules together with corresponding training curricula developed.	Twinning Contract Twinning Final Report
	Modules 'teaching kits and materials for training of trainers of judicial advisors developed	Modules' teaching kits and materials developed.	Twinning Contract Twinning Final Report
	5 ToT workshops for 60 selected trainers in JA Zagreb and JA's Regional Centres (5 workshops organized and conducted. 55 trainers trained.	Twinning Contract Twinning Final Report
Recommendations for upgrading of data base of trained judicial advisors prepared	Current data base of trained judicial advisors analysed and report with analysis results produced	Current data base analysed and report produced.	Twinning Contract Twinning Final Report
	Recommendations for upgrading of data base of trained judicial advisors prepared	Recommendations prepared.	Twinning Contract Twinning Final Report
E-learning methodology introduced to the authors of training curricula and trainers/mentors as well as other relevant employees from Judicial Academy and Ministry of Justice	One study visit in duration of 5 days for 6 employees from the JA and MoJ to the Spanish Judicial School accomplished; report prepared	Study visit in duration of 5 days for 6 employees from the JA and MoJ accomplished and reports prepared.	Twinning Contract Twinning Final Report
	Curricula and teaching materials about e-learning methodology prepared	Curricula and teaching materials prepared.	Twinning Contract Twinning Final Report
	1 workshop about the design of e-learning content conducted for 1 IT expert from JA	1 workshop conducted. 4 experts from the JA trained.	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	1 workshop about the design of e-learning content conducted for 15 authors of curricula	1 workshop conducted. 15 authors trained.	Twinning Contract Twinning Final Report
	1 workshop about the organization of e-learning education conducted for 2 employees from JA	1 workshop conducted. 2 employees from the JA trained.	Twinning Contract Twinning Final Report
	5 ToT workshops about e-learning conducted for 25 trainers/mentors	5 workshops conducted. 34 trainers trained.	Twinning Contract Twinning Final Report
E-learning methodology for lifelong education of judicial advisors developed and implemented through pilot project	E-learning modules on Civil Law, Criminal Law, Commercial Law, Misdemeanour Law and EU law together with corresponding curricula and reaching materials for judicial advisors designed and prepared	5 e-learning modules, together with corresponding curricula and teaching materials developed.	Twinning Contract Twinning Final Report
	Pilot course on e-learning (Judicial Cooperation in the EU) for selected 64 judicial advisors designed and prepared	Pilot course designed and prepared.	Twinning Contract Twinning Final Report
	Initial seminar performed	Initial seminar conducted.	Twinning Contract Twinning Final Report
	On line course conducted for 64 judicial advisors, test and case studies corrected	Online course for 70 judicial advisors conducted, test and case studies corrected.	Twinning Contract Twinning Final Report
	Trainees, trainers platform & course evaluated	Trainees, trainers, platform & course evaluated.	Twinning Contract Twinning Final Report
	3 types of e-learning methodology handbooks prepared, published, presented and disseminated to 64 judicial advisors, 25 mentors and 10 for JA	3 types of handbooks prepared, published, presented and disseminated, both in the e-format and paper (200 units of user's	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
		handbook, 100 units of trainers' handbook, and 40 units of academy's handbook).	
Component 3:	Development of self-sustainable training system for candidates for judges and Twinning Contract Twinning Final Report state attorneys		
Current training system for candidates for judges and states attorneys strengthened	Academy's Multi Annual Strategy of Professional Training, Annual Training Program and documents produced under IPA 2008 'Support to the establishment of State School for Judicial Officials' project, related to education through State School for Judicial	Strategy, Annual Training Program and documents produced under IPA 2008 project analysed and corresponding report prepared.	Twinning Contract Twinning Final Report
	Training Strategy for education of candidates for judicial officials drafted	Draft training strategy prepared and submitted to the beneficiaries.	Twinning Contract Twinning Final Report
	Recommendations on how to improve current training system prepared	Recommendations prepared and submitted to the beneficiaries.	Twinning Contract Twinning Final Report
Current training modules, curricula and teaching materials for training of candidates for judicial officials as well as for ToT of candidates for judicial officials aligned with Training Strategy and recommendations on how to improve current training system.	Current training modules, curricula and teaching materials for ToT of candidates for judicial officials aligned with Training strategy and recommendations on how to improve current training system	Current training modules, curricula and reaching materials for ToT aligned with Training strategy and recommendations. Report aligning modules prepared.	Twinning Contract Twinning Final Report
	Current training modules, curricula and teaching materials for training of candidates for judicial officials aligned with Training strategy and recommendations on how to improve current training system	Current training modules, curricula and teaching materials for trainings aligned with Training strategy and recommendations. Report aligning modules prepared.	Twinning Contract Twinning Final Report
Trainers for candidates for judicial officials trained and candidates for	2 ToT workshops for 16 selected trainers conducted	2 ToT workshops conducted. 16 trainers trained.	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
judicial officials trained on topics determined in Training Strategy and recommendations on how to improve current training system	One study visit in duration of 4 days for 5 selected trainers to the Spanish Judicial School in Barcelona accomplished	Study visit in duration of 4 days for 5 selected trainers accomplished.	Twinning Contract Twinning Final Report
	2 training modules for candidates on Judicial Cooperation in EU (one in criminal cooperation and the other in civil cooperation) designed and prepared	2 training modules designed and prepared.	Twinning Contract Twinning Final Report
	10 training courses for candidates for judicial officials conducted (100 candidates trained in total)	10 training courses conducted. 100 candidates trained.	Twinning Contract Twinning Final Report
	Conducting 1 round table and 3 ToT seminars for mentors of candidates for judicial officials	Round table and three ToT seminars conducted. 60 mentors trained.	Twinning Contract Twinning Final Report

1.10 Enhancement of mediation as an alternative to court based dispute settlement

Title	Enhancement of mediation as an alternative to court based dispute settlement		
Domain	PHARE	Year	2005
Assistance Modality	Service contract		
Contract number	2005-0101-010101		
Implementation years	2008 - 2010		
Contracted amount	749 057.81		
Paid amount	749 057.81		
Sub area	Legal and judicial development		
Negotiation Chapter	Chapters 23 & 24		
Sources	Addendum n°1 (25 June 2008); Addendum n°2 (17 April 2009); Inception Report (30 June 2008); 1 st Interim Report (31 October 2008); 2 nd Interim Report (17 April 2009); 3 rd Interim Report (15 October 2009); Final Report (November 2010)		
Overall Objective			
The insurance of better access to justice through the development of Alternative Dispute Resolution			
Project Purpose			
Meet the EU best practices related to alternative dispute resolution. Development of in-court and out-of-court mediation system for physical and legal persons <i>No info on OVI provided in LFA</i>			

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: «C1»			
Amendments of the Law on mediation drafted, Draft guidelines for Model code of ethics to be used by Mediators drafted, standard mediation clauses for commercial and civil contracts etc. developed and used by mediation centres and Croatian Mediation Association, contracting parties and professional organisations.	n/a	Completed	Final Report (November 2010)
A structure and system for in-court and out-of-court mediation has been established, the pilot in-court mediation centres are in function, the regional out-of-court mediation centres are fully operational and the register of mediators is established	n/a	Completed	Final Report (November 2010)
Training curricula for mediators and trainers are designed and implemented, basic, advanced and informative seminars have been completed, public folders containing training and relevant materials established and accessible to all stakeholders	n/a	Completed	Final Report (November 2010)
Information and publication on mediation prepared and disseminated, visibility events organised	n/a	Completed	Final Report (November 2010)

2. PUBLIC ADMINISTRATION REFORM

2.1 Capacity Strengthening of the State Commission for Supervision of Public Procurement Procedures

The documents provided correspond to Twinning Project: **Strengthening Croatian Public Procurement System**

Title		Capacity Strengthening of the State Commission for Supervision of Public Procurement Procedures	
Domain	CARDS	Year	2005
Assistance Modality	Twinning Light		
Contract number	104235		
Implementation years	2006 - 2007		
Contracted amount	€585.772		
Paid amount	€585.772		
Sub area	Capacity building		
Negotiation Chapter	All Chapters		
Twinning Partners	MS: Germany, The Republic of Slovenia BC: Public Procurement Office of the Republic of Croatia		
Sources	Annex I: Twinning Workplan (revised – Addendum) Annex III (Addendum 1): Budget Template – Breakdown of Costs Note to the Attention of Alain Van Hamme, Elarg B.01 Explanatory note: CARDS/Twinning contract/Addendum No. 1 Addendum No 1 to Contract No 103264 Signed Twinning Light contract Amendment No. 1		

Overall Objective
The development and strengthening of a sound, transparent and competitive public procurement system in the Republic of Croatia in accordance with EU standards, promoting efficiency and effectiveness in the use of public funds and reducing the potential for fraud and corruption.
Project Purpose
Bringing the legislative framework in accordance with EU standards; Increasing professional skills of the PPO staff, procuring entities and private sector; Increasing awareness about the new public procurement system.

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Component 1: Strengthening the legal, institutional and methodological framework of the Croatian public procurement system			
Strengthening the legal, institutional and methodological framework of the Croatian public procurement system	Croatian PP legislation analysis report; Draft proposals for 3 by-laws to the amended PPL; Draft proposals for a new PPL and by-laws in the light of the new EU Directives; Analysis on internal rules and procedures of the PPO; Set of guidelines on internal rules and procedures for the PPO elaborated; Analysis report on the organisation of the PPO; Organisational development plan for the PPO elaborated; Analysis report on the organisational structure of the procurement practice on governmental level; Analysis of IT system needs for public		Annex I: Twinning Workplan (revised – Addendum)

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	<p>procurement matters of the PPO;</p> <p>Implementation plan with concrete IT solutions for public procurement matters of the PPO;</p> <p>Proposals on establishing procurement units;</p> <p>Review of standard bidding documents completed;</p> <p>New standard bidding documents;</p> <p>Manual for procuring entities;</p> <p>Manual for suppliers on the preparation of bids.</p>		
Component 2: Strengthening professional skills and capacity among the staff of the Public Procurement office, other procuring entities and potential suppliers, service providers and contractors			
<p>Strengthening professional skills and capacities among the staff of the Public Procurement Office, other procuring entities and potential suppliers, service providers and contractors</p>	<p>Training programme for the staff of the PPO elaborated and conducted (including 3 study tours to Germany and Slovenia);</p> <p>National training programme elaborated;</p> <p>Minimum 20 trainers trained and certified on the basis of a train-the-trainers concept;</p> <p>Training activities of the trainees supervised for the increase of skills and capacities of other actors in the field of PP.</p>		<p>Annex I: Twinning Workplan (revised – Addendum)</p>

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Component 3: Promoting awareness about the new public procurement system			
Promoting awareness about the new public procurement system	<p>An action plan for the PPO regarding awareness raising elaborated and agreed upon;</p> <p>Quarterly electronic newsletter established;</p> <p>Website of the PPO established;</p> <p>Three seminars for high-level political officials and private sector entities conducted;</p> <p>Kick-off-meeting held at the beginning and final conference held the end of the project.</p>		Annex I: Twinning Workplan (revised – Addendum)

2.2 Support to implementation of the civil service reform programme

Title	Support to implementation of the civil service reform programme		
Domain	CARDS	Year	2005
Assistance Modality	Service contract		
Contract number	115347		
Implementation years	2006 - 2008		
Contracted amount	1 668 361		
Paid amount	1 668 361		

Sub area	Public sector policy and administrative management
Negotiation Chapter	All Chapters
Sources	Addendum n°1 (12 September 2006); Inception Report (27 March 2006); 1st Monitoring Report (September 2006) Action Plans (October 2006); 2 nd Monitoring Report (May 2007); PIU Meeting Minutes (26 September 2007); Final Report (23 January 2008)
Overall Objective	
Develop a unified, accountable, transparent and efficient public administration in Croatia in conformity with EU standards	
Project Purpose	
Strengthen institutional and administrative capacity for human resources management across the state administration. Improve legal framework and implementation of administrative procedures.	
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level	
<p>Modernized secondary legislation for implementing the new service civil service law adopted and correctly implemented</p> <p>The CSOA fulfils its responsibility as leading institution in the field of HRM by defining the HRM policy and strategies as well as the detailed procedures for the whole civil service</p> <p>The CSOA departments responsible for HRM have complete staff with job description, trained to perform their assigned function</p> <p>Reform of general administrative procedures is recognised and promoted by Croatia's policy makers as a strategic issue of the necessary overall public sector reform</p> <p>New law on General Administrative Procedures ensures lawfulness and adequacy of administrative capacity of the state</p> <p>Process of drafting secondary legislation started</p>	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Continuation of the Civil Service reform by implementation of the Law on Civil Servants and improved human resources management			
Draft texts on any necessary implementing regulations and implementing guidelines under the new Civil Service Law submitted for the Government / CSOA approval	Analysis of secondary legislation and support to working groups in its completion	Decree on Job classification for Civil Servants; Decree on the Forms, Methods and Conditions for Training of Civil Servants; Rulebook on the Uniform Standards and Criteria for Civil Service Job Titles and Descriptions; Rulebook on Reports on performance and efficiency assessments of Civil Servants.	Final Report (23 January 2008)
Internal organisation of the CSOA strengthened to implement the provisions of the new Civil Service law	Preparation of the CSOA to implement the new civil service systems	A functional review of the CSOA Department 5; Preparation of revised job descriptions; Review of activities, operational and organisational effectiveness; Provision of verbal and written advice	Final Report (23 January 2008)
Advice provided to the CSOA and line institutions on setting up properly functioning HR departments able to implement the provisions of the new Civil Service Law	Preparation of the five 'pilot' HR departments to implement the new civil service system and support to staff for the practice test of new regulations	Initial scoping reviews and report on HR departments; Detailed reviews and reports; Situational analysis of the Ministries; Capacity building activities	Final Report (23 January 2008)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
A comprehensive training programme for the CSOA staff and line institutions' HR staff performed on modern HRM techniques	Training needs assessment and HR skills training programme; Internships and study tour for CSOA and pilot HR department staff; Programme of information and support for the other administrative organisations during pilot phase	Development and delivery of a TNA training programme; One week study tours to Ireland, Slovakia, Finland and Estonia, Latvia and Lithuania. Continuous dialogue with CSOA Department 5	Final Report (23 January 2008)
Necessary professional / administrative customization of the new civil service registry system performed to meet the requirements of the new civil service law	Guidelines for implementing new HRM procedures Civil service registry and HR information system	Preparation of guidelines; Translation into Croatian language; Provision of information and advice through various media; Preparation of a HR procedures manual	Final Report (23 January 2008)

Component 2: Reform on General Administrative Procedures			
Draft proposals on the new general administrative procedures Law / amendments to the current law submitted for the Government approval	Adoption of the policy paper 'principles of public administration and objectives of administrative procedures' through the Government of the Republic of Croatia Adoption of the policy paper 'Political guidelines for the legislation on general administrative procedures' Submission of the draft new law on general administrative procedures to the CSOA	Adoption of the policy paper Adoption of the policy paper	Final Report (23 January 2008)

		Submission	
Drafts proposals for secondary legislation submitted for the Government approval	Preparation of secondary legislation	Not needed (already on the new law on general administrative procedures)	Final Report (23 January 2008)
Advice and guidelines prepared on improved implementation of the new / revised law	Development of an implementation strategy	Submission of a strategy to implement the New law on general administrative procedures	Final Report (23 January 2008)

2.3 Development of Regulatory Impact Assessment (RIA)

Title	Development of Regulatory Impact Assessment (RIA)		
Domain	IPA	Year	2007
Assistance Modality	Twinning		
Contract number	2007-0202-010101		
Implementation years	2011 - 2012		
Contracted amount	€1.067.862		
Paid amount	€1.067.862		
Sub area	Not classified		
Negotiation Chapter	All Chapters		
Twinning Partners	MS: United Kingdom, Northern Ireland Co-operation Overseas Ltd. Estonia, Ministry of Justice BC: Government Legislation Office		
Sources	<ul style="list-style-type: none"> • Twinning contract • Addendum No.1 – Twinning Contract 		

	<ul style="list-style-type: none"> • Interim Quarterly Report 1 – 30 April 2011 • Interim Financial Quarterly Report 1 • Interim Quarterly Report 2 – 9 July 2011 • Interim Financial Quarterly Report 2 • Interim Quarterly Report 3 – 24 October 2011 • Interim Quarterly Report 4 – 24 January 2012 • Interim Quarterly Report 5 – 2 May 2012 • Interim Quarterly Report 6 – 19 July 2012 • Twinning Fiche RIA
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Overall Objective
To assist the Croatian public administration in becoming an efficient, modern service, capable for conducting impact assessment tools as part of development of a modern regulatory system.
Project Purpose
To improve implementation of RIA methodology into national policy making process, through capacity building of GLO and regulatory institutions in public administration and to ensure awareness of stakeholders and wider public about the implementation of RIA coordination system.
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
GLO staff trained and certified in RIA methodology, all trainings completed RIA process is effectively used for drafting new regulations put into force Increased interest and involvement of the business sector, civil society and general public

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Component 1:	Further development of impact assessment legal framework		
Current legal framework of impact assessment system, the Strategy for introducing RIA system with Action Plan analysed, and recommendations on the improvement of the system prepared, including the Guidelines on impact assessment methodology for lawmakers	Identification and review of the current legal framework of all existing regulations that relate to the implementation of RIA conducted. In addition, review of the existing draft Strategy and Action Plan, produced during the Sigma 2010 project, for introducing RIA made.	Review of current legal framework, Strategy and Action Plan completed and fed into work on RIA Law, approved on 15 July. Work to develop RIA process and framework completed and shared with all key stakeholders. Work on RIA Guidelines for officials in public administration completed. (Interim Quarterly Report 6, 19 July 2012)	Twinning Final Report
	Two reports produced, with recommendations on improvement of the legislative framework and amendments to the draft Strategy.		Twinning Final Report
	A summary report produced, with a consolidated set of recommendations for achieving a coherent legislative framework and Strategy to support the sustainable implementation of RIA in Croatia.		

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	An analysis carried out on the steps involved in the process of preparing RIA and the existing decision-making process in Croatia.	Review of existing draft RIA law and Strategy completed, recommendations made for improvements. New draft law agreed and published for formal public consultation following informal consultation with key stakeholders, including RIA coordinators from line ministries Stakeholder round table discussion held on 18 May.	
	A report produced to summarise both issues to show how the RIA process can be introduced within existing decision-making processes.	Draft law cleared through the normal Government procedures and approved by Parliament of Republic of Croatia on 15 July 2011. (Interim Quarterly Report 6, 19 July 2012)	
	Draft RIA guidelines produced.		
The existing draft RIA law reviewed, and on the basis of concrete recommendations for improvement further elaboration of the law planned and/or executed if need be. All necessary consultations involved in the process of drafting the law carried out. The roundtable discussion and	Review and analysis completed of the draft RIA law produced as an output of the Sigma 2010 project.	Benchmark achieved. Self-assessment rate: Satisfactory (Final Report)	Twinning Final Report
	Report produced with clear recommendations for any suggested improvements of the draft law developed during the Sigma 2010 Project, together	Benchmark achieved. Self-assessment rate: Highly Satisfactory (Final Report) RIA regulation drafted, stakeholder	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
the presentation of recommendations for the improvement of the RIA law and the Strategy for introducing RIA system carried out. Final version of the RIA law elaborated.	with a plan for achieving any such amendments.	consultation has taken place and subsequent amendments made. The RIA regulation went through the government procedure in June 2012 and comes into force on 23 June 2012. (Interim Quarterly Report 6, 19 July 2012)	
	A round table discussion organised with the four key ministries and other stakeholders on proposals for the draft RIA law.	Benchmark achieved. Self-assessment rate: Highly Satisfactory (Final Report)	Twinning Final Report
	Report produced of round table discussion results and any changes to the draft RIA law as a result of this consultation.		
	Public presentation organised and delivered on the proposed draft RIA law, and recommended improvements to the Strategy and Action Plan for implementing RIA.	Public presentation of RIA Law held on 20 July. (Interim Quarterly Report 6, 19 July 2012)	
	Final version of RIA law completed, taking into account consultation inputs and feedback received during the round table discussion in Activity 1.2.3	Benchmark achieved. Self-assessment rate: Satisfactory	
Component 2:	Development of Administrative Capacity in Impact Assessment		
The structure, organization and human resources of the GLO analysed and report with concrete proposals for improvement developed, including the training Programmes for the staff of the GLO	Structure, organisation and human resources of GLO reviewed and analysed	Completed to schedule; final review of GLO structure, organisation and resources to be completed as part of second peer review.	Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
and for key stakeholders planned and prepared.	1 Report completed with concrete proposals for improvement		
	Two peer reviews carried out		
	1 Peer Review Report and recommendations produced, including examples of international best practice		
	Training needs assessment of GLO staff completed and report produced with recommendations for the training programme		
	Training programme for GLO staff drafted and agreed with GLO	Benchmarks achieved.	Twinning Final Report
	Training needs assessment of key stakeholders involved in the impact assessment system completed	Benchmarks achieved. Training needs assessment carried out for GLO staff, line ministries and other key stakeholders. (Interim Quarterly Report 6, 19 July 2012)	
	Training programme for key stakeholders drafted, with a particular focus on detailed RIA training workshops for officials from line ministries who will be responsible for undertaking development of RIAs, including those who will participate in the pilot R	Training programme-in depth training and awareness training complete. 2 nd Peer Review and further analysis of the GLO completed. (Interim Quarterly Report 6, 19 July 2012)	
Guidelines for impact assessment methodology for the GLO and for key stakeholders drafted.	Guidelines for RIA process implementation for GLO developed and completed	Work commenced on Guidelines for GLO ahead of schedule, building on the core RIA Guidelines completed in Component 1.	Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	Guidelines for RIA process implementation for key stakeholders, particularly line ministries who will be responsible for undertaking RIAs, developed and completed.	RIA Guidelines for key completed. Guidelines published on the website after the RIA regulation was sent in the regular Government procedure. (Interim Quarterly Report 6, 19 July 2012)	
GLO's staff and key stakeholders in impact assessment methodology trained. Representatives of business and civil sector in impact assessment methodology trained.	7 workshops for the 5 GLO staff responsible for promoting impact assessment, providing advice to line ministries and quality assuring individual RIAs conducted (total trained=5)	Benchmarks achieved. Training programme completed, implementation started in week commencing 6 June for GLO staff and RIA Coordinators in line Ministries and completed in the week of 13 June. All received excellent feedback from participants. Followed in September by Training the Trainers for same group – also with excellent feedback. (Interim Quarterly Report 6, 19 July 2012)	Twinning Final Report
	2 workshops for other GLO staff, other representatives of Government offices who need a broad awareness of RIA -up to 20 people conducted (total trained - up to 15)	Subsequent RIA in-depth trainings delivered in October/November 2011. All workshops received excellent feedback via evaluation forms. Final in-depth RIA training was carried out February/March 2012, and again the feedback received was excellent. (Interim Quarterly Report 6, 19 July 2012)	
	6 workshops, repeated twice (12 workshops in total), for up to 20 people conducted (total trained = up to 40 people)	Awareness raising workshops and seminars for external stakeholders planned throughout Project, started in	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
		September for business groups and NGOs and completed in May 2012. (Interim Quarterly Report 6, 19 July 2012)	
	2 workshops for wider group of staff in the 4 key ministries and lines ministries (up to 25 people each) conducted (total trained=up to 50 people)		Twinning Final Report
	6 workshops or seminars, 1 day each, for the business sector, for a minimum of 60 people conducted		
	6 workshops or seminars, for 1 day each, for the business sector, for a minimum of 60 people conducted		
Four pilot projects on relevant legislative fields conducted and evaluated. The pilot projects produced ex-ante impact assessment on four new regulations.	Four meaningful and manageable areas for carrying out pilot RIA case studies identified and formally agreed with the GLO and relevant ministries. Work plans, and a timeline, drafted for the 4 pilot projects in relevant legislative fields of four line ministries	Benchmarks achieved. Four pilot RIA projects identified, work plans and timelines were drafted. Four working groups have been established. (Interim Quarterly Report 6, 19 July 2012) Pilot RIA from Ministry of Social Policy and Youth published. Four RIA pilots have been delivered. A summary report of the evaluation of the four pilots was produce. (Interim Quarterly Report 6, 19 July 2012)	Twinning Final Report
	4 working groups established to carry out the implementation of each of the pilot	Benchmarks achieved.	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	projects		
	4 pilot RIA projects delivered		
	Report produced summarising the evaluation of each of the 4 pilot projects, both throughout the development of the RIAs and once they have been completed, in terms of quality content of ex-ante impact assessment reports, data collection, analysis carried		
Two study visits to EU RIA Agencies performed. Two Mission Reports prepared.	2 study visits to EU RIA agencies organised and completed	UK Study visit completed in September. Estonia study visit completed in November. (Interim Quarterly Report 6, 19 July 2012)	Twinning Final Report
	2 mission reports produced		
Component 3:	Development and implementation of a PR campaign for raising public awareness on impact assessment		
Basic Communication (PR) Strategy document on the GLO's website developed and published	Public Relations analysis completed	Benchmarks achieved. PR analysis completed, target groups identified and Communications Strategy completed – approved by GLO and published on GLO website. 1. Communication Strategy published, action plan being implemented throughout the Project. 2. RIA brochure developed and translated and published February.	Twinning Final Report
	Report written to include strategy	3. 2 public events held	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	recommendations		
	Target groups for the Communications Strategy defined consulted on and agreed	4. 1 workshop organised for journalist 5. Journalists interested in impact assessment issues trained.	
	Communications Strategy drafted	(Interim Quarterly Report 6, 19 July 2012)	
	Final Communication strategy published on GLO website		
Implementation of Communication strategy started and two public events carried out. Journalists interested in impact assessment issues trained.	2 public events delivered	Benchmarks achieved.	Twinning Final Report
	1 workshop for at least 10 journalists organised		
	Journalists interested in impact assessment issues trained		

2.4 Support to the implementation of the General Administrative Procedure Act (GAPA)

Title	Support to the implementation of the General Administrative Procedure Act (GAPA)		
Domain	IPA	Year	2008
Assistance Modality	Contract service		
Contract number	2008-0101-030101		
Implementation years	2011 - 2014		
Contracted amount	1 372 157		
Paid amount	1 372 157		

Sub area	Public sector policy and administrative management
Negotiation Chapter	All Chapters
Sources	Contract (5 September 2011); Addendum n°1 (16 July 2012); Addendum n°2 (26 August 2013); Inception Report (25 My 2012); Progress Report n°1 (15 July 2012); Progress Report n°2 (9 November 2012); Progress Report n°3 (21 February 2013); Progress Report n°4 (17 June 2013); Progress Report n°5 (29 July 2013); Progress Report n°6 (21 January 2014); Progress Report n°7 (6 March 2014); Final Report (13 March 2014)
Overall Objective	
To support the Republic of Croatia in enhancement of reliable, open, transparent and client-oriented public administration.	
Project Purpose	
To ensure high institutional and professional capacities for efficient implementation of the GAPA at all levels and to improve citizens on issues related to GAPA.	
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level	
Number of civil servants trained for efficient implementation of the new GAPA Public awareness of citizens of Croatia on issues related to GAPA raised	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: The administration capacity of MoPA with regard to the implementation of GAPA improved			
MoPA fully operational as the central body to implement, coordinate and advise on the new GAPA and to support CSCT	Staff for MoPA recruited	Unit only staffed with 3 positions	Final Report (13 March 2014)
Methodology for monitoring and reporting on the implementation of the new GAPA developed	Operational plan developed	Operational plan prepared and agreed upon	Final Report (13 March 2014)
Tool for monitoring GAPA implementation developed	Technical requirement specification developed	Completed	Final Report (13 March 2014)
PA management acquainted with EU good practices	EU good practices are known among top management CSs	4 workshops of 3 days each; Study tour to Italy and Austria (10 participants); Conference for 138 participants	Final Report (13 March 2014)
Component 2: A comprehensive training needs analysis and a training programme on GAPA developed and delivered			
A comprehensive training needs analysis elaborated	TNA methodology and instruments elaborated; TNA survey conducted involving at least 200 persons	Field work comprising of focus group technique, observations, consultation meetings, conduct of individual interviews and on-line survey conduct	Final Report (13 March 2014)
A comprehensive training programme on GAPA and substantive legislation developed and ready to be implemented	Curricula developed; Training material developed and tested; 600 CSs trained;	Completed	Final Report (13 March 2014)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
A pool of trainers dealing with various aspects of administrative procedures on GAPA and substantive legislation established	60 GAPA trainers certified and appointed	Completed	Final Report (13 March 2014)
A network of training institutions dealing with GAPA established and further developed	Network operational rules functioning; Cooperation agreements of network partners agreed	Network established	Final Report (13 March 2014)
Stable cooperation with training institutions established	GAPA manual and draft of educational programme are delivered to the training institutions	Completed	Final Report (13 March 2014)
eLearning programme set up	eLearning programme is on place at MoPA web page; At least 30 CS use the eLearning facility in the first phase	Completed	Final Report (13 March 2014)
Component 3: Public awareness campaign on GAPA designed and implemented			
Level of satisfaction of citizens with the enlargement of GAPA so far and the quality of administrative procedure measured	Survey methodology approved; Questionnaire prepared; Ca. 1000 stakeholders interviewed; Data analysed; Results of the survey presented during press conference	Completed	Final Report (13 March 2014)
Beneficiaries agreed on GAPA awareness strategy	Operational awareness plan prepared and approved	Completed	Final Report (13 March 2014)
Public awareness of citizens of Republic of Croatia on issues related	10.000 booklets distributed;	Completed	Final Report (13 March 2014)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
to GAPA raised	4 regional public conferences held: at least 150 persons of the general public know about GAPA benefits; Visual identity of the project developed; GAPA web page developed and in use: at least 1000 access to GAPA webpage registered in the project life		
Awareness on present project and project results raised, project results disseminated	4 seminars for at least 200 CSs on GAPA organised; Launch conference organised; Final conference organised; Other visibility activities	Completed 71 CS participant to seminars.	Final Report (13 March 2014)

2.5 Support to strengthening administrative capacity through development of the competences framework in civil service

Title	Support to strengthening administrative capacity through development of the competences framework in civil service		
Domain	IPA	Year	2010
Assistance Modality	Twinning Light		
Contract number	2010-04-40-012801		
Implementation years	2014 - 2014		
Contracted amount	€155.897		
Paid amount	€155.897		

Sub area	Civil service reform
Negotiation Chapter	All Chapters
Twinning Partners	MS: ROI, Dutch Institute for Public Administration, The Netherlands BC: Ministry of Public Administration, Republic of Croatia
Sources	<ul style="list-style-type: none"> • Twinning Contract • Addendum No.1 – Twinning Contract • Addendum No.2 – Twinning Contract • Final Report • Notification of signature of the Twinning Light Project • Twinning Light Project Start-Up Report – 30 May 2014 • Monitoring Report 2012/1 • Monitoring Report 2013/2 • Monitoring Report 2013/3 • Monitoring Report 2014/4 • Monitoring Report 2014/5
Overall Objective	
Efficiency and professionalism in civil service through improvement of human resources management enhanced.	
Project Purpose	
Key competences framework in civil service for specific managerial and non-managerial level posts developed.	
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level	
Recommendations for improvement of legal framework produced Key competences framework for managerial and non-managerial posts developed Manual and methodology on key competences developed Employees of state administration bodies trained on key competences framework	

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Development of key competences framework for managerial and non-managerial level posts in state administration bodies			
<p>Analysis of national legislation in relevant areas of civil service human resources management conducted and recommendations for improvement of legislation in relation to application of the key competences framework in the area of recruitment, performance</p> <p>Key competences for managerial and non-managerial level posts in state administration bodies elaborated.</p> <p>Methodology for assessment of key competences for managerial and non-managerial level posts developed.</p> <p>Manual on key competences for managerial and non-managerial level posts for state administration bodies prepared.</p>	<p>Analysis of legal framework conducted and recommendations for improvement prepared.</p>	Achieved 100%	Final Report
	<p>Analysis of key competences for managerial level posts conducted and analysis report prepared.</p>	Achieved 100%	Final Report
	<p>Analysis of key competences for non-managerial level posts conducted and analysis report prepared.</p>	Achieved 100%	Final Report
	<p>At least 2 instruments for measuring key competences developed.</p> <p>Methodology for assessment of key competences developed.</p> <p>Manual on key competences prepared.</p>	Achieved 100%	Final Report
Component 2: Strengthening capacity of state administration bodies for implementation of key competences framework within civil service.			
<p>Training programs and materials for training of civil servants in state administration bodies and future trainers on topics in the area of key competences framework prepared.</p> <p>Capacities of employees of state administration bodies in the area of key competences framework enhanced.</p>	<p>Long term training programme on topics related to key competences developed.</p>	Achieved 100%	Final Report
	<p>Training materials on topics related to key competences prepared.</p>	Achieved 100%	Final Report
	<p>Training programme and materials for training of trainers prepared.</p>	Achieved 100%	Final Report
	<p>Training programme and materials for training of civil servants prepared.</p>	Achieved 100%	Final Report

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	Training for 12 future trainers on key competences framework conducted.	Achieved 100%	Final Report
	Training for 52 civil servants on key competences framework conducted.	Achieved 100%	Final Report

2.6 Strengthening the role of citizens in improving the quality of public administration services

Title	Strengthening the role of citizens in improving the quality of public administration services		
Domain	IPA	Year	2012
Assistance Modality	Twinning		
Contract number	2012-01-36-010301		
Implementation years	2016 - 2017		
Contracted amount	€70.222,50		
Paid amount	€14.044,50		
Sub area	Public sector policy and administrative management		
Negotiation Chapter	All chapters		
Twinning Partners	MS: BC: Ministry of Public Administration		
Sources	Monitoring Report No: 2013/1 Monitoring Report No: 2014/2 Monitoring Report No: 2014/3 Monitoring Report No: 2015/4 Monitoring Report No: 2015/5		

Monitoring Report No: 2016/6 Monitoring Report No: 2016/7 Monitoring Report No: 2017/8
Overall Objective
To contribute to the promotion and protection of human rights (minority rights), open, transport and client-oriented public administration through citizens' participation in public affairs as well as active participation of the public administration at the regional and local level in the EU Cohesion Policy.
Project Purpose
To ensure overall and efficient exercise of minority rights and implementation of CARNM, support the citizen-oriented approach of public administration and support in improving and further strengthening of training system for ESI funds established at the regional and local level.
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
No LFA in English

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Tool for measuring citizens' perception of the quality of services provided by the public administration introduced	Analysis on the state of play of the communication between citizens and public administration conducted and methodology for survey on the citizens' satisfaction with the services provided by the public administration drafted. Survey conducted and data processed. Report on the results of the survey completed including recommendations. At least one event of public consultations Indicative number of 100 participants to the public consultations.	Achieved (Monitoring Report No: 2017/8) Analysis on the state of play of the communication between citizens and public administration determined. The methodology for the survey on the citizens' satisfaction with the services provided by the public administration developed. The survey on the citizens' satisfaction with the services provided by the public administration conducted. Report on the results of the survey	Monitoring Report No: 2017/8

Expected mandatory results	Benchmarks	Degree of Achievement	Source
		<p>was completed.</p> <p>Round table was held in Novinarski dom on the September 29th 2016 for a 114 participants. There were presented the results of national research and leaflets were distributed.</p>	
<p>Administrative capacity of central state administration bodies for providing services of better quality to the citizens improved</p>	<p>Methodology of the training, programme and training materials prepared.</p> <p>Representatives from up to 30 state administration bodies included in the training.</p> <p>At least 6 training days conducted.</p> <p>At least 60 civil servants- participants in the training.</p> <p>Up to 30.000 leaflets distributed to the civil servants.</p>	<p>Achieved (Monitoring Report No: 2017/8)</p> <p>The implementation of the project started on February 1st 2016.</p> <p>Methodology of the training, programme and training materials prepared and developed.</p> <p>One-day workshop of training of trainers for at least 10 selected participants conducted. Manuals for future trainers were prepared,</p> <p>Three two-day workshops for 20 participants per workshop (total of 60 participants) were held.</p> <p>Leaflets were distributed to the civil servants.</p>	<p>Monitoring Report No: 2017/8</p>

2.7 Strengthening integrity of public sector (CRO INTEGRITY)

Title		Strengthening integrity of public sector (CRO INTEGRITY)	
Domain	IPA	Year	2012
Assistance Modality	Twinning		
Contract number	2012-04-40-010201		
Implementation years	2014 - 2017		
Contracted amount	€630.000		
Paid amount	€492.261		
Sub area	Public sector policy and administrative management		
Negotiation Chapter	All Chapters		
Twinning Partners	MS: HAUS Finnish Institute of Public Management Ltd, Republic of Finland French National School of Administration (ENA), Republic of France BC: Ministry of Public Administration, Republic of Croatia		
Sources	<ul style="list-style-type: none"> • Twining Contract • Monitoring Report No: 2014/1 • Monitoring Report No: 2014/2 • Monitoring Report No: 2015/3 • Monitoring Report No: 2016/4 • Monitoring Report No: 2016/5 • Monitoring Report No: 2017/6 		
Overall Objective			
To support the Republic of Croatia in development of reliable, open and user-oriented administration as an essential precondition for encouraging entrepreneurial environment and better standards for citizens.			
Project Purpose			
The purpose of the project is to support setup of sustainable and efficient ethical infrastructure in public administration on all levels (national; regional and local)			

and to improve public awareness of citizens in relation to ethical principles of public sector.
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
Capacities of MoPA and other public administration bodies on state, regional and local level to implement efficient integrity principles strengthened Training programme on raising awareness on integrity issues in public administration developed and implemented System for development of integrity strategies and integrity plans for public administration employees established

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Strengthening capacities of the MoPA and other public administration bodies on state, regional and local level to implement efficient integrity principles			
Analysis of the capacities of the MoPA, public administration bodies on state, regional and local level and analysis of the existing relevant framework conducted and recommendations for improvement prepared.	Analysis of the relevant legal framework and existing strategies conducted and corresponding report with recommendations for improvement of legal framework prepared. Pilot bodies of the public sector, whose rules, codes and anti-corruption measures will be analysed, identified.	10% The implementation of the project started on 5 th of February 2017	Monitoring Report No: 2017/6
	analysis of the current integrity infrastructure in the identified pilot bodies and report with recommendations for improvement of the integrity infrastructure prepared		
Guidelines on issuing codes of conduct, Guidelines for ethics commissioners and Guidelines for Ethics Commissions developed.	Guidelines on issuing codes of conduct developed Guidelines for ethics commissioners developed Guidelines for Ethics Commissions	0% The implementation of the project started on 5 th of February 2017	Monitoring Report No: 2017/6

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	developed		
Follow-up activities on raising public awareness on integrity issues and ethical standards based on "We are here for you" campaign defined and prepared	<p>Analysis of the "We are here for you" campaign conducted and corresponding report prepared.</p> <p>Sustainable proportional follow-up activities on integrity issues and ethical standards in public administration defined, designed and prepared.</p>	<p>0%</p> <p>The implementation of the project started on 5th of February 2017</p>	Monitoring Report No: 2017/6
Component 2: Developing and implementing of training programmes on raising awareness on integrity issues in public administration.			
Relevant training programmes on application of ethical standards in public administration developed	<p>Analysis of the existing training programmes on ethical standards of the National School for Public Administration conducted and recommendations for improvement prepared.</p> <p>Training programme including curricula, methodology and training materials for high management and public officials in state administration bodies, local and regional self-government units and public institutions on tools and principles of application of ethical standards in public administration developed.</p> <p>Train-the-trainer programme including curricula, methodology and training materials for ethics commissioners on application of ethical standards in public administration developed.</p> <p>Training programme including curricula, methodology and training materials for public administration employees on</p>	<p>0%</p> <p>The implementation of the project started on 5th of February 2017</p>	Monitoring Report No: 2017/6

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	application of ethical standards in public administration developed		
New training programmes on application of ethical standards implemented	Training on tools and principles of application of ethical standards in public administration for high management and public officials (at least 5 participants per institution) from state administration institutions organized and conducted	0% The implementation of the project started on 5 th of February 2017	Monitoring Report No: 2017/6
	Training for local officials and local units' employees (at least 120 participants in total) on tools and principles of application of ethical standards in public administration organized and conducted. Train-the-trainer seminars (at least 30 future trainers) on application of ethical standards in public administration for ethics commissioners organized and conducted. Seminars for public administration employees (at least 200 participants) on application of ethical standards in public service organized and conducted.		
Component 3: Establishing system for development of integrity strategies and integrity plans for public administration employees			
Guidelines on conducting risk analysis of posts sensitive to corruption prepared and workshops on implementation of risk analysis conducted	Areas and job positions in public administration where special anti-corruption prevention measures have to be applied identified and a list of risk sensitive areas and job positions prepared Questionnaire(s) for conducting risk analysis of posts sensitive to corruption prepared	10% The implementation of the project started on 5 th of February 2017	Monitoring Report No: 2017/6

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	<p>Analysis of post sensitive to corruption in pilot bodies conducted and report with recommendations prepared</p> <p>5000 Guidelines on conducting risk analysis of posts sensitive to corruption prepared, printed and disseminated</p> <p>Workshops for public administration human resources employees on managerial level (at least 60 participants) on implementation of risk analysis organized and conducted</p>		
Methodology for development of integrity strategies and integrity plans for public administration employees developed	<p>Methodology for preparation of integrity strategies on institutional level development</p> <p>Methodology for preparation of integrity planes developed</p>	<p>0%</p> <p>The implementation of the project started on 5th of February 2017</p>	Monitoring Report No: 2017/6
	<p>1000 Guidelines on preparation and implementation of integrity strategies and integrity plans prepared, printed and disseminated</p> <p>Seminars for public administration human resources employees on managerial level (at least 100 participants) on preparation and implementation of integrity plans organized and conducted</p>		Monitoring Report No: 2017/6
Insight on functioning of similar integrity system in Member State public administration acquired.	Comparative analysis of implementation of integrity principles on central, regional and local level in at least three Member States with the purpose of getting	<p>0%</p> <p>The implementation of the project started on 5th of February 2017</p>	Monitoring Report No: 2017/6

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	<p>acquainted with best EU practices conducted and corresponding report prepared.</p> <p>Study visit in duration of 3 working days for 10 participants with the purpose of getting acquainted with implementation of integrity principles in a Member State conducted and study visit prepared.</p>		

3. ECONOMIC GOVERNANCE

3.1 Further strengthening of the Croatian Competition Agency and implementation of the competition law and policy

Title	Further strengthening of the Croatian Competition Agency and implementation of the competition law and policy		
Domain	CARDS	Year	2005
Assistance Modality	Service contract		
Contract number	106793		
Implementation years	2005 - 2007		
Contracted amount	448 031		
Paid amount	448 031		
Sub area	Investment Climate and Competitiveness		
Negotiation Chapter	Chapter 8. Competition		
Sources	Contract (5-09-2005);		

Inception Report (December 2005); First Progress Report (June 2006); Final Report (February 2007)
Overall Objective
Croatia legislation and administrative structures approached to the <i>Acquis Communautaire</i>
Project Purpose
Improved implementation and enforcement of competition law and policy within CCA, among all levels of government and other regulatory bodies, court system and market economy actors
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
Number of notified operations after 2006

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Implementation and enforcement of competition legal framework within the government and private sector			
Training and awareness raising events addressed to government officials, regulatory bodies, judges, private companies and consumers' associations	minimum 6 of events organised; minimum 10 participants in each seminar for regulatory bodies/judges; minimum 30 participants in seminar at University; minimum 5 institutions' representatives at mid-term event; minimum 100 participants at awareness raising event;	5 events organised; 12 participants at CERA seminar; 56 participants at Osijek University seminar; 51 participants at Rijeka conference; 15 participants at seminar for Bar Association; 16 participants at EICC event	Final Report (February 2007)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		Even if the target of 100 people was not reached (51 participants), the turnout was considered more than satisfactory by all the organisers. We can conclude that probably the set target was too ambitious for an event outside of Zagreb.	
Development and distribution of information material	5 target institutions addressees of information material	The <i>Short Guide for Business about Croatian Competition Law and the Croatian Competition Agency delivered to 9 institutions to be posted on their web-sites and distributed in hard copies during 4 project events (1350 hard copies in Croatian and 250 in English)</i>	Final Report (February 2007)
Component 2: Institutional and administrative capacity building of the CCA			
Target CCA's staff supported on competition cases	17 CCA's staff supported on-the-job; 10 competition cases on which support is provided	All staff and some Council members supported on-the job; advice provided on 15 cases; support provided on 3 advocacy areas; legal drafting reports completed	Final Report (February 2007)
Seminars organised; training material produced	at least 9 seminars organised; at least 10 participants per seminar	4 seminars organised; 15 participants on average	Final Report (February 2007)
International seminar organised	3 participants	3 participants	Final Report (February 2007)
Study visit to a EU competition	3 participants	3 participants	Final Report (February 2007)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
authority			

3.2 Strengthening Croatian Public Procurement System

Title	Strengthening Croatian Public Procurement System		
Domain	CARDS	Year	2002
Assistance Modality	Twinning		
Contract number	103264		
Implementation years	2006 - 2007		
Contracted amount	€782.943		
Paid amount	€782.943		
Sub area	Public Finance Management		
Negotiation Chapter	Chapter 5. Public Procurement		
Twinning Partners	MS: Federal Ministry of Economics and Labour (BMWA) of Germany BC: Public Procurement Office of the Republic of Croatia		
Sources	Twinning Work plan Break down of Costs Delegation note – Addendum 1 Explanatory note		
Overall Objective			
The development and strengthening of a sound, transparent and competitive public procurement system in the Republic of Croatia in accordance with EU standards, promoting efficiency and effectiveness in the use of public funds and reducing the potential for fraud and corruption.			
Project Purpose			

<p>Bringing the legislative framework in accordance with EU standards;</p> <p>Increasing professional skills of the PPO staff, procuring entities and private sector;</p> <p>Increasing awareness about the new public procurement system</p>			
<p>Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level</p>			
<p>Analysis of the PP legislation of the Republic of Croatia pursued</p> <p>Amendments made and improved organisation of the PP system proposed to the Government</p> <p>Minimum 20 public procurement professionals trained and certified by the end of the project;</p> <p>An ongoing national training programme for public procurement professionals</p> <p>PPO publishes a Quarterly Newsletter on public procurement;</p> <p>PPO website operational;</p> <p>Regular information seminars by the PPO</p>			
Expected mandatory results	Benchmarks	Degree of Achievement	Source
<p>Component 1: Strengthening the legal, institutional and methodological framework of the Croatian public procurement system</p>	<p>Croatian PP legislation analysis report;</p> <p>Draft proposals for 3 by-laws to the amended PPL;</p> <p>Draft proposals for a new PPL and by-laws in the light of the new EU Directives;</p> <p>Analysis on internal rules and procedures of the PPO;</p> <p>Set of guidelines on internal rules and procedures for the PPO elaborated;</p> <p>Analysis report on the organisation of the PPO;</p> <p>Organisational development plan for the PPO elaborated,</p> <p>Analysis report on the organisational structure of the procurement practice on</p>	<p><i>The information about achievements was not provided</i></p>	<p>Twinning work plan</p>

	<p>governmental level;</p> <p>Proposals on establishing procurement units;</p> <p>Analysis of IT system needs for public procurement matters of the PPO;</p> <p>Implementation plan with concrete IT solutions for public procurement matters of the PPO;</p> <p>Review of standard bidding documents completed;</p> <p>New standard bidding documents, Manual for procuring entities;</p> <p>Manual for suppliers on the preparation of bids.</p>		
<p>Component 2: Strengthening professional skills and capacities among the staff of the Public Procurement Office, other procuring entities and potential suppliers, service providers and contractors.</p>	<p>Training programme for the staff of the PPO elaborated and conducted (including 3 study tours to Germany and Slovenia);</p> <p>National training programme elaborated;</p> <p>Minimum 20 trainers trained and certified on the basis of a train-the-trainers concept;</p> <p>Training activities of the trainees supervised for the increase of skills and capacities of other actors in the field of PP.</p>	<p><i>The information about achievements was not provided</i></p>	<p>Twinning work plan</p>
<p>Component 3: Promoting awareness about the new public procurement system.</p>	<p>An action plan for the PPO regarding awareness raising elaborated and agreed upon;</p> <p>Quarterly electronic newsletter established;</p> <p>Website of the PPO established;</p>	<p><i>The information about achievements was not provided</i></p>	<p>Twinning work plan</p>

	<p>Three seminars for high-level political officials and private sector entities conducted;</p> <p>Kick-off-meeting held at the beginning and final conference held the end of the project.</p>		
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3.3 Development of Public Debt Management Capacity

Title	Development of Public Debt Management Capacity		
Domain	CARDS	Year	2005
Assistance Modality	Service Contract		
Contract number	105432		
Implementation years	2005 - 2007		
Contracted amount	897 424		
Paid amount	897 424		
Sub area	Public Finance Management		
Negotiation Chapter	Chapter 5. Public Procurement		
Sources	Contract (20/07/2005); Inception Report (24 October 2005); Monitoring Report (08/11/2006); Final Report (7 May 2007): <i>Annexes 3 & 4 on updated logical framework and output performance report are missing</i>		
Overall Objective			
An efficient public debt management system and policy is developed in the Republic of Croatia in accordance with the best practice in the EU Member States			
Project Purpose			
Improved overall legal and strategy framework for public debt management; Improved internal organisation and staff capacity for public debt management; Full alignment of business processes with the new debt management capacity.			
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level			
The published MoF Annual Report for 2006 that increases the transparency and overall understanding for debt management and enhances the credibility of the			

debt policy. The report also ensures the necessary momentum for the repetition of the process.

Strategic policy and legal framework for public debt management, which is in line with the best practices, is proposed and submitted for approval. The proposal is developed by taking into consideration the recommendations received from the discussions during the conducted workshops

The debt strategy, updated with the modern findings in the area is updated. It is complemented by a Risk Management Framework enabling the Debt Management Directorate to analyse the cost/risk trade off of different strategies

As a result of the conducted trainings, the Debt Management Directorate staff is sufficiently supported to carry out the reform plan and has mastered all aspect of public debt management

The Debt Management Directorate follows industry standard with Front office, Back office and Middle office functions. The organizational policies and routines are well-developed and follow the best practice and industry standard and they are open to continuous further improvements

Website and the intra-net are established within the directorate

The Debt Management Software (DMS) System is available and customised. All necessary non-standard reporting are developed and integrated within the DMS. Interfaces with the SAP system are put into operation.

A new debt insurance system, which is open for further improvements is developed

Yield curves for specific pricing and valuations are developed and loaded into the DMS

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Strategy and Legal Framework Development			
Assessment of the legal framework with recommendations	Report on Government Debt Management in Croatia, current situation and prospective; Presentation at workshop; Report assessing current legal framework, gaps with the best practice and implications for Government debt and cash management	Only partial. It could not reasonably be expected that the legal and strategy framework for public debt management in Croatia would be in lines with best practices in EU MS by the end of the project	Final Report (7 May 2007)
A number of draft amendments to the legal normative documents	Draft amendment to legal normative documents		

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Public Debt Management updated	Training on best practices and risk modelling; Basic risk model developed; Recommendations on Debt Strategy and Risk Management		
First edition of the Annual Debt Report published	Responsibilities and procedures for preparing the Annual Report established Annual Report prepared by PDMD and Bureau for Macroeconomics Annual Report presented to the Parliament and wider public		
Component 2: Development of Internal Organisation and Staff Capacity			
Operations in Front, Middle and Back offices strengthened	Recommendations for a functional division of duties; Proposed amendment to the Decree on internal organisation of MoF and to the Book of Rules; Proposals for the consolidation of the debt functions. Successful implementation of main recommendations; Monitoring and Evaluation System.	The analysis of the second external audit was accurate in the sense that the achievement of the sub-objective has been only partial	Final Report (7 May 2007)
Operational Risk Management Plan	Operational Risk management plan implemented; Implementation of new organisation, systems and routines in accordance with operational risk policy;		

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	Increased awareness of operational risks.		
Final procedures manuals for Front, Middle and Back offices	Manuals procedures revised for enabling a more efficient use of the debt management software		
Comprehensive training programme implemented	Study tour and internship; Awareness on best practices and institutional framework raised; Staff of the PDMD and other units trained accordingly to training needs.		
Component 3: Alignment and visibility			
All relevant customization work performed	Document requirements specification for the work of the suppliers of: SAP applications, DMS applications; and the debt issuance system and interfaces are prepared	Objectives reached. Significant progress achieved in terms of system.	Final Report (7 May 2007)
Interface to the SAP system put into operation	Interfaces to the SAP system put into operation;		
Interfacing to and implementing a new debt issuance system	Debt issuance system and its interface operational		
Development of all necessary non-standard reporting within the new system	A new DMS system with all business procedures and necessary non-standard reporting aligned and operational		

3.4 Strengthening the Public Internal Financial Control Structure in Croatia

Title	Strengthening the Public Internal Financial Control Structure in Croatia		
Domain	CARDS	Year	2006
Assistance Modality	Service contract		
Contract number	117252		
Implementation years	2006 - 2009		
Contracted amount	1 297 107.84		
Paid amount	1 297 107.84		
Sub area	Public Finance Management		
Negotiation Chapter	Chapter 32. Financial Control		
Sources	Final Report (15 December 2008): <i>Annex 1 Updated logical framework and Annex 2 Output performance report for the whole contract duration, are missing.</i>		
Overall Objective			
To strengthen the Public Internal Financial Control (PIFC) structure in the Republic of Croatia, in line with EU and international standards.			
Project Purpose			
<ul style="list-style-type: none"> - Enhanced capacity of the central government institutions to implement PIFC, including Financial Management and Control (FMC) and internal audit, according to international and EU standards. - Enhanced capacity of the Central Harmonisation Unit (CHU) to implement its role fully in line with the government-approved PIFC policy. - Local and regional government budget users are aware of PIFC requirements and the largest local and regional government budget users have started to implement PIFC, including FMC and internal audit, according to EU standards. 			
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level			
No LFA in available project documentation			

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Strategy and legal framework development for Public Internal Financial Control			
Assist the CHU (and any relevant local government representatives) in preparing a PIFC policy paper for local and regional level	A draft PIFC policy for local and regional government developed	Completed	Final Report (15 December 2008)
Review the existing PIFC relevant legislation and assist the CHU (and any other relevant bodies) in preparing the necessary regulations, guidelines and clarifications to complement the legal framework, especially the foreseen PIFC framework law.	All necessary legal drafts prepared to complement the legal framework	Completed	Final Report (15 December 2008)
Component 2: Development of Financial Management and Control			
Provide on the job assistance for the CHU in its core activities related to FMC to ensure proper coordination of overall FMC development in Croatia and to ensure sustainability upon finalisation of project activities.	Regular on the job assistance for the CHU in its core activities related to FMC	Completed	Final Report (15 December 2008)
Provide assistance to the CHU in upgrading / updating the FMC manual	Guidelines for internal control standards An upgraded FMC manual	Completed	Final Report (15 December 2008)
Upgrade the existing central government FMC training programme with the CHU and the trainers trained under the CARDS	FMC training strategy developed for the regional and local government level	Completed	Final Report (15 December 2008)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
2002 PICF project			
Develop with the CHU a FMC training strategy for the regional and local government level	FMC manual upgraded and training/information dissemination programme implemented for the central, regional and local government levels	Completed	Final Report (15 December 2008)
Design and develop a FMC training programme (with a train-the-trainer component) for regional and local government level	FMC training programme developed and implemented, including minimum 10 trained trainers	Completed	Final Report (15 December 2008)
Component 3: Development of Internal Audit			
Provide on-the-job assistance for the CHU in its core activities related to Internal Audit (IA) to ensure proper coordination of overall IA development in Croatia	Regular on the job assistance for the CHU in its core activities related to IA	Completed, and assistance in the performance of internal audits of EU funds	Final Report (15 December 2008)
Assess and update the existing internal audit training capacity and training programme for Government internal auditors	Upgraded training capacity and training programme for Government internal auditors including updated IA methodologies and manuals, additional training modules for trained internal auditors, training on the use of internal audit software	Completed	Final Report (15 December 2008)
Provide specific training for managers in central government bodies to understand the role of internal audit and how they should be managed	Managers at central government bodies trained to better understand to role of internal audit and its management	Completed	Final Report (15 December 2008)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Define together with CHU an IA Strategy for Regional and Local government bodies	Comprehensive IA training strategy for regional and local government bodies designed and implemented (including mini. 10 new trainers trained at local government level)	Completed	Final Report (15 December 2008)
Based on the existing central government internal audit training programme, design and implement an IA training programme for Regional and Local government internal Auditors	Minimum 60 internal auditors trained at regional and local government level	Second internship cancelled	Final Report (15 December 2008)
Provide on-the-job assistance to the central government internal audit units to undertake minimum 20 (pilot) audits especially in the areas of system audit, finance audit and IT audit	Minimum 20 pilot audits carried out in central government bodies, especially in the areas of system audit, finance audit and IT audit	Completed a total of 27 internal audits have been performed/coached	Final Report (15 December 2008)
Organise a 2-week internship for minimum 10 selected regional and local government trainee internal auditors in the internal audit units of most advanced central government bodies	Minimum 20 pilot audits carried out in the selected regional/local government bodies	Completed	Final Report (15 December 2008)
Coach all central government institutions and all counties to adopt strategic audit plan and yearly operational plans	All ministries and counties coached to have adopted strategic audit plans and yearly operational plans	Completed	Final Report (15 December 2008)

3.5 Development of Investment Climate in the Republic of Croatia

Title		Development of Investment Climate in the Republic of Croatia	
Domain	IPA	Year	2007
Assistance Modality	Contract service		
Contract number	IPA2007/HR/161PO/001-020501		
Implementation years	2010 - 2011		
Contracted amount	2 921 556		
Paid amount	2 921 556		
Sub area	Investment Climate and Competitiveness		
Negotiation Chapter	Chapter 8. Competition and Chapter.20 Enterprise		
Sources	Contract (12 January 2010); Inception Report (24 May 2010); First Interim Report (20 August 2010); Second Interim Report (31 January 2011); Third Interim Report – Cover (14 September 2011); Addendum n°2 (29 September 2011); Final Programme Report (26 September 2012);		
Overall Objective			
Enhance the business and investment climate across Croatia in order to ensure cohesive regional development.			
Project Purpose			
To extend to all counties in Croatia the standard ICPR certification programme and to develop and deliver an advanced certification programme to interested counties			
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level			

ICPR certification accepted nationwide

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Implementation of the Basic ICPR: 8 counties.			
Existing standard certification scheme analyzed and, if needed, revised and delivered to up to eight additional counties	Formal training delivered	Seminars on information, property and marketing standards delivered between May 2010 and June 2011	Final Programme Report (26 September 2012)
	A train the trainer course	Completed, 14-16 July 2011 and guidelines issued to all counties	Final Programme Report (26 September 2012)
	Study tour	Completed. Czech Republic, 4-8 October 2011	Final Programme Report (26 September 2012)
	Formal and informal coaching 60-70 days of support for each county	Completed. A series of workshop were held during the period for all 3 standards of information, property and marketing. Also continuous contacts and mentoring via email/phone and visits	Final Programme Report (26 September 2012)
	Marketing: website for FDI promotion Brochure/Power Point / Marketing Strategy	Completed. Web site design and brochures printed for each county	Final Programme Report (26 September 2012)
	Assessment reports, with scoring system and certificates issues according to the scores achieved	Completed Certification reports for all 3 standards finalised. Certificates awarded in September 2011	Final Programme Report (26 September 2012)
Component 2: Advanced certification programme – 4 activities: 20 counties			
A basic certification scheme delivered to eight counties and an	Audit report	Completed	Final Programme Report (26 September 2012)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
advanced certification scheme designed and delivered to twenty counties	Proposals gained from the feedback will be collated and summarised	Completed	Final Programme Report (26 September 2012)
	Implement advanced ICPR: outputs per TOR and IDI proposal	Completed. All 20 counties qualified	Final Programme Report (26 September 2012)
	Certifying participating counties	Completed. 12 participating counties certified in September 2011, 8 counties certification scheduled in September 2012	Final Programme Report (26 September 2012)
Component 3: Organisation and implementation of targeted Outreach campaigns: 20 counties			
Support for targeted investor outreach campaigns for advanced counties	Audit of previous Outreach campaigns	Completed	Final Programme Report (26 September 2012)
	Feedback will be collated and summarized	Completed	Final Programme Report (26 September 2012)
	Draft outreach strategy	Completed	Final Programme Report (26 September 2012)
	Strategy agreed	Completed	Final Programme Report (26 September 2012)
	Delivery of up to 16 Outreach campaigns	10 completed (2011) and 8 completed (2012)	Final Programme Report (26 September 2012)
	Follow-up, Debriefing, Questionnaire, Workshop	Completed. 10 campaigns in 2011 and 8 in 2012	Final Programme Report (26 September 2012)
	Participants Workshop, conclusions and recommendations	Completed for 10 campaigns and scheduled for the final 8 counties	Final Programme Report (26 September 2012)
	Budget cost: up to EUR 150 000	Actual cost estimated EUR 149 000 for 20 counties	Final Programme Report (26 September 2012)
	Support to the counties	Completed for 20 counties	Final Programme Report (26 September 2012)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
			September 2012)
Component 4: Regional Benchmarking: 20 counties			
Advanced regions benchmarked in order to evaluate their relative effectiveness for investment promotion activities	Review of existing benchmarking documents and activities in current or previous use	Completed	Final Programme Report (26 September 2012)
	Study tour planned for regional development authorities for Advanced counties. Additional to IDI proposal.	Completed (Italy/Austria/Slovenia for 12 counties and Slovenia/Austria/Hungary/Slovakia for 8 counties)	Final Programme Report (26 September 2012)
	Assessment of the quality, availability and reliability of the sources for information: data mining	Completed	Final Programme Report (26 September 2012)
	Recommendations on how the quality and reliability could be improved	As per final report for 12 counties and for 8 counties under phase 2	Final Programme Report (26 September 2012)
	Draft benchmarking report	Completed	Final Programme Report (26 September 2012)
	Final benchmarking report	Completed	Final Programme Report (26 September 2012)

Component 5: Promotion of the ICPR Standard			
Promotional strategy for the ICPR standard designed and support provided to Ministry of Economy, Labour and Entrepreneurship and counties	An ICPR Promotion Strategy including a work plan for implementation and a budget	Completed	Final Programme Report (26 September 2012)
	ICPR Manual	Completed	Final Programme Report (26 September 2012)
	ICPR web presence	Website delivered	Final Programme Report (26 September 2012)
	ICPR promotion events	Visibility event, closing ceremonies, investors forum, project presentation held in 6 counties, HAMAG Invest conference	Final Programme Report (26 September 2012)
	ICPR media articles	Ongoing. Media releases commenced with the ICPR seminars and events	Final Programme Report (26 September 2012)
	Other outputs as defined within the ICPR Promotional Strategy	Final report and recommendations for Better ICPR/CIFR Visibility; branched promotional materials	Final Programme Report (26 September 2012)

3.6 Implementing Croatian Competition and State Aid

Title	Implementing Croatian Competition and State Aid		
Domain	IPA	Year	2007
Assistance Modality	Twinning		
Contract number	2007-0303-010101		
Implementation years	2010 - 2012		
Contracted amount	€910.321		
Paid amount	€910.321		
Sub area	State aid		
Negotiation Chapter	Chapter 8. Competition		
Twinning Partners	MS: Italian Competition Authority and the UK Department of Business, Innovation and Skills BC: Croatian Competition Agency		
Sources	<ul style="list-style-type: none"> • Twinning contract • Interim Quarterly Report 1 – 10 October 2010 • Interim Quarterly Report 2 – 10 March 2011 • Interim Quarterly Report 3 – 10 April 2011 • Interim Quarterly Report 4 – 6 July 2011 • Quarterly Financial Report 4 – 15 July 2011 • Interim Quarterly Report 5 – 10 October 2011 • Interim Quarterly Report 6 – 11 January 2012 • Interim Quarterly Report 7 – 17 April 2012 • Final Report – 31 August 2012 		
Overall Objective			
Enhance the competition environment and state aid policy through continuous support to Croatian competition authority and its partners on the basis of EU rules			

and best practices.
Project Purpose
Provide CCA and other stakeholders in the competition and state aid environment with sufficient capacity to effectively and efficiently implement the competition and state aid policies (at both national and regional levels) of the Croatian Government, particularly with regard to the future role of the CCA, post Accession, as the National Contact Point (State Aid) as well as proactive member within the European Competition Network (ECN).
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
Increased number of quality of CCA decisions Increased number of relevant court decisions

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Component 1: Enhancing the ability of CCA staff, national courts and sectoral regulators to establish a solid enforcement record of competition rules, in line with the EU acquis			
Enhanced capacity of CCA staff in handling antitrust cases.	20 members of CCA staff trained on the application of national and EU competition law.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012
Enhanced capacity of court system in handling antitrust cases –judicial review of CCA’s decisions and adjudication of private antitrust claims in line with EU standards.	10 relevant judges trained on antitrust issues.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012
Enhanced capacity of relevant institutions in handling antitrust cases in telecom and banking sector.	20 staff of sectoral regulators tasked with competition enforcement trained in the application of competition rules.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012
Component 2: Bringing Croatian competition legislation in line with the EU acquis			
Legislative alignments for the direct application of the competition acquis completed.	Drafts for amendment of the relevant law and/or secondary legislation prepared and submitted for adoption.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012
Guidelines on antitrust fines enacted.	New fining guidelines adopted by the	Achieved	Twinning Contract

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	CCA Council and operational by the end of the project.		Final Report – 31 August 2012
Leniency programme enacted.	Adoption of a leniency programme.	Achieved	Twinning Contract Final Report – 31 August 2012
Mechanisms for CCA staff to co-operate actively within ECN after accession devised.	Changes to the CCA internal structure, procedural system and tools, with a view to co-operating effectively within ECN. CCA IT infrastructure matching ECN requirements by the end of the project.	Achieved	Twinning Contract Final Report – 31 August 2012
Component 3: Enhancing the CCA administrative capacity and strengthening its role for competition advocacy			
CCA staff trained on methods to carry out competition relevant regulatory impact assessment RIA.	CCA staff trained on RIA.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012
CCA ability to produce RIA based, more effective, better targeted competition advocacy efforts enhanced.	Adoption of guidelines for competitive assessment to diagnose regulatory restraints of competition and methods to address them.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012
Visibility and the effectiveness of CCA competition advocacy efforts among governmental stakeholders included in this project increased.	Recommendations for promoting competition culture among relevant stakeholders drafted.	Achieved	Twinning Contract Final Report – 31 August 2012
Component 4: Enhancing the ability of CCA staff, national courts to establish a solid enforcement record for state aid, consistent with the EU acquis			
Enhanced capacity of CCA staff in handling (in terms of the quality of decisions), monitoring and inventorisation of state aid cases.	10 members of CCA staff trained on the application of national and EC state aid law.	Achieved	Twinning Contract Final Report – 31 August 2012
Enhanced capacity of court system in	10 relevant judges trained on state aid	<i>Even pages are missing in the</i>	Twinning Contract

Expected mandatory results	Benchmarks	Degree of Achievement	Source
handling state aid cases.	issues.	<i>information provided (Final Report)</i>	Final Report – 31 August 2012
Component 5: Bringing Croatian state aid law in line with the EU acquis			
Legislative review/alignments for the direct application of the state aid with recommendations completed.	Drafts amendment of the relevant laws prepared and submitted for adoption, if required.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012
CCA state aid experts/ministry colleagues trained to develop internal systems to ensure state aid considerations at early stages of legislation/policy development process (RIA).	10 state aid ministry/agencies staff trained in state aid policy legislation considerations.	Achieved	Twinning Contract Final Report – 31 August 2012
Component 6: Enhancing capacity in State aid advocacy delivery at central, regional and local governmental levels.			
CCA staff trained on developing internal systems to monitor and communicate with/alert Croatian ministries/agencies on state aid implications arising from proposed/future national policies.	10 CCA and ministry colleagues trained.	Achieved	Twinning Contract Final Report – 31 August 2012
CCA ability to better engage in positive dialogue with relevant line ministries/agencies as regards embedding state aid ‘risk analyses in the policy development process enhanced. To get ministry colleagues at all levels of government to ‘think state aid.	10 CCA experts and ministry colleagues fully trained with written recommendations.	Achieved	Twinning Contract Final Report – 31 August 2012
Increasing the visibility and the effectiveness of CCA state aid efforts amongst governmental stakeholders	Recommendations for promoting state aid culture drafted.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012

Expected mandatory results	Benchmarks	Degree of Achievement	Source
included in this project.			
Component 7: Developing internal programmes for team building/management.			
Programmes on management/team building developed.	Internal programmes dealing with Team building/management concepts developed.	<i>Even pages are missing in the information provided (Final Report)</i>	Twinning Contract Final Report – 31 August 2012

3.7 Croatian Employment Service Labour Market Training Centre

Title	Croatian Employment Service Labour Market Training Centre		
Domain	IPA	Year	2008
Assistance Modality	Contract service		
Contract number	2008-0303-040101		
Implementation years	2010 - 2012		
Contracted amount	713 969.37		
Paid amount	713 969.37		
Sub area	Employment Policy		
Negotiation Chapter	Chapter 19. Employment		
Sources	Contract (12 August 2010); Final Report (August 2012)		
Overall Objective			
Strengthen the capacities of the Croatian Employment Service and other labour market institutions / organisations to develop a more effective and efficient labour market in Croatia.			

Project Purpose
Support the establishment of a training, staff and organisational development system (Croatian Employment Service Labour Market Training Centre) in the field of labour market policy for relevant CES staff and other key labour market actors.
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
No LFA in available documentation

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Key competencies and quality standards for key and supporting CES business processes revised and defined			
Establishment of working group and sub-groups for definition and revisions of the key competences and quality standards for CES key and support business processes	Copies of documented quality standard and competencies	Completed	Final Report (August 2012)
Development of key competences and quality standards for key and supporting CES business processes	Number of trained and certificated trainers	Completed	Final Report (August 2012)
	Report on defined key competences and quality standards in all CES business processes elaborated	Completed	Final Report (August 2012)
Component 2: CES LMTC for staff training and development established and operating			
Development of organizational and educational model for CES LMTC	Organisation and education model for the CED LM training centre developed	Completed	Final Report (August 2012)
TNA for CES and other LM institutions	Number of trained and certified staff	Completed	Final Report (August 2012)
	Number of training programmes developed and implemented	Completed	Final Report (August 2012)
	Number of trainees completing	Completed	Final Report (August 2012)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
	programmes		
	Number of LM institutions with trained trainers and mentors	Completed	Final Report (August 2012)
Component 3: Capacities of trainers of the CES and trainers of other labour market institutions and organisations to provide relevant knowledge and skills to CES and other relevant LM organisations/institutions employees developed			
Development and implementation of a comprehensive training programme	40 CES trainers trained in delivering relevant knowledge and skills	Completed	Final Report (August 2012)
	Trainers from other LM institutions trained in delivering relevant knowledge and skills	Completed	Final Report (August 2012)
	Number of training programmes designed and implemented	Completed	Final Report (August 2012)
	Minimum 10 training days per CES trainer during the project implementation	Completed	Final Report (August 2012)
	Minimum 7 training days per other LM institution trainer during the project implementation	Completed	Final Report (August 2012)
	Number of trainees who completed training programmes	Completed	Final Report (August 2012)
	2 training programmes for the training of trainers developed	Completed	Final Report (August 2012)
	Nb of issued trainers certificates	Will be completed after certification of all trainers and submission of the report on this activity	Final Report (August 2012)
	50 mentors trained in transferring practical knowledge to trainees	Completed	Final Report (August 2012)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 4: Capacities of staff of CES and employees of other LM institutions / organisations improved in providing efficient services to clients and implementing ALM policy			
Training for staff form CES and other LM organisations	At least 200 trained staff in CES and other LM organisation	Completed	Final Report (August 2012)
	CES employees trained in basic orientation skills, advanced skills related to working positions of the support business processes, basic service provision skills basic and advanced skills for providing specific services to clients and LM related issues	Completed	Final Report (August 2012)
	50 employees of the LM institutions/ organisations trained in labour market strategic planning	Completed	Final Report (August 2012)
	Minimum 5 training days per CES employee during the project implementation	Completed	Final Report (August 2012)
	Minimum 4 training days per other LM institution employee during the project implementation.	Completed	Final Report (August 2012)
	No of issued certificates.	Completed	Final Report (August 2012)
	Evaluation report elaborated	Completed	Final Report (August 2012)

3.8 Enhancement of the CTA administrative and institutional capacity in the field of application of VAT EU common system

Title	Enhancement of the CTA administrative and institutional capacity in the field of application of VAT EU common system		
Domain	IPA	Year	2010
Assistance Modality	Twinning		
Contract number	2010-03-16-020101		
Implementation years	2012 - 2014		
Contracted amount	€753.635		
Paid amount	€753.635		
Sub area	Tax policy and administration support		
Negotiation Chapter	Chapter 16. Taxation		
Twinning Partners	MS: Netherlands Tac and Customs Administration (NTCA) BC: Ministry of Finance – Croatian Tax Administration (CTA)		
Sources	<ul style="list-style-type: none"> • Twinning contract • Amendment 1 – Twinning Contract • Interim Quarterly Report 1 – 21 September 2012 • Interim Quarterly Report 2 – 21 December 2012 • Interim Quarterly Report 3 – 21 March 2013 • Interim Quarterly Report 4 – 21 June 2013 • Interim Quarterly Report 5 – 21 September 2013 • Interim Quarterly Report 6 – 21 December 2013 • Interim Quarterly Report 7 – 25 April 2013 • Final Report 		
Overall Objective			
Alignment of Croatian Tax Administration (CTA) with EU procedures and best practice in the field of VAT			
Project Purpose			

Strengthening the administration and organizational capacities of CTA in order to provide successful implementation of VAT regulations concerning EU common market

Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level

Recommendations for further alignment of national VAT legislation with EU legislation prepared

CTA working processes/procedures related to the EU VAT common system improved

Reduced processing time of different requests from taxpayers and tax authorities concerning VAT for at least 10% in relation to processing time prior of the start of project implementation

Recommendations for possible organizational changes in the CTA prepared

CTA officials trained

Education and communication strategy developed

Expected mandatory results	Benchmarks	Degree of Achievement	Source
<p>Result 1: Recommendations for further alignment of national VAT legislation with EU legislation in the field of EU VAT common system prepared.</p>	<p>Draft of the national VAT Act and/or existing national VAT legislation in the relevant area analysed.</p> <p>Analysis report with recommendations for further alignment of national legislation with relevant EU legislation in the area of EU VAT common system prepared.</p>	<p>Recommendations for further alignment of national VAT legislation with EU legislation were prepared.</p> <p>The new Croatian VAT law and VAT Ordinance, in line with EU directives and regulations, were published on time.</p> <p>Benchmarks of this Result were 100% achieved</p>	<p>Twinning Final Report</p>
<p>Result 2: Working processes and procedures in relation to the new VAT legislation (based on Council Directive 2008/8/EC and Council Directive 2008/9/EC) improved</p>	<p>Existing working processes and procedures, based on Council Directive 2008/8/EC and Council Directive 2008/9/EC, concerning Vat refund, Reverse Charge and Recapitulative Statement analysed and corresponding analysis report prepared.</p> <p>Procedures and working processes related</p>	<p>CTA working processes/procedures related to the EU VAT common system concerning VAT refund, Reverse Charge and Recapitulative Statement, including the aspects concerning connectivity of these data with other regular VAT statements, were describes, elaborated and</p>	<p>Twinning Final Report</p>

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	<p>to the proper functioning of VAT refund process, dealing with requests of domestic entrepreneurs for VAT refund from other EU Member State as well as requests for VAT refund to foreign entrepreneurs from third countries elaborated.</p> <p>Procedures and working processes related to the Reverse Charge elaborated.</p> <p>Procedures and working processes related to the Recapitulative Statement which other regular VAT statements elaborated.</p> <p>Final document on procedures and working processes (including job descriptions) with recommendations prepared.</p>	<p>implemented.</p> <p>The processing time of different requests from taxpayers and tax authorities concerning VAT was improved compared to processing time prior of the start of project implementation.</p> <p>A final document on procedures and working processes (including job descriptions) with recommendations was prepared.</p> <p>Documents with recommendations were prepared and presented to management.</p> <p>Benchmarks of this Result were 100% achieved.</p>	
<p>Result 3: Recommendations for improvement of efficiency of VIES system and procedures connected with VIES system elaborated and presented to the CTA senior management.</p>	<p>Gaps and needs analysis (GNA) of the existing national VIES system (database) conducted and GNA report prepared.</p> <p>Recommendations for improvement of VIES system functionality and efficiency prepared and procedures connected with VIES system elaborated.</p> <p>Recommendations and procedures prepared in the activity 3, 2 presented to the senior CTA management (at least 10 participants) through round table</p>	<p>The VIES system was build and implemented, partly based on recommendations from the project.</p> <p>A Study visit to Latvia for 6 CTA in duration of 4 days was organized and executed.</p> <p>Documents with recommendations were prepared and presented to management.</p>	<p>Twinning Final Report</p>

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	<p>discussion.</p> <p>Final version of document containing recommendations and procedures for the improvement of the VIES system prepared.</p> <p>Study visit to Latvia for 6 CTA in duration of 4 days organized and report on the study visit prepared.</p>	<p>Benchmarks of this Result were 100% achieved.</p>	
<p>Result 4: Current organizational structure of CTA in relation to VAT related tasks analysed and report with recommendations for possible organizational changes prepared and presented to the CTA senior management</p>	<p>Current organizational structure of CTA in relation to VAT related tasks analysed and analysis report with recommendations for possible organizational changes prepared.</p> <p>Recommendations for possible organizational changes prepared in the activity 4.1 presented to the senior CTA management (at least 10 participants) through round table discussion.</p> <p>Final analysis report with recommendations for possible organizational changes prepared.</p>	<p>Recommendations for possible organizational changes in the CTA were prepared and a Strategic Document was developed and presented.</p> <p>Benchmarks of this Result were 100% achieved</p>	<p>Twinning Final Report</p>
<p>Result 5: Capacity of the CTA in the field of VAT legislation, working processes and procedures in relation to the EU VAT common system enhanced through targeted training for the CTA officials.</p>	<p>Training needs analysis (TNA) of the CTA officials in the field of VAT EU common system conducted according to new legislative provisions concerning VAT refund, Recapitulative Statement, Reverse Charge system and VIES database and TNA report prepared.</p>	<p>About 300 CTA VAT officials were trained in specialized EU VAT workshops. About 30 officials were specially trained in a train the trainer course as (regional) VAT Contact Persons.</p>	<p>Twinning Final Report</p>

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	<p>Training plan for workshops and seminars on the training-of-trainers principle and corresponding materials (including training programme and materials for further education of CTA officials) prepared.</p> <p>Workshops and seminars on subjects of VAT refund, Recapitulative Statement, place of taxation of services, Reverse Charge system and VIES database for at least 20 CTA officials (future trainers) per each subject conducted.</p> <p>Workshops on subjects of Public Institutions (formerly exempted for VAT), Travel agencies and Travel services (new exemptions and new rates), New means of transport, Triangular transactions and Special schemes in right of deduction for 200 CTA officials (in total) conducted.</p> <p>Recommendations on the communication and education structure with trained VAT contact persons in all regions of CTA developed.</p> <p>One study visit to the Netherlands for 8</p>	<p>A study visit to the Netherlands was organized and executed.</p> <p>Recommendations on the communication and education structure with trained VAT contact persons in all regions of CTA were developed.</p> <p>A VAT manual, focused on VAT EU Common Markey, was developed and published on CTA intranet.</p> <p>Recommendations on the maintenance and sustainability of the manual were developed, including description of communication procedures.</p> <p>Benchmarks of this Result were 100% achieved.</p>	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	<p>CTA officials in duration of 5 working days on subject of implementation of working procedures related to the new VAT legislation organised and report on study visit prepared.</p> <p>Manual for CTA officials on procedures in the field of new VAT legislation in relation to the VAT EU common system prepared and published on the CTA's intranet site.</p> <p>Recommendations on the maintenance and sustainability of the manual developed, including description of communication procedures.</p>		
<p>Result 6: Communication and education strategy for taxpayers regarding VAT procedures on EU common market developed and educational materials for taxpayers prepared and disseminated.</p>	<p>Communication and education strategy for taxpayers concerning new rights, obligations and procedures in Intra-community trade related to VAT procedures on EU common market developed.</p> <p>Education materials for taxpayers prepared, published in paper form (1000 brochures and 5000 leaflets), disseminated to local and regional CTA offices and also available in electronic form on CTA web site.</p>	<p>Round the date of accession to the EU, 20,000 leaflets for taxpayers with basic information about VAT and EU, were produced and distributed to all CTA tax offices.</p> <p>In the end of 2013, 10000 VAT brochures were produced, with basic information about VAT for taxpayers.</p> <p>Education and communication strategies were developed and presented to CTA management.</p> <p>Benchmarks of this Result were 100% achieved.</p>	<p>Twinning Final Report</p>

3.9 Strengthening of Capacity to manage and Enforce EU competition and state aid policies

Title	Strengthening of Capacity to manage and Enforce EU competition and state aid policies		
Domain	PHARE	Year	2005
Assistance Modality	Twinning		
Contract number	2005-0404-020101		
Implementation years	2007 - 2009		
Contracted amount	€1.138.384		
Paid amount	€1.138.384		
Sub area	Capacity building		
Negotiation Chapter	Chapter 8. Competition		
Twinning Partners	MS: German Federal Ministry of Economy and Technology BC: Croatian Competition Agency		
Sources	<ul style="list-style-type: none"> • Twinning contract • Interim Quarterly Report 1 – 24 July 2007 • Interim Quarterly Report 2 – 25 October 2007 • Interim Quarterly Report 3 – 25 January 2008 • Interim Quarterly Report 4 – 25 April 2008 • Interim Quarterly Report 5 – 24 July 2008 • Interim Quarterly Report 6 – 25 October 2008 • Interim Quarterly Report 7 – 25 January 2009 • Interim Quarterly Report 8 – 28 February 2009 • Amendment No. 1 – Twinning Contract • Amendment No. 2 – Twinning Contract • Final Report 		
Overall Objective			
The overall objective of the twinning project was to strengthen market economy by enhancing the strength of capacity to manage and enforce the EU			

competition and State Aid policies.
Project Purpose
<p>The project aimed at:</p> <p>Strengthening CCA capacity, government officials and the judiciary to enforce competition law.</p> <p>Enhancing state aid awareness aimed at making CCA recognisable in the public and improving control and enforcement in government agencies, regional and local government, the judiciary, and the business sector.</p>
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
<p>Increased number and improved quality of decisions taken by the Agency</p> <p>Implementation of effective compliance programme</p> <p>Improved perception of the Competition Agency as protector of a free market competition</p>

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Component 1: Institutional capacity			
Improved management and work-flow in the Agency and towards external stakeholders.	Number of interviews conducted and peer review discussions held.	The activities foreseen in the Twinning Contract were fully carried out. However, the recommendations submitted could not be implemented before the end of the project. Self-assessment rate: Highly satisfactory	Twinning Final Report
	Advice given.	The Agency was successfully consulted Self-assessment rate: Highly satisfactory	
	Recommendations drafted and submitted. Support for implementation given. Functioning of system finally checked.	Recommendations were submitted as foreseen and support for the implementation was offered. Whereas CROSADS became operational after a longer testing	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
		period, CROCODS could not be made operable before the end of the project, due to technical reasons beyond the reach of twinning project. Self-assessment rate: Satisfactory	
Component 2: Competition			
Completion Alignment of the Competition Act.	On-the-job seminars delivered; Training in competition related issues given. Case advice given, knowledge transfer done.	Draft of new Croatian Competition Act completed with CCA. Self-assessment rate: Satisfactory	Twinning Final Report
Strengthened capacity of the CCA in handling antitrust cases and improved enforcement record.	Study visits conducted. Study visit reports submitted.	Study visit has been conducted to full satisfaction. Contacts on working level have been established between partner institutions. Self-assessment rate: Highly satisfactory	Twinning Final Report
Raised awareness and understanding of government officials implementing competition policy in related fields.	Training to government officials and undertakings delivered. Training material submitted. Bilateral meetings held.	The only state body implementing competition policy in the BC is the CCA. Those government officials have been trained extensively. Self-assessment rate: Satisfactory	Twinning Final Report
The judiciary has been further trained in handling competition cases.	Training curriculum developed. Training material submitted. Trainings held.	Judges and public prosecutors in Croatia trained in several seminars. Self-assessment rate: Highly satisfactory	Twinning Final Report
Improved capacity of law firms/lawyers in dealing with competition cases.	Training modules developed. Training material submitted. Trainings held.	Seminars carried out for the lawyers. Self-assessment rate: Highly satisfactory	Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Component 3: State Aid			
Improved transparency and reliability of data and improved annual reports.	Training modules developed: Training material submitted, trainings held.	Good cooperation was founded between the relevant institutions, interinstitutional data insertion was made operable, increased data reliability. Self-assessment rate: Highly satisfactory	Twinning Final Report
Raised awareness of all stakeholders that the database of State Aid is operational.	Leaflets developed and distributed. Website updated. Trainings held.	Two brochures edited and printed in time to be used as a support for the training of judiciary, public authorities and business community. Self-assessment rate: Highly satisfactory	Twinning Final Report
Improved implementation capacity of the regional and local authorities when dealing with State Aid cases.	Leaflets developed and distributed. Trainings held.	Training on the job within the CCA, vivid attendance at seminars with the aid providers on regional and local level. Self-assessment rate: Highly satisfactory	Twinning Final Report
Improved reporting and information flows from state Aid institutions to CCA, including regional and local government.	Workshops and seminars conducted Trainings held	10 seminars were held on local and regional level, high attendance and vivid participation. The judiciary was also addressed in all regions of Croatia. Good attendance could be achieved also due to the fact that the judges received a certificate. Self-assessment rate: Highly satisfactory	Twinning Final Report
Improved CCA implementation	Workshops and seminars conducted	Good acceptance of the workshops	Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
capacity.	Trainings held	and seminars by the participants; high perception of the training on the job. Self-assessment rate: Highly satisfactory	
Enhanced awareness on State Aid law within regional and local authorities.	Workshops and seminars conducted Material distributed	Seminars were held in Zagreb and on local and regional level, mainly directed to SMEs and stakeholders in society. Self-assessment rate: Highly satisfactory	Twinning Final Report
Raised capacity of the business sector in dealing with State Aid issues.	Workshops and seminars conducted Trainings held	Seminars were held in Zagreb and on local and regional level, high attendance also due to good cooperation with Employers association; especial events at the EU mission and the Croatian Chamber of Commerce. Self-assessment rate: Highly satisfactory	Twinning Final Report

3.10 Improving Budget Processes in Croatia

Title	Improving Budget Processes in Croatia		
Domain	PHARE	Year	2006
Assistance Modality	Service contract		
Contract number	2006-0303-010101		
Implementation years	2008 - 2010		
Contracted amount	1 305 979		
Paid amount	1 305 979		
Sub area	Public Finance Management		
Negotiation Chapter	Chapter 5. Public Procurement		
Sources	Contract (17 November 2008); Inception Report and Workplan; Interim Report and Workplan (March 2009); Addendum N°1 (30 October 2009); Second Interim Report; Third Interim Report; Addendum N°2 (29 July 2010); Final Report (February 2010)		
Overall Objective			
Support the Government to build an efficient and sustainable budget management system designed and operating to European standards, through the modernization of budget processes and increasing capacity for budget management.			
Project Purpose			
Efficient inter-sectoral resource allocation and compliance with the budget authorizations and efficiency and effectiveness in public service delivery.			

Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
Decreased deficit of central government More transparent, precise and comprehensive budget documents and financial reports Less differences between original and actual budget Average time needed for payment decreased Decreased time period required to produce financial statements for central government

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 1: Multi-year budget framework			
The format of the MTBF designed	Medium Term Budget Framework prepared Performance indicators developed and performance reports prepared for pilot ministries	MTBF process revised or re-drafted as needed Further support provided to MoF and Pilot ministries in implementing KPI procedures	Final Report (February 2010)
The MTBF preparation procedures defined and the budget preparation procedure revised taking into account the MTBF procedure	Preparation procedures defined for MTBF		Final Report (February 2010)
The new budgeting procedure established taking into account existing capacities	Accompanying budget procedures defined Amendments to budget law proposed		Final Report (February 2010)
The manuals for MTBF and budget preparation prepared	Manuals prepared for MTBF and budget preparation	Completion of the Final draft of the Project Team's portion of the Guidebook to Croatia's planning and budget process, including a comprehensive Glossary for budget terms	Final Report (February 2010)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Component 2: Performance indicators and modifications of Treasury information system			
The current programme classification improved	Production and publication of comprehensive financial reports Improvement made to the budget classification	Finalize changes on organisational and programme classification	Final Report (February 2010)
The performance indicators set up and the procedures to monitor and report them defined	Performance indicators devised with procedures to monitor and report on them	Guidelines on Performance monitoring and Reporting developed and included in the final draft of the project's portion of the Guidebook to Croatia's planning and budget process	Final Report (February 2010)
The operational guidelines drafted	Operational guidelines drafted		Final Report (February 2010)
Modifications of existing Treasury information system in line with proposed improvements done	Modifications to the Treasury information system proposed	Finalised changes of the IT system based on changes to business processes Finalised upgrades of the IT system	Final Report (February 2010)
Component 3: Streamlined budget execution process			
The TSA coverage extended	Pre-conditions established for creation of Foreign exchange facilities within TSA		Final Report (February 2010)
Cash planning improved	Improvements made to the cash planning processes	Further technical assistance and training for cash planning processes	Final Report (February 2010)
An appropriation management rules reviewed in order to provide line ministries with a modicum of flexibility	Modifications agreed to provide flexibility to budget users	Guidelines developed for improved flexibility of appropriation rules	Final Report (February 2010)
Component 4: Training of MoF and line ministries' staff			
A framework for capacity assessment of MoF staff prepared and	Capacity assessment of MoF staff conducted		Final Report (February 2010)

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
implemented			
A training programme / curricula established and schedules implemented	Number of trained professional working in budget preparation and budget execution	Completion of the training plan for the MoF, and non-Pilot ministries	Final Report (February 2010)
	Number of trained book keepers		Final Report (February 2010)
The training materials elaborated	Training material provided		Final Report (February 2010)
Training delivered, study tour/internships to EU countries made; public awareness actions implemented	Training programmes, study tours and internships delivered	Public awareness activities, including briefing for Sabor Members; programme budgeting course in Sweden; Conference on budget management and fiscal policy	Final Report (February 2010)

4. AGRICULTURE

4.1 Operational Capacity Building within the Ministry of Agriculture, Forestry and Water Management

Title		Operational Capacity Building within the Ministry of Agriculture, Forestry and Water Management	
Domain	CARDS	Year	2004
Assistance Modality	Twinning		
Contract number	87691		
Implementation years	2004 - 2007		
Contracted amount	€900.000		
Paid amount	€900.000		
Sub area	Capacity building		
Negotiation Chapter	Chapter 11 Agriculture & RD		
Twinning Partners	MS: BMVEL, Germany EPLC, Greece BC: MAFWM, Croatia		
Sources	<ul style="list-style-type: none"> • Twinning contract • Twinning Final Report – 20 July 2007 		
Overall Objective			
<i>Only the Project Purpose has been defined</i>			
Project Purpose			
The project purpose is to enhance the operational and administrative effectiveness of the Croatian MAFWM for fulfilling its obligations under the Stabilisation and Association Agreement (SAA).			
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level			

No Indicators at PP level in LFA available in project documentation

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
Component 1:	To improve the operational capacity, efficiency and effectiveness of the MAFWM for developing and implementing new policies and legislation in relation to the SAA process aimed at increasing the competitiveness of Croatian agriculture in the context of gr		
<p>Analysing the organisational structure of MAFWM on the central level with respect to EU Accession, with special emphasis on an assessment of structure and functioning of the DF.</p> <p>Training Needs Analysis (TNA) for staff of MAFWM.</p> <p>Training Needs Analysis (</p>	<p>Report on MAFWM structure on national level is provided and disseminated, resource constraints and management tools are identified (schedule of responsibility, job description), with emphasis to assistance/comment on suggested schemes for horizontal and vertical organization of the DF.</p>	<p>Decision to finalize actions on the issue has been agreed on. Different reports available and disseminated. Final summary, including Department of fisheries elaborated. Report “Analysis on the Organisational Structure of the Croatian Ministry of Agriculture, Forestry and Water Management (MAFWM) with Respect to EU Accession”, First draft 06.04.2005, from then on constantly up-dated, final draft 04.05.06 Special Fisheries-related input added in April 2006.</p>	<p>Twinning Contract Twinning Final Report</p>
	<p>Report on TNA for the national level is compiled and submitted.</p>	<p>Missions: 07.-11.02.05., 01.-05.08.05.; 06.-09.11.05.;08.-13.01.06.; 02.-07.04.06.;20.-22.07.06 Report “Training Needs Analysis MAFW” submitted 04.08.2005</p>	<p>Twinning Contract Twinning Final Report</p>
	<p>Report on TNA for the county level is compiled and submitted.</p>	<p>Mission: 16.-20.07.06 Report: “Training Needs Analysis Decentralised Services”, submitted 20.07.2006</p>	<p>Twinning Contract Twinning Final Report</p>

¹ Section 2B of the Final Report includes the section “Delivery” instead of “Degree of Achievement”.

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
<p>Workshop on agricultural and rural development policy supported and financed by EU.</p> <p>Workshop on technical aspects of Ministry organization and human resource development (Identifying essential components of a Ministry to comply with EU policy requirement)</p>	<p>Knowledge of responsible staff on agricultural policy and on implementation of rural development measures (structural measures) with special respect to COM (2004) 490 and its likely future changes on a new rural development acquis from 01.01.2007 onwards is enhanced.</p>	<p>Mission 17.01.05-21.01.05 (“Seminar on policy formulation and programming principles of an NPARD”) provided all information necessary to start work on Rural Dev. Plan via small staff workgroups.</p>	<p>Twinning Contract Twinning Final Report</p>
	<p>Synthesis and recommendations are provided for discussions regarding the functional structure, technical skills, staffing numbers, training programmes and continued personal development (CPD).</p>	<p>WS 08.11.05 “Information workshop on organizational development within in MAFWM in the light of the EU-Accession”. Synthesis compiled in report preparing Study tour 08.005-12.05.06</p>	<p>Twinning Contract Twinning Final Report</p>
	<p>Study visit is implemented, best practice solutions are compared and discussed.</p>	<p>Study tour 08.005-12.05.06</p>	<p>Twinning Contract Twinning Final Report</p>
<p>Providing recommendations for restructuring the operational management to implement EU supported policy options.</p> <p>Providing recommendations for skills upgrading.</p> <p>Workshop on disseminating the recommendations.</p> <p>Based on TNA implemented under Activity Bloc</p>	<p>Recommendations for conceptual orientation and organisational adjustment are given, action plan is provided.</p>	<p>Mission: 18.-22.04.06 “Preparation the Financial Envelop for EU negotiations”. Report “Papers on the methodology for assessing the impact of EU accession on the Croatian wheat, maize and beef sector”, submitted 18.04.2006</p>	<p>Twinning Contract Twinning Final Report</p>
	<p>Recommendations for immediate needs and future regular training are given, action plan is provided.</p>	<p>Mission: 22.-28.07.06</p>	<p>Twinning Contract Twinning Final Report</p>
	<p>The synthesis and recommendations of the current activity bloc are disseminated and discussed within a workshop</p>	<p>Mission: 30.08.-01.09.06 “Workshop on disseminating of recommendations”</p>	<p>Twinning Contract Twinning Final Report</p>
	<p>Draft training programme for training of all MAFWM departments in identified</p>	<p>Mission: 27.08.-01.09.06 Report “Set of HR documents: feedback and criticism; job description; new</p>	<p>Twinning Contract Twinning Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
	fields.	employees; career pass for staff; assessment system; meeting protocol landscape; scheme of meetings within Ministry and between Ministry and Zupanije; Coworking between Ministry and Zupanije”	
	Final report after feedback from senior MAFWM officials	Missions: 28.11.-02.12.05.; 08.-11.01.06	Twinning Contract Twinning Final Report
Component 2:	To strengthen policy development, technical and administrative capacity in the area of rural development as well as administration and control of subsidies.		
Seminar / workshop on systems of policy formulation.	Seminar / workshop on policy formulation is successfully implemented.	WS 18.01.05 “Workshop on policy formulation”	Twinning Contract Twinning Final Report
Seminar / workshop according systems of rural development policy implementation.	Seminar / workshop on policy implementation is successfully implemented	WS 01.12.05 “Systems of rural development policy implementation, example German local action groups”	Twinning Contract Twinning Final Report
Clarification of Croatian agricultural sub-sectors.	Report on priorities for development the agricultural sub-sectors is provided.	Cancelled by side letter No.18	Twinning Contract Twinning Final Report
Assessing strengths and weaknesses of Croatia’s rural development	Technical report on strategy and measures to support the strategy elaborated and agreed upon.	During mission 28.02.05-.4.03.05 technical report was compiled “Review of the Croatian Agriculture and Rural Development Plan (2005-2006)”	Twinning Contract Twinning Final Report
	Technical report on identifying measures under EAGGF is elaborated.	Missions 13.12.04-17.12.04 and 25.04.05-29.04.05 elaborated in work sessions with staff measures for RDP. Report “Identification of adequate agricultural and rural development measures and respective sub-measures to be financed under the SAPARD scheme”, submitted	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
	<p data-bbox="624 296 1088 395">Technical report on administrative and operational requirements of proposed measures elaborated and agreed upon</p>	<p data-bbox="1155 248 1301 272">17.12.2004</p> <p data-bbox="1155 296 1603 632">Missions: 21.-23.04.05 “Concept for information and publicity of SAPARD in Croatia”; 27.-29.04.05.,03.-08.07.05., 19.-23.09.05 “Interlinkages between the legislative, administrative, technical and institutional requirements for the application of the Monitoring, Evaluation and Reporting procedures under SAPARD”)</p> <p data-bbox="1155 647 1603 839">06.-11.11.05., 05.-10.03.06., 11.-13.04.06 Report “Review of the Croatian SAPARD Plan for Agriculture and Rural Development, (2005-2006), English working version of 18/04/2005”</p> <p data-bbox="1155 855 1603 983">Missions. 27.-30.03.06.; 17.-23.09.06 Report “Module: Vocational Training and advanced training”, submitted 21.09.2006</p>	<p data-bbox="1632 296 1906 368">Twinning Contract Twinning Final Report</p> <p data-bbox="1632 887 1906 959">Twinning Contract Twinning Final Report</p>
<p data-bbox="154 1007 602 1102">Specific training I “Operational skills on implementing rural development measures”.</p> <p data-bbox="154 1118 602 1294">Specific training II “Operational skills on management of EU development funds and subsidies on rural development measures. Study Visit to Germany</p>	<p data-bbox="624 1007 1133 1070">Specific training is implemented, Croatian staff is trained.</p> <p data-bbox="624 1126 1133 1190">Specific training is implemented, Croatian staff is trained.</p> <p data-bbox="624 1310 1133 1406">Study visit is implemented, different measures in Germany are compared and discussed.</p>	<p data-bbox="1155 1007 1603 1102">Mission: 07.-09.03.06 “Operational skills on implementing rural development measures”</p> <p data-bbox="1155 1126 1603 1294">Mission: 22.-27.05.06 “Operational skills on management of development funds and subsidies on rural development measures –e.g. Agri-environment”</p> <p data-bbox="1155 1310 1458 1342">Study visit: 11.-14.06.06</p>	<p data-bbox="1632 1007 1906 1078">Twinning Contract Twinning Final Report</p> <p data-bbox="1632 1126 1906 1198">Twinning Contract Twinning Final Report</p> <p data-bbox="1632 1310 1906 1382">Twinning Contract Twinning Final Report</p>

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
Supporting the identification of 2 rural development measures. Providing technical support for implementing measure 1. Providing technical support for implementing Measure 2.	2 areas of intervention are identified and discussed and administrative development	<i>Covered under the previous mandatory result/activity</i>	Twinning Contract Twinning Final Report
	1st pilot rural development measure is implemented		
	2nd pilot rural development measure is implemented. Member States Experts Croatian Principal		
Seminar on EU standards according procedures and execution of direct payments under CAP. Evaluation of current subsidies payment system, requirements of the farm register data base and further technical and administrative requirements in order to comply	Seminar implemented, knowledge of responsible staff enhanced.	WS 31.05.05 and 01.06.05 “Seminar on EU standards according procedures and execution of direct payments under CAP”	Twinning Contract Twinning Final Report
	Evaluation report elaborated on current payments system, requirements to adapt and utilize the farm register database; and technical and administrative harmonisation requirements, in order to adequately fulfil EU IACS management rules and guidelines.	Report “Draft Strategic guidelines of the information system and the Agreement with the MoA information system” Study visit 03.-06.06.06	Twinning Contract Twinning Final Report
	Action plan with concept for long term development of subsidy administration elaborated and discussed.		
	Study visit is implemented, IACS system in Germany is presented.		
Specific Training I “Upgrading technical skills for staff from AMSS” Specific Training II “Upgrading control methods and sampling for staff from AMSS” Specific Training III “Upgrading	Training I “Upgrading technical skills for staff from AMSS” implemented, knowledge of responsible staff enhanced.	Staff was trained in missions: 04.10.05 3Workshop on the payment requirements and the accountancy for payments for National Fund and the employees of financial sector of DMSSA” 26.05.06 “Risk Analysis:	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
statistical methods for staff from AMSS”		Commission Regulation (EC) No 796/04” and “On-the-Spot Checks”	
	Training II “Upgrading control methods and sampling for staff from AMSS” implemented, knowledge of responsible staff enhanced.	In missions 24.-26.10.05 “Introduction of On-Farm-Checks according to the EU-Integrated Administration and Control System (IACS)” 25.-29.06.06 “Submission of the single application”	Twinning Contract Twinning Final Report
	Training III “Upgrading statistical methods for staff from AMSS” implemented, knowledge of responsible staff enhanced.	In mission: 25.05.06 “GPS and the usage of orthophotos in connection with the cataster” staff was trained	
Workshop on defining links between farm register system to rural development programmes and direct payments.	Workshop is implemented, links between farm register system and rural development programmes as well as to direct payments system are defined.	WS 03.09.06 “Workshop on defining links between farm register system to rural development programmes and direct payments” was held during study tour in Germany by staff of Bavarian Ministry, BC participants: staff members of the MAFWM	Twinning Contract Twinning Final Report
Component 3:	To support the Department of Fisheries (DF) in the EU integration process and in adopting the acquis in fishery related areas.		
Compiling current acquis on Common Fisheries Policy CFP Delivery of specific training to DF staff on segments of CFP (general rules, structural measures, market organization, conservation of	Report (Technical Paper) on current acquis on Common Fisheries Policy CFP is compiled.	Mission: 28.02.-04.03.05 Report I: “Desk studies on the level of harmonization and identification of key gaps between national legislation and CFP priorities in harmonisation”	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
resources, quota and management measures, multilateral relation		Report II: “ <i>Acquis communautaire</i> on the environmental issues of the Fisheries Policy, in particular the ones concerning the sector of Aquaculture”	
	A Minimum of 3 trainings implemented, knowledge of responsible staff enhanced.	Missions: 28.02.-04.03.05 “Training on the development of the National Fisheries Data Collection Program according to the Reg. 1543/2000” 24.-29.07.05 “Market organization in aquaculture, monitoring and management procedures in line with the EU acquis and best practice, organization of producer organizations and manner of functioning in line with the EC-regulations”	
Training on identification and harmonisation of key issues Training on mechanisms of implementation of CFP, incl. study visit to Greece (12 Croatian experts, 12 overnight stays) Drafting two technical papers: on implementation mechanisms and on economic	A minimum of 2 Trainings implemented on identification of key issues and on harmonization processes, knowledge of responsible staff, including regional staff, enhanced.	Mission: 28.02.-04.03.05 “Training on the development of the National Fisheries Data Collection Program according to the Reg. 1543/2000”	Twinning Contract Twinning Final Report
	Minimum of 2 training seminars on mechanisms of implementation of CFP measures implemented, for staff from central and regional administration, and study visit to Greece implemented	Missions: 26.-29.09.05.; 11.-13.01.06 “Training on mechanisms of implementation of CFP”	Twinning Contract Twinning Final Report
	Technical papers on implementation mechanisms and economic effects are drafted.	Report “Necessary steps and suggestions for the programming and implementation of the Operational Programme for Fisheries in Croatia” submitted 27.07.2006	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
	Essential gaps between national legislation and CFP are identified	Missions: 28.02.-04.03.05.; 24.-29.07.05 “Legal framework in Aquaculture”	Twinning Contract Twinning Final Report
	Technical paper on identified legislative gaps, level of harmonization and priorities in harmonization is drafted.	Mission: 29.5-2.6.2006 Report: “Technical paper in priorities and key gaps between national legislation and CFP” submitted 02.03.2006	Twinning Contract Twinning Final Report
	A minimum of 2 seminars on identification and discussion on legislative gaps and level of harmonization conducted for staff from central and regional administration.	WS 15.-19.01.06 “Seminar for discussions about legislation gaps”	Twinning Contract Twinning Final Report
	Legislation harmonization program is drafted and submitted to the Minister and proposals for legislation harmonisation are elaborated.	Mission: 26-30.6.2006 “Support to the DF in drafting proposals for a legislation and CFP” submitted 02.06.2006	Twinning Contract Twinning Final Report
	Draft harmonized key national fisheries legislation is provided.	Mission: 24.-28.7.2006 Report “Technical paper identifying the main legislative gaps, and giving advises for the key changes”	Twinning Contract Twinning Final Report
	Training on cost and benefit analysis of different harmonisation paths Advising on costs and benefits of different harmonisation paths Identifying and analysing of other issues which will have impact on fisheries output	Draft report on cost benefit analysis is provided according to different harmonisations paths. Minimum of 1 training course is held on cost and benefit analysis, level of knowledge of DF personnel increased Draft report on cost benefit analysis is provided according new fisheries legislation.	16.-29.07.2006; 04.-11.09.2006 Report: “Costs and Benefits of adapting new fisheries legislation”, submitted 18.09.2006 22.-26.09.2006 “Training on cost-benefit analysis” 11.-18.09.2006.; 26.-30.09.2006.;

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement ¹	Source
	Report on other issues with economic effects submitted.	24.-30.09.2006 Report “Report on other issues affecting the fisheries output” submitted 28.09.2006	

5. ENVIRONMENTAL PROTECTION

5.1 Capacity building for implementation Directive on pollution caused by certain dangerous substances discharged into aquatic environment and the WFD

Title	Capacity building for implementation Directive on pollution caused by certain dangerous substances discharged into aquatic environment and the WFD		
Domain	IPA	Year	2009
Assistance Modality	Twinning		
Contract number	2009-0303-090101		
Implementation years	2012 - 2013		
Contracted amount	€661.955		
Paid amount	€661.955		
Sub area	Capacity building		
Negotiation Chapter	Chapter 27. Environment		
Twinning Partners	MS: French Ministry of Ecology, Sustainable Development and Energy (MEDDE) Austrian Environment Agency (UBA) BC: Ministry of Agriculture of the Republic of Croatia		

Sources	<ul style="list-style-type: none"> • Twinning Contract • Addendum No.1 – Twinning contract • Addendum No.2 – Twinning contract • Interim Quarterly Report 1 – 27 September 2012 • Interim Quarterly Report 2 – 13 December 2012 • Interim Quarterly Report 3 – 14 March 2013 • Interim Quarterly Report 4 – 22 May 2013 • Interim Quarterly Report 5 – 24 July 2013 • Twinning Final Contract – 01 August 2013
Overall Objective	
Contribution to the further harmonization and implementation of the EU Water related <i>acquis communautaire</i> .	
Project Purpose	
Implementation of water quality standards in line with the requirements of the EU Directive 2006/11/EC and Water Framework Directive including strengthening of the CW administration capacity	
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level	
Progress in implementation of requirements of the EU Directive 2006/11/EC and Water Framework Directive improved Assessment of the existing situation related to the implementation of WFD and Directive 2006/11/EC conducted Quality control guidelines developed Quality assurance and quality control of data established Capacity of the relevant stakeholders enhanced	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
Result 1. Assessment of the existing situation related to the implementation of requirements and provisions of the WFD and Directive 2006/11/EC conducted and recommendations for the future implementation process prepared (Recommendations must include proposal for institutional set up, capacity building activities in CW laboratory and involvement of all stakeholders)	Assessment of the requirements and provisions which are relevant for Croatia arising from the WFD and Directive 2006/11/EC and their respective implementation in Croatia conducted by the end of month 3	Requirements and provisions relevant for Croatia arising from the WFD and Directive 2006/11/EC assessed by the end of month 3 Status of the implementation of respective provisions/requirements, assessed by the end of month 9	Twinning Contract Twinning Final Report
	Current institutional capacities and set up related to EU acquis (WFD and Directive 2006/11/EC) implementation assessed by the end of month 3	Current institutional set up and institutional capacities for the implementation of the EU acquis related to WFD and Directive 2006/11/EC assessed by the end of month 4.	Twinning Contract Twinning Final Report
	WFD and Directive 2006/11/EC existing implementation situation related to participation of all stakeholders assessed by the end of month 5	Current institutional set up and institutional capacities for the implementation of the EU acquis related to WFD and Directive 2006/11/EC assessed by the end of month 4 Existing situation related to participation of all stakeholders in implementation of the WFD and Directive 2006/11/EC assessed by the end of month 9	Twinning Contract Twinning Final Report
	Current/planned capacity building activities in CW laboratory related to quality control for determination of priority substances assessed by the end of month 5	Current/planned capacity building activities in the CW laboratory related to quality control for determination of priority substances assessed by the end of	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
		month 7	
	Assessment report on the implementation of the WFD and Directive 2006/aa/EC with recommendations for the future implementation process, institutional set-up, participation of all stakeholders and future capacity building activities prepared by the end of	Assessment report on the implementation of the WFD and Directive 2006/11/EC with recommendations for the future implementation process, institutional set-up, participation of all stakeholders and future capacity building activities elaborated by the end of month 14.	Twinning Contract Twinning Final Report
Result 2. Quality control guidelines for methods of determination of priority substances developed. Guidelines must include the procedures for method validation testes and calibration (uncertainty of measurement)	Documentation and procedures applying quality control system practices in accordance with the HRN EN ISO/IEC 17025:2007 standards for determination of priority substances prepared by the end of month 4	<i>Page 16 is missing in the information provided (Final Report)</i>	Twinning Contract Twinning Final Report
	Programme and procedures for testing of reference standards and certified reference material that will provide confidence in calibration and measurement by establishing traceability of tested compounds developed by the end of month 5.	<i>Page 16 is missing in the information provided (Final Report)</i>	Twinning Contract Twinning Final Report
	Internal quality control tools, such as control charts or other statistical techniques for reviewing of the results, in such a way that tern can be detected, developed by the end of month 8	<i>Page 16 is missing in the information provided (Final Report)</i>	Twinning Contract Twinning Final Report
Result 3. Methodology of quality assurance and quality control of data established	Analysis of the existing monitoring stations network including detection of compounds currently used in Croatia from industrial and agricultural sources conducted and corresponding report prepared by the end of	Analysis of the existing monitoring stations network report prepared by the end of month 8	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	month 6		
	Possible implications of both directives' (WFD and 2006/11/EC) implementation concerning priority substances in other sectors (environment, agriculture, health) assessed and corresponding report prepared by the end of month 7	Assessment of possible implications of both directive' implementation concerning priority substances on other sectors report prepared by the end of month 10	Twinning Contract Twinning Final Report
	Recommendations for improving monitoring procedures for specific substances, including tools for evaluation of effectiveness of monitoring stations network and monitoring frequency, prepared by the end of month 10	Recommendations for improving monitoring procedures prepared by the end of month 13 Tools for evaluation of effectiveness of monitoring stations network and monitoring frequency established by the end of month 13	Twinning Contract Twinning Final Report
	Assessment of the equipment needed for the establishment of the quality assurance and control system conducted and corresponding report prepared by the end of month 11	Assessment report on the equipment needed for the establishment of the quality assurance and control system prepared by the end of month 12	Twinning Contract Twinning Final Report
	Quality assurance and quality control system established by the end of month 12. (Establishing higher Confidence level of monitoring programme through development of documentation and procedures related to data control, reliability procedures and report	Quality assurance and quality control system established by the end of month 14	Twinning Contract Twinning Final Report
Result 4. Skills, knowledge and capacity of the CW laboratory staff related to the new analytical methods improved	Training needs analysis of CW laboratory staff conducted by the end of month 2	Training needs for CW laboratory staff analysed by the end of month 4	Twinning Contract Twinning Final Report
	Training programme and training materials for CW laboratory staff developed in regard	Training programme for CW laboratory staff developed and	Twinning Contract Twinning Final Report

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	to method validation tests on new analytical equipment for determination of priority substances by the end of month 8	training materials prepared by the end of month 8	
	4 CW laboratory staff members trained in order to use/improve method validation tests in determination of priority substances by the end of month 9	Training for 4 CW laboratory staff members (in method validation tests for determination of priority substances) conducted by the end of month 10	Twinning Contract Twinning Final Report
	4 CW laboratory staff members trained in usage of the equipment procured in the supply component of the overall (IPA 2009) project by the end of month 11	Training for 4 CW laboratory staff members (in usage of the equipment procured in the supply component of the overall IPA 2009 project) conducted by the end of month 14	Twinning Contract Twinning Final Report
Result 5. Capacity of all relevant stakeholders for the implementation of the WFD and Directive 2006/11/EC enhanced	Relevant stakeholders' (i.e. ministries responsible for nature protection; environmental protection, environmental protection, environmental agency, CW) training needs analysed by the end of month 7	Training needs for stakeholders analysed by the end of month 11	
	Training programme on implementation of the WFD and Directive 2006/11/EC as well as on monitoring and reporting system developed and corresponding training materials prepared by the end of month 8	Training programme for relevant stakeholders developed and training materials prepared by the end of month 13	
	Seminars and workshops for 15 employees of relevant stakeholders organized and conducted by the end of month 11	Trainings for 15 employees of relevant stakeholders conducted by the end of month 13	
	Study tour for 5 employees from the MA and CW in duration of 5 days organized and conducted and report on findings of the study	Study tour for 5 employees from the MA and CW conducted by the end of month 12	

Expected mandatory results	Benchmarks	Degree of Achievement	Source
	visit prepared by the end of month 6		
Result 6. Report on the performed screening of Croatian surface and ground waters produced.	Screening of surface and ground waters hazardous substances in Croatia performed in order to determine the need for future monitoring system in regard to new hazardous substances and corresponding report prepared by the end of month 12 instruments are proposed.	Screening of surface and ground waters hazardous substances in Croatia in order to determine the need for future monitoring system in regard to new hazardous substances and corresponding report prepared by the end of month 11	

5.2 Strengthening capacity of MENP for adaptation to climate change and preparation of the Draft Strategy for adaptation to climate change

Title			
Strengthening capacity of MENP for adaptation to climate change and preparation of the Draft Strategy for adaptation to climate change			
Domain	IPA	Year	2013
Assistance Modality	Service contract		
Contract number	TF/HR/P3-M1-O1-0101		
Implementation years	2016 - 2017		
Contracted amount	693.000,00		
Paid amount	138.600,00		
Sub area	Capacity building		
Negotiation Chapter	Chap. 27 Environment		
Sources	Monitoring Report No: 2014/1 Monitoring Report No: 2014/2 Monitoring Report No: 2015/3 Monitoring Report No: 2015/4		

Monitoring Report No: 2016/5 Monitoring Report No: 2016/6 Monitoring Report No: 2017/7
Overall Objective
Contribution to the mitigation of the damages caused by the climate change in Croatia.
Project Purpose
Strengthening of capacities and preparedness for adoption and implementation of adaptation measures to respond to current and future climate change in vulnerable sectors.
Benchmark / Objectively verifiable Indicator / Indicator of achievement at PP level
Improved capacity for climate change modelling compared to previous period Number of adaptation measures prepared Number of officials on national and sectorial level trained

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Technical capabilities for Croatian climate change modelling and adaptive measures established through supply of modelling hardware	HPC System for modelling supplied	100 % achieved. The HPC System is delivered and placed in the University Computing Centre (SRCE).	Monitoring Report No: 2017/7
Vulnerable sectors identified and Study on assessment of the capacity building needs prepared	Prepared study on assessment of the capacity building needs and report for at least 3 vulnerable sectors	46% achieved. The document with overview of activities and research on climate change impacts in key sectors was prepared and approved; activities on assessment of capacity building needs are underway. Provisional report containing assessment of capacity building	Monitoring Report No: 2017/7

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
		needs during the project has been prepared. Deadline for the final document is June 2017.	
Workshops held by foreign experts with experience in modelling, and development and implementation of the adaptation strategy	A report(s) from a workshop(s) for the exchange of experience in climate change modelling and developing and implementation of the adaptation strategy prepared; Up to 3 workshops held for experts	100% achieved. Planned workshop was held on September 8 th and 9 th , 2016. Report from the workshop was prepared and approved. One workshop (as planned) was held with participation of foreign speakers (experts) who shared their experiences; The report from the workshop was prepared and approved.	Monitoring Report No: 2017/7
Pool of experts trained for the climate change modelling	Reports from workshops prepared; Up to 10 training courses for target groups carried out; Up to 30 experts trained.	98% achieved. All 10 training courses for target groups were carried out; Total number of participants from target groups is 231; Reports from all workshops were prepared; Nine out of 10 reports were approved, except report from the last workshop, which is under review.	Monitoring Report No: 2017/7
Climate change modelling in	A report on climate change modelling in vulnerable sectors prepared	99% achieved.	Monitoring Report No: 2017/7

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
vulnerable sectors carried out		<p>In the beginning of September 2016, the climate modelling started.</p> <p>Climate modelling with regional climate model (RegCM) in horizontal resolution of 50 km was done and draft report on the results prepared. The report is under review.</p> <p>Climate modelling with regional climate model (RegCM) in horizontal resolution of 12.5 km resolution will be conducted until the end of the project.</p> <p>Draft report on climate change modelling has been prepared and currently being under review.</p>	
Impact and vulnerability to climate change estimated	Report on impact and estimation of vulnerability to climate change prepared	<p>75% achieved.</p> <p>Draft report on impact and estimation of vulnerability to climate change has been prepared.</p> <p>Currently is under review.</p>	Monitoring Report No: 2017/7
Relevant adaptation options and measures determined	Report on determined adaptation options and measures	<p>10% achieved.</p> <p>Preparation of document started by determining its structure.</p>	Monitoring Report No: 2017/7
Prepared cost benefit analysis of adaptation options and their ranking	Report on cost-benefit analysis of adaptation options and their ranking prepared	<p>5% achieved.</p> <p>Preparation of document started in February by determining its structure.</p>	Monitoring Report No: 2017/7
Prepared draft of Climate Change	Draft of Climate Change Adaptation	0% achieved.	Monitoring Report No: 2017/7

Expected mandatory results	Benchmarks / Indicator of Achievement	Degree of Achievement	Source
Adaptation Strategy and draft of Action Plan	Strategy and draft of Action Plan prepared	Not started yet.	
Workshops on climate change impacts and adaptation measures held for national and local officials and public concerned	<p>Number of workshops organized for national and local officials and public concerned;</p> <p>Number of participants in workshops.</p>	<p>40% achieved.</p> <p>During this reporting period, three out of seven (3/7) workshops in different parts of Croatia were held (Gospić, Osijek, Rijeka).</p> <p>Gospić - 23 participants form target group; Osijek - 34 participants form target group; Rijeka – 41 from target group (total 98 participants)</p>	Monitoring Report No: 2017/7

ANNEX 7 – INTERVENTION SYSTEMATIC ANALYSIS

This annex presents a systematic review of the 30 interventions selected for in-depth review with respect to their design, capacity outputs and capacity outcomes. The evidence related to the intervention level included in Annex 9 (Evaluation matrix) draws on the information presented in Annexes 6&7.

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1. RULE OF LAW

1.1 CARDS 2004-0301-010101 “Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract refers to a large backlog of cases being one of the major problems in Croatian judiciary. It explains that the main causes for backlog of cases in the misdemeanour court system are an inadequate legal framework for the misdemeanour proceedings, insufficiently harmonised Law on Misdemeanours with the provisions of the existing <i>lex specialis</i>, lack of education of judges and other court personnel, as well as of the parties to misdemeanour procedure, too long and complex administrative procedure, and limited IT support to the operation of the High Misdemeanour Court and other misdemeanour courts. According to the Twinning Contract, the Ministry of Justice had been preparing a new proposal for amendment on existing Law on misdemeanours in order to harmonise and make more effective the system of fines and their enforcement. The amended Law on misdemeanours was planned to be adopted by the end of 2006. The contract recognizes an effective administration of justice as one of the fundamental pre-conditions for the establishment of the rule of law.</p> <p>The contract lists previous CARDS and PHARE projects related to the improvement of court and case management that the Ministry of Justice has been the beneficiary of. Over the period of these projects, the Ministry of Justice initiated several solutions in order to address a comprehensive reform of the judiciary in Croatia.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To improve the operation and functioning of the Croatian judiciary system and contribute to the rule of law ¹
Project Purpose	✓	✓		To support and enhance operation and functioning of the High Misdemeanour Court and selected misdemeanour courts ²

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Legal framework and efficiency or court organisation
Component 2	✓	✓		Management procedures and training programmes developed
Component 3		✓		Adjustment of the court and case management ³

Total number of components: 3

Number of components linked to CD: 3

Staff competences (standard outputs)

¹ The benchmark of the Overall Objective is “Improved and more efficient functioning of courts in Croatia (in longer term)”

² Benchmarks under the Project Purpose: (1) Legislative and procedural changes adopted; (2) Rationalization of courts planned; (3) Court and case management system developed for Misdemeanors courts; (4) Training modules developed and trainers trained

³ This component aims to enhance legislative and organizational reforms in the field of misdemeanor by suitable IT solutions, especially in the field of ICMS (Integrated Case Management System).

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
2	Training strategy and modules developed for misdemeanour court judges and staff	Development of questionnaire, interviews with staff Training needs analysis Trainers selected and trained Training modules developed and integrated into the Judicial Academy programme Pilot training session conducted		✓													

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 7

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
2	Management strategy and Action plan developed to improve the internal organisation and work of High Misdemeanour and Misdemeanour courts	<p>New statistical data collection developed</p> <p>Achieved</p> <p>New statistical collection to facilitate monthly monitoring of first instance court performance was delivered and implemented in the working process of HMC.</p>																		✓
3	<p>1) ICMS adapted to court and case management in misdemeanour courts</p> <p>2) ICMS application for Misdemeanour courts finalised and tested</p>	<p>Kick-off workshop for setting up Working group</p> <p>EPC (Event-driven Process Chain) diagrams designed</p> <p>Already developed ICMS adapted to Misdemeanour cases</p> <p>ICMS application for Misdemeanour court is finalised and tested</p> <p>Implementation Action plan of ICMS for Misdemeanour courts</p> <p>Recommendation for the transfer/migration of data into the ICMS</p>																		✓

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement

5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 7

Number of mandatory results linked to CD – institutional procedures: 3

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 7

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment	Moderate degree	The project aimed at developing new suitable structures in the misdemeanour courts, structured and efficient management and new organisational rules for a better workflow, including a training strategy. The project also aimed at enhancing legislative and organizational reforms in the field of misdemeanour by suitable IT solutions, especially in the field of Integrated Case Management System (ICMS). Through introduction of IT into the High Misdemeanour Court and selected pilot courts, the project aimed at strengthening the capacity of the High Misdemeanour Court to monitor and harmonise case law.
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		

Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms	2	<p>Systematic monthly monitoring of Misdemeanour Courts (MCs) performance indicators introduced management approach in MCs and enabled bases for different measures for “critical” MCs, which did not or do not perform expected results. Collecting monthly statistics, drafting monthly reports and regular monthly meetings became a standard working procedure in (High Misdemeanour Court) HMC. (TW Final Report, p. 9)</p> <p>Beside existing statistics (MoJ, HMC, CBS (Central Bureau of Statistics) additional statistics were elaborated and also implemented to facilitate the monthly monitoring of MC performance indicators. (TW Final Report, p. 41)</p>
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

1.2 CARDS 2004-0301-010202 “Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts – Provision of the equipment”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
N.A	The project concerns the provision of equipment. The documentation consists of the supply contract, final acceptance certificate and provisional acceptance certificate. These documents do not include an analysis of the country momentum.

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To improve the operation and functioning of the Croatian judiciary system and contribute to the rule of law
Project Purpose	✓	✓		Provision of IT equipment and training to support and enhance operation and functioning of the High Misdemeanour Court and selected misdemeanour courts

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it

Total number of components: 0

Number of components linked to CD: 0

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
	Provision of Manuals and Training for IT equipment	Manuals and Training provided		✓										

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 2

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG			ROL		
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 2

Number of mandatory results linked to CD – institutional procedures: 0

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 2

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with		

their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		

Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

1.3 CARDS 2002 96029 “Capacity building for USKOK”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
Moderate degree	The project contract explains the institutional situation within USKOK: it notes lots of institutional and operational problems affecting USKOK as an institution with no predecessor, mainly with regard to human resource development, the administrative and organisational structure, information systems and resources. According to the contract, only the Prosecutor’s Department was operational, while the other two Departments were in the process of recruiting staff. The contract does not comment on USKOK’s commitment to implement anti-corruption reforms. It explains that it is necessary to ensure greater co-operation with other Government Law Enforcement Agencies, non-Government agencies. It also calls for the need to network and connect USKOK to other offices and territorial branches of Government institutions. It lists other CARDS projects related to the improvement of court and case management, training of judges, other judicial officials and prosecutors.

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To contribute to more efficient combating and prevention of corruption and organised crime in the Republic of Croatia.
Project Purpose	✓		✓	The improvement of USKOK capacity to fulfil its tasks and exercise its authorities in a more efficient manner, through the activities of well-educated and trained personnel, in developed and structured systems of cooperation and coordination both within USKOK and between USKOK and other relevant institutions involved in combating and prevention of corruption and organised crime.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1	✓			Human resource development. Design and implement a human resource development (HRD) strategy and programme to train and educate the USKOK personnel
Component 2		✓		Administrative and organisational structuring; Develop and build institutional capacity for USKOK, by developing internal procedures, procedures for cooperation with other relevant institutions regarding data exchange and access, and other forms of cooperation and harmonising legislation, with emphasis on data acquisition and protection.
Component 3		✓		Information systems and resources. Establishment of a data-base, compatible with databases of other relevant institutions, and a document management system capable of handling complex legal cases.

Total number of components: 3

Number of components linked to CD: 3

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result ⁴	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
1	1) Definition of HRD Strategy 2) Elaboration of Training Programmes for USKOK staff	HRD Strategy and training curricula implemented;															

⁴ The mandatory Results and Benchmarks are included from the TW Contract

Component Number	Mandatory result ⁴	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
	3) Assessment of the selection/recruitment of staff 4) Manual and handbooks on pre-investigation, investigation and processing cases in the field of corruption and organised crime and specialized related-topics 5) Training seminars and study visits for USKOK staff	Legislative changes and institutional restructuring were implemented 10 USKOK prosecutors are adequately trained on techniques and developing strategies to fight organized crim and corruption Information materials and manual available for the USKOK prosecutors on organised crime and corruption													✓

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 15

Number of mandatory results linked to Staff competences CD: 5

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result ⁵	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
2	Set of manual on co-operation and co-ordination with other relevant institutions	Protocols and manuals issued with strategies for coordination at national level and international cooperation among all Law Enforcement Agencies						✓												
3	1) IT System audit and needs analysis report 2) IT Investment Strategy 3) Information System (database and case management system) design elaborated 4) Set of manuals outlining the procedures for data collection, evaluation, input and access procedures 5) Set of manuals covering the procedure for data-exchange with all relevant national and international organizations and institutions as well as within EU –Member States, Candidate countries and SAP countries 6) Training on the usage of the information system delivered						✓													

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms

⁵ The mandatory Results and Benchmarks are included from the TW Contract

7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 15

Number of mandatory results linked to CD – institutional procedures: 7

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 15

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with		

their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	<p>The project aimed at improving USKOK capacity to fulfil its tasks and exercise its authorities in a more efficient manner, through the activities of well-educated and trained personnel, in developed and structured systems of cooperation and coordination both within USKOK and between USKOK and other relevant institutions involved in combating and prevention of corruption and organised crime.</p> <p>The project aimed to develop the capacity of USKOK to enhance cooperation with other relevant institutions regarding data exchange and access, and other forms of cooperation and harmonising legislation.</p>

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		

Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices	1	HRD (Human Resource Development) Strategy implemented It consists of various modules (selection, recruitment, job description, personnel management etc) and associated manuals.
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		

Accountability and networking	Fostered participation from stakeholders in policy design		
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1.4 CARDS 2003 115227 “Training and Education of Prosecutors”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that the Croatian judicial system was passing through a profound crisis presenting two specifically alerting symptoms. On the one hand, the importance of delays in the case treatment and on the other hand the public opinion distrust concerning such judicial institutions that are slow and inefficient. In 2002, the Croatian government adopted an Action Plan for the reform of the judiciary, continuing training system for judges and prosecutors and court staff. The Croatian government made professional training of judges and prosecutors one of its top priorities.</p> <p>According to the contract, since 2003 the Judicial Academy was implementing a CARDS program concerning development and implementation of a training system mainly for judges but also for prosecutors that will have an important influence on structures and orientations of the Academy. The work plan of the present project will have to build upon the results of the previous CARDS program.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective	✓			To improve the level of competence of the Ministry of Justice staff, judges, prosecutors and other Court personnel
Project Purpose	✓			A) Institutional building: To support the integration of this project within the current institutional structure of the Judicial Academy strengthening the managerial capacities of the State Attorney's Office representative and administrative staff.

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
				B) Training of prosecutors: To develop a self-sustainable training delivery system for prosecutors including programme design, curricula development, ToT and carry out training courses, work-shops, seminars and study visits

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1	✓			Institutional reinforcement of the Judicial Academy
Component 2	✓			Study visits
Component 4	✓			Training needs analysis
Component 5	✓			Development of courses and preparation of teaching material
Component 6	✓			Training of Trainers
Component 7	✓			Delivery of courses

Total number of components: 7

Number of components linked to CD: 6

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
1	1) Selection of a group of 32 trainers 2) New curricula delivered by trainers and JA training strategy for prosecutors developed			✓									✓		
2	Acquisition of knowledge on functioning of visited training institutions + reports on how to use solutions locally			✓									✓		
3	List of 24 legal subjects selected			✓									✓		
5	1) Training modules according to subjects selected through TNA 2) Teaching material prepared			✓									✓		
6	Selected group of trainers operational			✓									✓		
7	36 courses delivered (9 in each RTC) attended by 627 prosecutors			✓									✓		

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public administration
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced

9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 11

Number of mandatory results linked to Staff competences CD: 8

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Coordination mechanism between GAO and JA established						✓													

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place

12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 11

Number of mandatory results linked to CD – institutional procedures: 1

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8
1	New RTCs (2) operational			✓						

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 11

Number of mandatory results linked to CD - structures: 1

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	The project aimed at strengthening the managerial capacities of the State Attorney's Office representative and administrative staff, and at developing a self-sustainable training delivery system for prosecutors including programme design, curricula development, ToT and carry out training courses, work-shops, seminars and study visits.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		

Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		

Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		A self-sustainable training delivery system for prosecutors was set out. 49 prosecutors were trained as trainers, 10 curricula including 27 training modules were developed, 10 training manuals were published and 627 prosecutors attended 36 seminars/workshops. At the end of the project implementation, the Judicial Academy has at its disposal qualified staff for training purposes, developed curricula and training manuals but more importantly the necessary know-how to train additional trainers and develop new curricula.
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

1.5 IPA 2007-0101-0101 “Strengthening Capacities of USKOK”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
Moderate degree	<p>The project contract discusses the beginning of systematic monitoring of cases relating to the criminal offences of corruption and other criminal offences within the competence of USKOK. It calls for the need to continuously improve the database, so that cases are differentiated depending on whether they involve petty or grand corruption.</p> <p>An e-register has been established, comprising a database of cases run by USKOK. The register does not equal a case management system but it is a common database, which is a key step towards creating such a system.</p> <p>The contract lists directly linked and related projects aimed at strengthening the capacities of USKOK.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective				
Project Purpose		✓		Efficient storing and using of the information and data already existing within USKOK as well as making precondition for successful data exchange with relevant Law Enforcement Agencies (LEAs) and for its analysis.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 3	✓			Training the users

Total number of components: 3

Number of components linked to CD: 1

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
3	The capacity of USKOK employees increased through training on usage and administration of the established applications	Training plan defined and implemented All USKOK users trained System administrators able to maintain system			✓												

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions

- 6. HR Management
- 7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

- 8. Public debt management, budgetary and expenditure control capacity reinforced
- 9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

- 10. Strengthening administrative capacities of judiciary and law enforcement structures
- 11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
- 12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 3

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
3	2) The new system, based on the defined technical requirements developed and implement ⁶ 3)The capacity of USKOK employees increased through training on usage and administration of the established applications	New system designed in accordance with the technical and functional specifications New system developed in accordance with the approved design All test scripts approved and actual results match the expected results System successfully acceptance tested in users' test environment and																	✓	

⁶ System development was carried out following standards methodology, defined and certified according to ISO9001.

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
		<p>implemented into the production environment</p> <p>System able to be used by USKOK users</p> <p>Analytical software able to use data from the new system</p>																		

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 3

Number of mandatory results linked to CD – institutional procedures: 2

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 3

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	Moderate degree	The project aimed at efficient storing and using of the information and data already existing within USKOK as well as making precondition for successful data exchange with relevant Law Enforcement Agencies (LEAs) and for its analysis. Through development and implementation of a new system, the project aimed at increasing the capacity of USKOK employees through training on usage and administration of the established applications. This would increase investigation and prosecution capacity of USKOK.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		

Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work	1,2,3	The USKOK Information System (UIS) that has been designed, developed and implemented enables USKOK's users to improve their analytical capabilities, thus assisting them in the achievement of the overall objective for this project. The system enables USKOK's users to use the analytical software that was purchased in the supply component of this project, Xanalys Link Explorer, against the data that is captured in UIS. The system also supports the case management of "secret" and "very secret" cases, a functionality that wasn't present in the USKOK's system. (Final Report, p. 29)
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		

Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

1.6 IPA 2007-0101-010201 “Strengthening Capacities of USKOK”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
Moderate degree	<p>According to the project contract, the analysis of the effectiveness of the anti-corruption policy implemented so far in Croatia showed that there was a need to further strengthen the institutional framework. Taking into account the nature of corruption, the continuous improvement of the legislative framework is a starting point that allows for prompt reaction to new challenges imposed by new forms of corruption.</p> <p>The contract explains that thanks to the CARDS 2002 Project “Capacity Building for USKOK,” USKOK was significantly strengthened at the end of the project. The contract lists the projects related to strengthening the capacities of USKOK that the administration of Croatia has benefitted from.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective				
Project Purpose	✓			Improving the institutional capacity and more efficient functioning of USKOK and efficient implementation of the National Anti-Corruption Strategy.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 3	✓			Capacity of USKOK for performing joint investigation in proceeding criminal offences with international element increased

Total number of components: 3

Number of components linked to CD: 1

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL							
			1	2	3	4	5	6	7	8	9	10	11	12					
1	1.4 USKOK and criminal police staff trained in applying proactive approach in detecting and investigating criminal offences of corruption and organized crime developed (criminal investigations entrusted to the public prosecutors and police)	At least five training for USKOKs prosecutors and criminal police staff on proactive approach in detecting and investigating criminal offences of corruption and organized crime (criminal investigations entrusted to the public prosecutors and police) organized																	✓
2	2.2 USKOK's staff trained on applying the Strategic PR Plan 2.3 Manuals on applying Strategic PR Plan in the practice developed	At least 5 of USKOK's staff members trained on applying USKOK's Strategic PR Plan USKOK staff trained to use Strategic PR Plan on daily basis			✓														

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
	2.4 Recommendations for the Anticorruption and PR Department's contribution to the work of NGOs developed	At least 5 people taken on study visit in order to familiarize themselves with EU best practice regarding cooperation of NGOs and LEAs in fight against corruption															
3	3.1 USKOK's prosecutors and LEAs staff trained in management and work within internationally formed joint investigative teams 3.3 USKOK's prosecutors trained on EUROJUST and OLAF as well as on the usage of EJN applications	At least four of USKOK prosecutors together with at least 1 official from each of selected LEA completed trainings to participate in internationally formed joint investigative teams At least four USKOK staff members completed trainings on EUROJUST and OLAF approach															✓

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

- 10. Strengthening administrative capacities of judiciary and law enforcement structures
- 11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
- 12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 11

Number of mandatory results linked to Staff competences CD: 6

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	1.1 Internal guidelines / protocols for the LEAs in fulfilling their obligations in accordance with the Articles 21a, 21d, and 21e of the Law on USKOK developed.	1 protocol drafted for each concerned LEAs and for USKOK; 1 internal guideline prepared for each concerned LEAs and for USKOK			✓															

Public Administration Reform outputs related to Institutional Procedures:

- 1. Policy and financing
- 2. Procedures and mechanisms leading to the alignment to the acquis
- 3. Strategies and action plans adopted to ensure respect of EU rules
- 4. Stakeholders involvement
- 5. Accountability and supervision (including monitoring and evaluation system)
- 6. Co-ordination mechanisms
- 7. Decision-making processes (evidence-based decisions)
- 8. Mechanisms to provide effective controls over public organizations
- 9. Streamlining administrative procedures accelerating the decentralisation
- 10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place

11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 11

Number of mandatory results linked to CD – institutional procedures: 1

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8
2	2.1 USKOK's Anticorruption and PR Department enhanced	USKOK's PR Strategic Plan developed							✓	

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 11

Number of mandatory results linked to CD - structures: 1

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at improving the institutional capacity and more efficient functioning of USKOK and efficient implementation of the National Anti-Corruption Strategy. It aimed at providing USKOK with necessary trainings and written materials that allows them to improve their theoretical and practical knowledge. It aimed at improving USKOK's proactive approach in investigation and prosecution of the serious crime offences.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	The project aimed at improving internal processes of USKOK and its cooperation with the external partners, and at improving the office integrity. It aimed at addressing the most urgent needs in terms of legislative and regulatory framework in relation to the performing joint investigation in proceeding criminal offences with international elements. The project also aimed at assisting USKOK in developing stronger relationship with media, especially in terms of addressing the issues of giving enough information at right time as well as reinstating to the media and general public of USKOK's independent, non-political and professional operation.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies	2	Activity 2.1.3: Development of the USKOK Strategic PR Plan. The strategy was prepared by the MS experts and BC staff, RTA and USKOK PR department and prescribes detailed actions that have to be taken by USKOK under various situations. Benchmark: Strategic PR Plan available for implementation on daily basis. Positive public opinion and visibility of the USKOK tasks is increased.
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		

Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration	1, 2	<p>Component 1 Project activities under Component 1- Proactive approach in the detection of criminal offences under the jurisdiction of USKOK – enhanced originally results having in mind that USKOK signed additional numbers of Agreements of Understanding with different LEAs. The most important is that agreements are operational, parties meet on regular bases and the exchange of the information is improved as well as inter-institutional cooperation. (Final Report, p.33)</p> <p>Component 2 Activity 2.4.1 the participants of the two days round table discussed about the situation regarding the USKOK’s cooperation with the NGO sector. Benchmark: Report on an overview for additional actions with concrete conclusions conducted. Activity 2.4.2: Development of the recommendations. Upon the results of activity 2.4.1 the working group of the BC and MS experts drafted recommendations to amend Action Plan for implementation of the National Anti-Corruption Strategy. (TW Contract. pp.38-39)</p>
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

1.7 IPA 2007-0101-020101 “Strengthening Anti-Corruption Inter-Agency Cooperation”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>According to the project contract, the Ministry of Justice’s analysis of the effectiveness of the anti-corruption policy implemented so far showed that there was a need to further strengthen the institutional framework. Taking into account the nature of corruption, the continuous improvement of the legislative framework is a starting point that allows for prompt reaction to new challenges imposed by new forms of corruption. The contract explains that the Croatian authorities are determined to further strengthen Croatia’s international commitments in the fight against corruption by, inter alia, continuing to develop national instruments in order to better address the challenges in the fight against corruption.</p> <p>The contract lists previous IPA, CARDS and PHARE projects related to strengthening anti-corruption inter-agency co-operation, strengthening capacities of USKOK, the improvement of court and case management that the Ministry of Justice has benefitted from.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To strengthen the rule of law in Croatia, through a more effective implementation of National Anti-Corruption Strategy (and Action Plan) and interagency cooperation at national and local level.
Project Purpose		✓		<p>Strengthening the Ministry of Justice Anti-Corruption Sector in order to further develop its institutional and administrative capacity.</p> <p>Strengthening of the Institutional framework for the suppression of corruption.</p> <p>Strengthening the professional ethics in state and local administration and within judicial bodies (strengthening of individual integrity of employees)</p>

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
				Develop a specific awareness strategy input to be implemented through the service contract programmed under Project Fiche

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Institution Building
Component 2	✓			Capacity Building

Total number of components: 2

Number of components linked to CD: 2

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
1	Employees of the Anti-Corruption Sector trained on design and usage of annual Operating/work plans and development of other monitoring and review mechanisms	4 training modules designed (one basic and three advanced) At least 4 training activities organized and carried out for employees of the Anti-Corruption Sector (employees divided in															

Component Number	Mandatory result	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
		<p>groups depending on the subject and previous work experience; also avoiding the situation that all employees of this Sector are released for training)</p> <p>Approximately 11 persons trained from the Ministry of Justice</p> <p>Two study tours organized and carried out for 6 employees of the Anti-Corruption Sector</p> <p>Report on comparative best practices in the EU (resulted from the study visits)</p>													✓
2	Workshops for state administration, local administration employees and judicial staff (on risk and detecting the corruptive behaviour; setting the measures on preventing the corruption offences) conducted, and a specific self-sustainable training program	<p>At least 4 training materials sets completed (basic-same for all participants and advanced -for specific groups of state, local administration and employees of judiciary)</p> <p>Approximately 130 employees from the central and local administration bodies and 50 judicial staff from selected courts and state attorney offices trained</p>													✓

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced

9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 7

Number of mandatory results linked to Staff competences CD: 2

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR										EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Efficient monitoring system on the implementation of the Anti-Corruption Strategy and its Action Plan determined	Monitoring indicators and the evaluation criteria defined Report with recommendations for this type of monitoring mechanism delivered						✓												

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place

11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 7

Number of mandatory results linked to CD – institutional procedures: 1

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8
1	Organizational structure and working methods of the Anti-Corruption Sector (within the Directorate for Strategic Development) restructured in compliance with EU standards	Revision of formal internal acts adopted (considering the Anti-Corruption Sector structure and organization within the Ministry of Justice) Adopted organigram of the Anti-Corruption Sector		✓						

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 7

Number of mandatory results linked to CD - structures: 1

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment	Moderate degree	The project aimed at determining an efficient monitoring system of the implementation of the Anti-corruption Strategy and its Action Plan. It aimed at training employees of the Anti-corruption Sector on the design and usage of annual operating/work plans and development of other monitoring and review mechanisms. It also aimed at preparing a specific self-sustainable training program for continuous education of employees of state administration on dealing with acts of corruption and reporting it.
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		

Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms	1	Results 2 under the Component 1: Efficient monitoring system of the implementation of the Anti-Corruption Strategy and its Action Plan determined Benchmarks: 1) Monitoring indicators and the evaluation criteria defined 2) Report with recommendations for this type of monitoring mechanism delivered The results of the mission consisting in representation of international monitoring indicators practices in the area of anti-corruption strategies, exploration of possibilities for cooperation with other public and non-governmental entities in Croatia, identification of indicators for the assessment of effective implementation of anti-corruption strategies and issuing some recommendations for the future work of the ACS in the area of monitoring of effective implementation of the Croatian anti-corruption strategies.
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

1.8 IPA 2007 0101 020201 “Strengthening Anti-Corruption Inter Agency Co-operation (Awareness raising campaign)”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
Moderate degree	<p>The project contract explains the situation regarding integrity within public administrations: it notes some progress with the promotion of integrity within public administration but notes that this needs to be further strengthened. The main shortcoming in the area of awareness raising activities coordinated between all bodies involved in the national anti-corruption programme is that these activities also need to be further pursued.</p> <p>The contracts states that the Government of the Republic of Croatia is determined to further strengthen Croatia’s international commitments in fight against corruption by, inter alia, continued development of national instruments in order to better address the challenges in fight against corruption. Croatia is aware that in view of the nature of corruption, the legal framework must be improved on an ongoing basis, so that institutions can respond effectively to the new forms in which corruption manifests itself.</p> <p>The contract lists previous and future projects related to strengthening anti-corruption inter-agency cooperation, strengthening capacities of USKOK and the improvement of court and case management.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		Strengthening the rule of law in Croatia, through a more effective implementation of National Anti-Corruption Strategy, accompanying Action plan and inter-agency cooperation at national and local level.
Project Purpose				

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 2		✓		Development and organization of round tables with state, local administration representatives and NGO representatives and workshops for journalist

Total number of components: 2

Number of components linked to CD: 1

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is th link with the CD outputs:

Component Number	Mandatory result ⁷	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management

⁷ Activities from Final Report

7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

- 8. Public debt management, budgetary and expenditure control capacity reinforced
- 9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

- 10. Strengthening administrative capacities of judiciary and law enforcement structures
- 11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
- 12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 7

Number of mandatory results linked to Staff competences CD: 4

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Coordinating Group on Public Awareness of Corruption Anti-corruption Awareness Raising Campaign Public opinion surveys on corruption					✓														
2	Round tables with state and local administration representatives and NGOs representatives. Recommendations based on the round tables discussions Development and organization of one workshop and one conference type event for journalists							✓												

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	Development and organization of three regional workshops for journalists involving the local media into anti-corruption issues and investigative journalism																			

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 7

Number of mandatory results linked to CD – institutional procedures: 3

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 7

Number of mandatory results linked to CD – structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	The project aimed at organizing round tables with state and local administration representatives and NGO representatives to identify the real sources of the acts of corruption. It aimed at spreading the awareness on harmfulness of corruption within all age groups, strengthening the citizens' integrity and encouraging the citizens to report the corruption offences.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		

Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration	1	The main purpose of the activities under Component 1 was to ensure wide, open and transparent consultative process and as a result to come up with a widely accepted message of the Anti-Corruption Awareness Campaign. This was achieved through involvement of various stakeholders representing public administration and NGOs working in the field of fight against corruption. (Final Report, p.50)

Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government	2	Round tables on the topic “The fight against corruption at local level” with representatives of central and local institutions and NGOS were organized on the following topics: prevention of corruption and conflict of Interest, local authorities’ transparence, accountability and transparence in budget execution. Topical discussions were moderated in order to source opinions and recommendations from representatives of local authorities and NGOs. (Final Report, p. 28)
Accountability and networking	Fostered participation from stakeholders in policy design		

1.9 IPA 2009-0101-010101 “Professional development of Judicial Advisors, Judges, State Attorneys through self-sustainable training system”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that in order to solve the lacking transparency and to achieve uniform, objective criteria of the selection procedure of judicial officials, Croatia introduced radical reforms in the system of entering the professions of judges and state attorneys. Although the Judicial Academy has been conducting training for judicial advisors for several years, it is still lacking a uniform, systematic and coherent training programme with custom-made trainings for judicial advisors aligned with their role and tasks within the judiciary. The Judicial Academy is determined to work on enhancing their status and improving their career management contributing thus to the efficiency of the judicial system in the country.</p> <p>The contract lists CARDS, PHARE and IPA projects related to training and education of judicial officials that the Judicial Academy has been a beneficiary of.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective	✓			The overall objective is to contribute to more efficient functioning of judicial bodies in the Republic of Croatia by improving the professionalism of judicial advisors and future judges and state attorneys
Project Purpose	✓			The project purpose is to renew and enhance the status of judicial advisors and to develop a dual self-sustainable training system both for judicial advisors and candidates for future judges and state attorneys (future judicial officials)

Which project components make explicit reference to the development of competences in the three CD areas:⁸

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1	✓			Enhancement of the status of judicial advisors
Component 2	✓			Development of self-sustainable training system for lifelong education of judicial advisors
Component 3	✓			Development of self-sustainable training system for candidates for judges and state attorneys

Total number of components: 3

Number of components linked to CD: 3

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
1	1) The current role and status of Judicial advisors analysed 2) New role of judicial advisors defined and status of judicial advisors enhanced	Legislative framework relevant for judicial advisors analysed and corresponding report prepared Comparative overview of at least two Member states on best practices how the status of judicial advisors is regulated in their															

⁸ There is Component 0: Visibility Events

Component Number	Mandatory result	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
		<p>countries analysed and corresponding report prepared</p> <p>Current workload of judicial advisors (in courts and state attorney offices) analysed and corresponding report prepared</p> <p>Report of judicial and non-judicial tasks that can be delegated to judicial advisors prepared</p> <p>Recommendations for amendments of current legislative framework relevant for judicial advisors drafted</p> <p>Proposal of two models on career management of judicial advisors in line with recommendations for amendments of current legislative framework prepared</p>							✓						
2	1) Training needs assessment (TNA) and Training Strategy for Lifelong Education of Judicial Advisors prepared	<p>Existing training modules that are used in Judicial Academy for training of judicial advisors analysed and report with analysis results prepared</p> <p>Questionnaire for determining topics which should be covered in development of Training Strategy for Lifelong Education of Judicial Advisors developed and distributed by e-mail to 75 judicial advisors</p> <p>Interviews with judicial advisors conducted and report about outcomes of the interviews prepared</p> <p>The outcomes of questionnaires and interviews analysed and list of topics prepared</p>		✓											

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
		List of training modules (Criminal Law, Commercial Law, Civil Law, Misdemeanour Law, Administrative Law, EU Law) drafted TNA report prepared and submitted to JA Training strategy for lifelong education of judicial advisors prepared and submitted to JA															
	2) Judicial advisors trained on subjects related to Criminal Law, Civil law, Commercial Law, Misdemeanour Law, Administrative law and EU law	6 Training modules (Criminal law, Civil and Commercial law, Misdemeanour Law, Judicial Cooperation in the EU, and EU law) as well as corresponding training curricula developed Modules' teaching kits and materials for lifelong education of judicial advisors developed 48 seminars/workshops conducted for minimum of 240 judicial advisors up to maximum of 480 judicial advisors in the four Regional centres												✓			

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
	<ul style="list-style-type: none"> 3) Trainers for judicial advisors trained on andragogic learning; knowledge-transfer techniques and development of the didactic skills 4) Recommendations for upgrading of data base of trained judicial advisors prepared 5) E-learning methodology introduced to the authors of training curricula and trainers/mentors as well as other relevant employees from Judicial Academy and Ministry of Justice 6) E-learning methodology for lifelong education of judicial advisors developed and implemented through pilot project 			✓										
	<ul style="list-style-type: none"> 1) Current training system for candidates for judges and states attorneys strengthened 2) Current training modules, curricula and teaching materials for training of candidates for judicial officials as well as for ToT of candidates for judicial officials aligned with Training Strategy and recommendations on how to improve current training system. 3) Trainers for candidates for judicial officials trained and candidates for judicial officials trained on topics determined in Training Strategy and recommendations on how to improve current training system 	<p>Academy's Multi Annual Strategy of Professional Training, Annual Training Program and documents produced under IPA 2008 'Support to the establishment of State School for Judicial Officials' project, related to education through State School for Judicial</p> <p>Training Strategy for education of candidates for judicial officials drafted</p> <p>Recommendations on how to improve current training system prepared</p> <p>Current training modules, curricula and teaching materials for ToT of candidates for judicial officials aligned with Training</p>												

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
3		<p>strategy and recommendations on how to improve current training system</p> <p>Current training modules, curricula and teaching materials for training of candidates for judicial officials aligned with Training strategy and recommendations on how to improve current training system</p> <p>2 ToT workshops for 16 selected trainers conducted</p> <p>One study visit in duration of 4 days for 5 selected trainers to the Spanish Judicial School in Barcelona accomplished</p> <p>2 training modules for candidates on Judicial Cooperation in EU (one in criminal cooperation and the other in civil cooperation) designed and prepared</p> <p>10 training courses for candidates for judicial officials conducted (100 candidates trained in total)</p> <p>Conducting 1 round table and 3 ToT seminars for mentors of candidates for judicial officials</p>		✓										

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 11

Number of mandatory results linked to Staff competences CD: 11

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision, including monitoring and evaluation system
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 11

Number of mandatory results linked to CD – institutional procedures: 0

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 11

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	The project aimed at enhancing the status of judicial advisors and improving their career management contributing thus to the efficiency of the judicial system in the country. It aimed at developing a dual self-sustainable training system for judicial advisors and candidates for future judges and state attorneys. The project aimed to establish judicial advisors' professional and career development through, inter alia, ongoing and mandatory professional training.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		

Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices	2 & 3	Judicial advisors trained, trainers of judicial advisors trained, trainers and candidates for judicial officials trained, training system for candidates for judges and state attorneys strengthened. Thus, the project has improved the capacity and professionalism of future judicial officials.

Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

1.10 PHARE 2005 0101 010101 “Enhancement of mediation as an alternative to court based dispute settlement”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	The Inception Report (the contract documentation is not available) explains that in the development of mediation during the last years many activities were implemented without proper coordination. Trainings and projects have been carried out and planned for the future in all parts of Croatia. Mediation has become a very serious topic not only for some stakeholders but on the entire national level. But the so far lack of existence of coordination caused the development of different mediation cultures and understandings as well as a split market situation. Moreover, mediation presently is in most cases free of charge for the client’s in-court as well as out of court. The historical motivation for the latter was the initially well-intended aim that mediation should be cheaper than the court fees incurred by the party in litigation. Nevertheless, a perpetuation of the “pro bono” basis will also hinder a sustainable development of mediation. To develop a balanced system for the future and gain recognition by the public it is crucial to find ways that mediation is to be seen as a highly qualified profession which is to be rewarded accordingly.

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		The insurance of better access to justice through the development of Alternative Dispute Resolution
Project Purpose		✓		Meet the EU best practices related to alternative dispute resolution. Development of in-court and out-of-court mediation system for physical and legal persons

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Amendments of the Law on mediation drafted, Draft guidelines for Model code of ethics to be used by Mediators drafted, standard mediation clauses for commercial and civil contracts etc. developed and used by mediation centres and Croatian Mediation Association, contracting parties and professional organisations.
Component 2			✓	A structure and system for in-court and out-of-court mediation has been established, the pilot in-court mediation centres are in function, the regional out-of-court mediation centres are fully operational and the register of mediators is established
Component 3	✓			Training curricula for mediators and trainers are designed and implemented, basic, advanced and informative seminars have been completed, public folders containing training and relevant materials established and accessible to all stakeholders

Total number of components: 4

Number of components linked to CD: 3

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
3	Training curricula for mediators and trainers are designed and implemented, basic, advanced and informative seminars have been completed, public folders containing training and relevant materials established and accessible to all stakeholders			✓													

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 4

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement

5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 4

Number of mandatory results linked to CD – institutional procedures: 2

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8
3	A structure and system for in-court and out-of-court mediation has been established, the pilot in-court mediation centres are in function, the regional out-of-court mediation centres are fully operational and the register of mediators is established			✓						

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure

5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 4

Number of mandatory results linked to CD - structures: 1

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at providing recommendations for a draft Code of Ethics. A Code of Ethics for mediators is a standard instrument best suited to oblige, on a voluntary basis, a heterogeneous group of mediators. It is a necessary step to ensure a functioning legal framework structuring the development of mediation in Croatia.
Monitor the results of their activity and adapt to a changing environment	Moderate degree	The Alternative Dispute Resolution (ADR) Commission has been established to coordinate and monitor the development of ADR in Croatia. The project aimed to assist in establishing functioning mechanisms and defining the legal structure for the operations of the Commission. The project also aimed to set up a monitoring unit to ensure the overall professional standards in in-court mediation, out-of-court mediation and the registration of mediators.
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1,2	The “Strategic Study” sets the basis for major legal amendments and through setting up strategic goals served as decision basis for crucial pre-conditions such as mandatory harmonization of the Croatian Law on Mediation with the EU – “Directive on certain aspects of mediation in civil and commercial matters” (Final Report, p.8)
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		

Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms	2	The project developed detailed recommendations to set up a monitoring system together with a monitoring unit, closely linked to the MoJ/ADR Commission (Final Report, p. 66)
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

2. PUBLIC ADMINISTRATION REFORM

2.1 CARDS 104235 “Capacity Strengthening of the State Commission for Supervision of Public Procurement Procedures”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
Moderate degree	<p>The project contract explains that the Republic of Croatia is in the process of transforming its Public Procurement System. The legal framework has remained incomplete, as a number of necessary by-laws to complement the Public Procurement Law are still missing. The Public Procurement Office of the Government Republic of Croatia (PPO) emerged from the Public Procurement Directorate of the Ministry of Finance and is confronted with the specific problems resulting from the transformation from a ministerial directorate to an independent Government office. The Twinning project is targeted to strengthen the PPO so that it can fulfil its role.</p> <p>According to the contract, the National Plan for the Integration in the European Union (NPIEU) for 2005 foresaw several legislative measures for 2005 under the responsibility of the PPO.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		The development and strengthening of a sound, transparent and competitive public procurement system in the Republic of Croatia in accordance with EU standards, promoting efficiency and effectiveness in the use of public funds and reducing the potential for fraud and corruption.

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Project Purpose	✓	✓		Bringing the legislative framework in accordance with EU standards; Increasing professional skills of the PPO staff, procuring entities and private sector; Increasing awareness about the new public procurement system.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Strengthening the legal, institutional and methodological framework of the Croatian public procurement system.
Component 2	✓			Strengthening professional skills and capacities among the staff of the Public Procurement Office, other procuring entities and potential suppliers, service providers and contractors.
Component 3				

Total number of components: 3

Number of components linked to CD: 2

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
2	Strengthening professional skills and capacities among the staff of the Public Procurement Office, other procuring entities and potential suppliers, service providers and contractors.	<p>Training programme for the staff of the PPO elaborated and conducted (including 3 study tours to Germany and Slovenia);</p> <p>National training programme elaborated;</p> <p>Minimum 20 trainers trained and certified on the basis of a train-the-trainers concept;</p> <p>Training activities of the trainees supervised for the increase of skills and capacities of other actors in the field of PP.</p>		✓													

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. Existence of an acting training system
3. Alignment of staff recruitment practices to the skills needed
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 3

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Strengthening the legal, institutional and methodological framework of the Croatian public procurement system.	<p>Croatian PP legislation analysis report;</p> <p>Draft proposals for 3 by-laws to the amended PPL;</p> <p>Draft proposals for a new PPL and by-laws in the light of the new EU Directives;</p> <p>Analysis on internal rules and procedures of the PPO;</p> <p>Set of guidelines on internal rules and procedures for the PPO elaborated;</p> <p>Analysis report on the organisation of the PPO;</p> <p>Organisational development plan for the PPO elaborated;</p> <p>Analysis report on the organisational structure of the procurement practice on governmental level;</p>																		

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
		Analysis of IT system needs for public procurement matters of the PPO; Implementation plan with concrete IT solutions for public procurement matters of the PPO; Proposals on establishing procurement units; Review of standard bidding documents completed; New standard bidding documents; Manual for procuring entities; Manual for suppliers on the preparation of bids.																		

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 3

Number of mandatory results linked to CD – institutional procedures: 1

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 3

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at ensuring that the Croatian legal, institutional and methodological framework is developed fully in line with international standards and best practice and that internal regulations are fully in line with the Public Procurement Office's mandate. The project also aimed at ensuring that procuring personnel will have the necessary qualifications to perform their duties on the level of best Member State practice. The project aimed at increasing the level of awareness about the new public procurement system.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		

Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1	Benchmarks for component 1 include draft proposals for a new PPL and by-laws in the light of the new EU Directives.
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		

Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

2.2 CARDS 2003 115347 “Support to Implementation of the Civil Service Reform Programme”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract provides an extensive analysis of the country momentum in the sector of civil service. According to the Opinion of the European Commission, the Civil Service Law (from 2001) leaves unresolved issues such as status, role and obligations of political personnel in the civil service, tenure of political appointees within the civil service, modalities/procedures for the conversion of the status of political appointees to that of civil servants. The Civil Service Law suffers from further deficiencies, especially with regard to a system of promotions, mobility, separation from service and disciplinary measures. The current number of rulebooks (i.e. internal documents from each Ministry defining job descriptions, number of staff, etc.) and inconsistencies between them create the conditions for a multitude of civil service management standards.</p> <p>A new civil service law, containing significant improvements in comparison to the previous law from 2001, was foreseen to come into force in 2006. The successful implementation of the Law would largely depend on the set of secondary regulations that will need to be passed by the Government of Croatia. Implementation of the law also requires new approaches to the management of the civil service, including comprehensive planning of human resources, performance management, career planning and the introduction of continuous professional development of civil servants. To deliver these changes, there is a need for greatly enhanced capacities at the centre of government and in ministries and other governmental bodies.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		Develop a unified, accountable, transparent and efficient public administration in Croatia in conformity with EU standards
Project Purpose		✓		Strengthen institutional and administrative capacity for human resources management across the state administration. Improve legal framework and implementation of administrative procedures.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1	✓			Continuation of the Civil Service reform by implementation of the Law on Civil Servants and improved human resources management
Component 2		✓		Reform on General Administrative Procedures

Total number of components: 2

Number of components linked to CD: 2

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
1	A comprehensive training programme for the CSOA staff and line institutions' HR staff performed on modern HRM techniques	Training needs assessment and HR skills training programme; Internships and study tour for CSOA and pilot HR department staff; Programme of information and support for the other administrative organisations during pilot phase							✓								

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal system
3. Alignment of staff recruitment practices to the skills needed

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	2)Advice and guidelines prepared on improved implementation of the new / revised law	Adoption of the policy paper ‘Political guidelines for the legislation on general administrative procedures’ Submission of the draft new law on general administrative procedures to the CSOA Development of an implementation strategy			✓															

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision, including monitoring and evaluation system
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

- 17. Modernization of judiciary and law enforcement procedures
- 18. Accountability and oversight mechanisms in place

Total number of mandatory results: 8

Number of mandatory results linked to CD – institutional procedures: 3

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8
1	1) Internal organisation of the CSOA strengthened to implement the provisions of the new Civil Service law 2) Advice provided to the CSOA and line institutions on setting up properly functioning HR departments able to implement the provisions of the new Civil Service Law	Preparation of the CSOA to implement the new civil service systems; Preparation of the five ‘pilot’ HR departments to implement the new civil service system and support to staff for the practice test of new regulations;	✓							

Public Administration Reform outputs linked to the development of Structures:

- 1. HR structures improved
- 2. New or strengthen units
- 3. Reduction of organisational overlapping
- 4. Adoption of a decentralized structure
- 5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

- 6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

- 7. Modernisation/Strengthening of Judicial structures
- 8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 8

Number of mandatory results linked to CD - structures: 2

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at providing support to the Central State Office for Administration (CSOA) in efficient implementation of the new civil service law in line with the good European practice; in strengthening institutional capacity both in the CSOA and in line institutions in the field of human resources management; in developing effective horizontal coordination between the CSOA and the new HR departments to be established in line institutions; in customising the civil service registry system in line with the requirements of the new civil service law and in assisting with the revision and more effective implementation of the Law on the General Administrative Procedures.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	The project aimed at developing effective horizontal coordination between the CSOA and new HR departments to be established in line institutions. It aimed at training and mentoring the key staff in the CSOA and HR departments on the skills needed to properly implement the new civil service law and to introduce modern HRM practices in the Croatian administration.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	2	<p>For Reform of General Administrative Procedures, the project went through the following three steps:</p> <ul style="list-style-type: none"> • Development of a policy paper “Principles of Public Administration and Objectives of Administrative Procedures.” The document was adopted by the Government of the Republic of Croatia on 01 September 2006. • Development of a strategy paper “Political Guidelines for the Legislation on General Administrative Procedures.” The document was approved by the Government on 25 January 2007. • Drafting the legal text. The Draft New Law on General Administrative Procedures was submitted to the CSOA on 25 September 2007.

Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration	1	<p><u>Enforced internal dialogue:</u></p> <p>One of the benchmarks of the component 1 (Programme of information and support for the other administrative organisations during pilot phase) contributed to a continuous dialogue with CSOA Department 5 (the Human Resources Management, Planning and Development Department) concerning the implementation of new HRM procedures and the dissemination of these procedures throughout the Civil Service.</p> <p>In this context, one of the positive elements emerging since the CARDS Project started has been the development of Department 5 as a proactive force in the provision of support and advice to State Bodies concerning HRM presentations and their implementation (regular meetings and presentations). (Final Report, 34)</p>
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

2.3 IPA 2007 0202 010101 “Development of Regulatory Impact Assessment (RIA)”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that the current Croatian regulatory environment has relatively high cost and high risk for the private sector, and the public administration has a lack of assessing the consequences of its actions on the private sector. There is no legal commitment to a systematic assessment and review of impacts of new regulations in order to ensure that they meet their intended objectives. If revision of a regulation is initiated, it is done ad hoc, depending on the sector, and most often only ex post, thus having only minor effect in the process. There is no general system for monitoring quality and compliance of regulations.</p> <p>The first large step to upgrade the regulatory environment has been made in 2006 by the launch of a short-term regulatory guillotine project – HITROREZ.</p> <p>The current legal framework of regulating impact assessment system is fragmented and does not provide a good legal basis for full-fledged RIA in Croatian decision making process. Therefore, Government Legislation Office (GLO) has developed with the support of SIGMA a draft Strategy for introducing new RIA system in Croatian with an Action Plan. The development of a new RIA system includes drafting a new legal framework as well as building up the administrative capacity of all institutions involved in the system. The project will support further development of the draft Law on RIA which was developed in cooperation with SIGMA.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To assist the Croatian public administration in becoming an efficient, modern service, capable for conducting impact assessment tools as part of development of a modern regulatory system. ⁹
Project Purpose	✓			To improve implementation of RIA methodology into national policy making process, through capacity building of GLO and regulatory institutions in public administration and to ensure awareness of stakeholders and wider public about the implementation of RIA coordination system.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Further development of impact assessment legal framework
Component 2	✓			Development of Administrative Capacity in Impact Assessment

Total number of components: 3

Number of components linked to CD: 2

⁹ The Overall Objective (OO) covers two CD areas (staff competences and institutional procedures) because of the following established benchmarks under the OO: (1) Decreased number of **bureaucratic procedures** leading to administrative cost-savings and **improvement in the quality of service**; (2) Improved perception of wider public and business sector regarding efficiency of civil service.

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
2	<p>1) The structure, organization and human resources of the GLO analyzed and report with concrete proposals for improvement developed, including the training Programmes for the staff of the GLO and for key stakeholders planned and prepared</p> <p>2) Guidelines for impact assessment methodology for the GLO and for key stakeholders drafted.</p> <p>3) GLO's staff and key stakeholders in impact assessment methodology trained. Representatives of business and civil sector in impact assessment methodology trained.</p> <p>4) Four pilot projects on relevant legislative fields conducted and evaluated. The pilot projects produced ex-ante impact assessment on four new regulations.</p> <p>5) Two study visits to EU RIA Agencies performed. Two Mission Reports prepared.</p>	<p>Guidelines for RIA process implementation for GLO developed and completed.</p> <p>Guidelines for RIA process implementation for key stakeholders, particularly line ministries who will be responsible for undertaking RIAs, developed and completed.</p> <p>7 workshops for the 5 GLO staff responsible for promoting impact assessment, providing advice to line ministries and quality assuring individual RIAs conducted (total trained=5)</p> <p>2 workshops for other GLO staff, other representatives of Government offices who need a broad awareness of RIA -up to 20 people conducted (total trained - up to 15)</p> <p>6 workshops, repeated twice (12 workshops in total), for up to 20 people conducted (total trained = up to 40 people)</p> <p>2 workshops for wider group of staff in the 4 key ministries and lines ministries (up to 25 people each) conducted (total trained=up to 50 people)</p> <p>6 workshops or seminars, 1 day each, for the business sector, for a minimum of 60 people conducted</p>															

		<p>6 workshops or seminars, for 1 day each, for the business sector, for a minimum of 60 people conducted</p> <p>Four meaningful and manageable areas for carrying out pilot RIA case studies identified and formally agreed with the GLO and relevant ministries.</p> <p>Work plans, and a timeline, drafted for the 4 pilot projects in relevant legislative fields of four line ministries</p> <p>4 working groups established to carry out the implementation of each of the pilot projects</p> <p>4 pilot RIA projects delivered</p> <p>Report produced summarising the evaluation of each of the 4 pilot projects, both throughout the development of the RIAs and once they have been completed, in terms of quality content of ex-ante impact assessment reports, data collection, analysis carried</p> <p>2 study visits to EU RIA agencies organised and completed</p> <p>2 mission reports produced</p>												
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Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

- 10. Strengthening administrative capacities of judiciary and law enforcement structures
- 11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
- 12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 9

Number of mandatory results linked to Staff competences CD: 5

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
3	1) Basic Communication (PR) Strategy document on the GLO's website developed and published 2) Implementation of Communication strategy started and two public events carried out. Journalists interested in impact assessment issues trained.	Public Relations analysis completed Report written to include strategy recommendations Target groups for the Communications Strategy defined consulted on and agreed Communications Strategy drafted Final Communication strategy published on GLO website 2 public events delivered 1 workshop for at least 10 journalists organised Journalists interested in impact assessment issues trained				✓														

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect to new circumstances
4. Stakeholders involvement
5. Accountability and supervision, including monitoring and evaluation system
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 9

Number of mandatory results linked to CD – institutional procedures: 2

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 9

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at supporting further development of the draft Law on RIA which was developed in cooperation with SIGMA. It aimed at addressing the identified gaps in the current RIA system in a way of development of a new RIA system through further elaboration of the draft RIA law and RIA methodology.
Monitor the results of their activity and adapt to a changing environment	High degree	According to the contract, currently in Croatia, there is no general system for monitoring the quality and effectiveness of regulations or the level of compliance with them. The project aimed to address this by the building of administrative capacities of Government Legislation Office and key ministries, the development of knowledge and skills relating to RIA through workshops and pilot projects, and the communication of impact assessment policy (strategy and action plan) to relevant state administrative bodies, stakeholders and the public.

Collaborate with stakeholders and be more accountable		
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Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1	Through the project, the Impact Assessment legal framework was developed. RIA law came into force on 1 January 2012; RIA regulation came into force on 23 June 2012; Strategy and Action Plan produced.

Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms	2 & 3	<p>Development of administrative capacity in impact assessment and development and implementation of a PR campaign for raising public awareness on impact assessment were achieved.</p> <ul style="list-style-type: none"> • GLO's staff and key stakeholders in impact assessment methodology trained. Representatives of business and civil sector in impact assessment methodology trained. • Four pilot projects on relevant legislative fields conducted and evaluated. The pilot projects produced ex-ante impact assessment on four new regulations. • Basic Communication (PR) Strategy document on the GLO's website developed and published.
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

2.4 IPA 2008 0101 030101 “Support to the implementation of the GAPA”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that the former Law on the General Administrative Procedures (LGAP), dated from 1991, was almost entirely the same LGAP that had been in place during the days of the former Yugoslavia. The LGAP provided general legal framework for all administrative procedures in Croatian public administration. The new social environment, mostly the new European public administration standards and the good practices of European countries, commonly adopted efforts in the simplification of administrative procedures, the improvement and reinforcement of the new legislative techniques in the Union, as well as the revolutionary developments of the information and communication technologies required a modernization and reform of the General Administrative Procedures Act.</p> <p>The new General Administrative Procedures Act (GAPA), which was prepared within the CARDS 2003 project “Support to the Implementation of the Civil Service Reform in Croatia,” was adopted in Croatian Parliament in March 2009, and has entered into force on 1 January 2010. In order to ensure smooth implementation of GAPA, the intensive capacity building assistance across public sector is required. This does not include only central state administration bodies, but also regional and local self-governments and other public administration bodies, i.e. legal entities with vested public authorities.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To support the Republic of Croatia in enhancement of reliable, open, transparent and client-oriented public administration.

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Project Purpose	✓			To ensure high institutional and professional capacities for efficient implementation of the GAPA at all levels and to improve citizens on issues related to GAPA. ¹⁰

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1	✓			The administration capacity of MoPA with regard to the implementation of GAPA improved
Component 2	✓			A comprehensive training needs analysis and a training programme on GAPA developed and delivered

Total number of components: 3

Number of components linked to CD: 3

¹⁰ Established indicators for the Project Purpose are: (1) Operational plan for GAPA application ready, approved and shared with stakeholders; (2) at least 600 civil servants trained for efficient implementation of the new GAPA; (3) 30 Trainers are trained on GAPA application and are officially appointed and certified; (4) Public awareness of citizens of Republic of Croatia on issues related to GAPA raised.

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
1	PA management acquainted with EU good practices	<p>EU good practices are known among top management CSs</p> <ul style="list-style-type: none"> - 4 workshops of 3 days each; - Study tour to Italy and Austria (10 participants); - Conference for 138 participants 					✓								
2	<p>1) A comprehensive training needs analysis elaborated</p> <p>2) A comprehensive training programme on GAPA and substantive legislation developed and ready to be implemented</p> <p>3) A pool of trainers dealing with various aspects of administrative procedures on GAPA and substantive legislation established</p> <p>4) A network of training institutions dealing with GAPA established and further developed</p> <p>5) Stable cooperation with training institutions established</p> <p>6) eLearning programme set up</p>	<p>TNA methodology and instruments elaborated;</p> <p>TNA survey conducted involving at least 200 persons</p> <p>Curricula developed;</p> <p>Training material developed and tested;</p> <p>600 CSs trained;</p> <p>60 GAPA trainers certified and appointed</p> <p>Network operational rules functioning;</p> <p>Cooperation agreements of network partners agreed</p> <p>GAPA manual and draft of educational programme are delivered to the training institutions</p> <p>eLearning programme is on place at MoPA web page;</p> <p>At least 30 CS use the eLearning facility in the first phase</p>					✓								

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 14

Number of mandatory results linked to Staff competences CD: 7

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	1) Methodology for monitoring and reporting on the implementation of the new GAPA developed 2) Tool for monitoring GAPA implementation developed	Operational plan developed Technical requirement specification developed					✓													

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 14

Number of mandatory results linked to CD – institutional procedures: 2

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 14

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at improving the administrative capacity of MoPA to act as the central body for coordination, management and supervision of the implementation of the new GAPA. It aimed at developing and implementing training programme on GAPA. It also aimed at designing and implementing public awareness campaign on GAPA.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1, 2 and 3	The administrative capacity of MoPA has been improved with the implementation of 4 activities: drafting of the Operational Plan for the enforcement of GAPA, carrying out four three-day workshops on GAPA implementation for the GAPA Implementation Unit in MoPA, organizing two study tours in EU countries, organizing the round table or conference for at least 50 high ranked civil servants and employees of institutions involved in the GAPA implementation. Development and implementation of a training programme on GAPA was achieved. Design and implementation of a public awareness campaign on GAPA was achieved.
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		

Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms	1	Under Component 1 Activity 1.1 Drafting of the Operational Plan for the enforcement of GAPA based on the input from the staff of the GAPA Implementation Unit in MoPA, covering a detailed timetable for its implementation, institutions involved and necessary resources there is a need for a solid monitoring and reporting tool MoPA . Under this activity a methodology for monitoring and reporting on the implementation of the new GAPA and tool for monitoring GAPA implementation has been developed. (Final Report, Annex 2)
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

2.5 IPA 201004 40012801 “Support to strengthening administrative capacity through development of the competences framework in civil service”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>According to the project contract, human resources management in civil service in Croatia is still an area with the significant room for improvements at all levels because many of its elements are either non-existing or not sufficiently developed, such as: framework of competences (knowledge, skills, abilities, attitudes and behaviours) for specific posts, methodology for assessment of competences, system of assessment and monitoring of efficiency of the civil servants work and connection of the work performance to the system of career development. As a result of above mentioned gaps in human resources management, the capacities of many civil servants are currently insufficient. The task of creating professional, responsible, flexible and transparent civil service cannot be accomplished without having efficient and competent staff.</p> <p>For the last several years a significant support has been provided to the MoPA by SIGMA (Support for Improvement in Governance and Management), especially in the area of capacity building such as: assistance in preparing State Administration Reform Strategy and its revision, Civil Service HRD Strategy (2010-2013) and its Action Plan, as well as other comparative studies on best practices in the EU Member States (e.g. salaries of civil servants, recruitment process, GAPA implementation, establishing National School for Public Administration and training of civil servants in the state administration, local and regional self-government and public services).</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective	✓			Efficiency and professionalism in civil service through improvement of human resources management enhanced. ¹¹

¹¹ The Overall Objectives covers the following indicators of achievement: (1) competences model developed and use in civil service; (2) efficiency and professionalism in civil service enhanced

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Project Purpose	✓			Key competences framework in civil service for specific managerial and non-managerial level posts developed. ¹²

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Development of key competences framework for managerial and non-managerial level posts in state administration bodies
Component 2	✓			Strengthening capacity of state administration bodies for implementation of key competences framework within civil service.

Total number of components: 2

Number of components linked to CD: 2

¹² The project purpose involved the following indicators of achievement: (1) Recommendations for improvement of legal framework produced; (2) Key competences framework for managerial and non-managerial level posts developed; (3) Manual and methodology on key competences developed; (4) Employees of state administration bodies trained on key competences framework.

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
2	<p>1) Training programs and materials for training of civil servants in state administration bodies and future trainers on topics in the area of key competences framework prepared.</p> <p>2) Capacities of employees of state administration bodies in the area of key competences framework enhanced.</p>	<p>Long term training programme on topics related to key competences developed.</p> <p>Training materials on topics related to key competences prepared.</p> <p>Training programme and materials for training of trainers prepared.</p> <p>Training programme and materials for training of civil servants prepared.</p> <p>Training for 12 future trainers on key competences framework conducted.</p> <p>Training for 52 civil servants on key competences framework conducted.</p>		✓										
1	<p>1) Analysis of national legislation in relevant areas of civil service human resources management conducted and recommendations for improvement of legislation in relation to application of the key competences framework in the area of recruitment, performance</p> <p>2) Key competences for managerial and non-managerial level posts in state administration bodies elaborated.</p> <p>3) Methodology for assessment of key competences for managerial and non-managerial level posts developed.</p>	<p>Analysis of legal framework conducted and recommendations for improvement prepared.</p> <p>Analysis of key competences for managerial level posts conducted and analysis report prepared.</p> <p>Analysis of key competences for non-managerial level posts conducted and analysis report prepared.</p> <p>At least 2 instruments for measuring key competences developed.</p>						✓						

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
	4) Manual on key competences for managerial and non-managerial level posts for state administration bodies prepared.	Methodology for assessment of key competences developed. Manual on key competences prepared.															

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 6

Number of mandatory results linked to Staff competences CD: 6

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision, including monitoring and evaluation system
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 6

Number of mandatory results linked to CD – institutional procedures: 0

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 6

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances		

Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	The project aimed at extending and further elaborating the competences framework relevant for performance appraisal, recruitment and career development for both managerial and non-managerial level posts in state administration bodies.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		

Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices	1	Mandatory Results 3 and 4 of the Component 1 have the following indicators of achievement: 1) At least 2 instruments for measuring key competences developed. 2) Methodology for assessment of key competences developed. 3) Manual on key competences prepared.
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

2.6 IPA 2012-01-36-010301 “Strengthening the role of citizens in improving the quality of public administration services”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
NA	The design documentation is in Croatian. The Monitoring Reports do not explicitly refer to an analysis of the country momentum. They only include information on Legislative Changes / PIU Capacity and Previous and Parallel CARDS, PHARE or IPA Interventions and Intervention of Other Donors.

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective			✓	To contribute to the promotion and protection of human rights (minority rights), open, transparent and client-oriented public administration through citizens’ participation in public affairs as well as active participation of the public administration at the regional and local level in the EU Cohesion Policy.
Project Purpose	✓		✓	To ensure overall and efficient exercise of minority rights and implementation of CARNM, support the citizen-oriented approach of public administration and support in improving and further strengthening of training system for ESI funds established at the regional and local level.

Which project components make explicit reference to the development of competences in the three CD areas¹³:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component				

Total number of components: 0

Number of components linked to CD: 0

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
	Administrative capacity of central state administration bodies for providing services of better quality to the citizens improved.	Methodology of the training, programme and training materials prepared. Representatives from up to 30 state administration bodies included in the training. At least 6 training days conducted. At least 60 civil servants- participants in the training. Up to 30.000 leaflets distributed to the civil servants.		✓			✓										

¹³ The Components are the same as Mandatory Results

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. Existence of an acting training system
3. Alignment of staff recruitment practices to the skills needed
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 2

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement

5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 2

Number of mandatory results linked to CD – institutional procedures: 0

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 2

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	The objective of the project was to contribute to the promotion and protection of human rights (minority rights), open, transparent and client-oriented public administration through citizens' participation in public affairs as well as active participation of the public administration at the regional and local level in the EU Cohesion Policy.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		

Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		The first mandatory result is the development of a tool for measuring citizens' perception of the quality of services provided by the public administration introduced.
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		Benchmarks for the first mandatory result include an analysis on the state of play of the communication between citizens and public administration conducted and methodology for survey on the citizens' satisfaction with the services provided by the public administration drafted; At least one event of public consultations - Indicative number of 100 participants to the public consultations.
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

2.7 IPA 2012-04-40-010201 “Strengthening integrity of public sector (CRO Integrity)”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
Moderate degree	<p>The project contract explains that the State Audit Office performed the audit of ethic infrastructure in the public sector in 2013 and concluded in their findings that there is no legal framework or unified guidelines on issuing codes of ethics or guidelines for ethics commissioners and Ethics Commissions. This is still the case and there is an increasing need for setting up the legal framework related to integrity and ethics and applicable to all public administration employees.</p> <p>The strategic objectives of the Strategy for the Development of Public Administration 2015-2020 and the Anticorruption Strategy 2015-2020 take into account the overall necessity for improving the ethical standards for the entire public sector on all levels (national, regional and local), and to set up a sustainable and efficient ethical infrastructure by bringing forward the new legal framework proscribing uniform basic standards of conduct for all public administration employees.</p> <p>The contract lists IPA, SIGMA and CARDS projects related to civil service reform.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To support the Republic of Croatia in development of reliable, open and user-oriented administration as an essential precondition for encouraging entrepreneurial environment and better standards for citizens. ¹⁴

¹⁴ The Overall Objective covers the following two benchmarks: (1) Increased level of satisfaction of citizens with integrity of public administration; (2) number of well-founded complaints decreased

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Project Purpose	✓	✓		The purpose of the project is to support setup of sustainable and efficient ethical infrastructure in public administration on all levels (national; regional and local) and to improve public awareness of citizens in relation to ethical principles of public sector. ¹⁵

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1	✓			Strengthening capacities of the MoPA and other public administration bodies on state, regional and local level to implement efficient integrity principles
Component 2	✓			Developing and implementing of training programmes on raising awareness on integrity issues in public administration.
Component 3		✓		Establishing system for development of integrity strategies and integrity plans for public administration employees

Total number of components: 3

Number of components linked to CD: 3

¹⁵ Two indicators of achievement refers to CD areas: (1) Training programmes on raising awareness on integrity issues in public administration developed and implemented and (2) System for development of integrity strategies and integrity plans for public administration employees established

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL						
			1	2	3	4	5	6	7	8	9	10	11	12				
2	<p>1) Relevant training programmes on application of ethical standards in public administration developed</p> <p>2) New training programmes on application of ethical standards implemented</p>	<p>Analysis of the existing training programmes on ethical standards of the National School for Public Administration conducted and recommendations for improvement prepared.</p> <p>Training programme including curricula, methodology and training materials for high management and public officials in state administration bodies, local and regional self-government units and public institutions on tools and principles of application of ethical standards in public administration developed.</p> <p>Train-the-trainer programme including curricula, methodology and training materials for ethics commissioners on application of ethical standards in public administration developed.</p> <p>Training on tools and principles of application of ethical standards in public administration for high management and public officials (at least 5 participants per institution) from state administration institutions organized and conducted</p> <p>Training for local officials and local units' employees (at least 120 participants in total) on tools and principles of application of</p>																

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
		<p>ethical standards in public administration organized and conducted.</p> <p>Train-the-trainer seminars (at least 30 future trainers) on application of ethical standards in public administration for ethics commissioners organized and conducted.</p> <p>Seminars for public administration employees (at least 200 participants) on application of ethical standards in public service organized and conducted.</p>												
3	<p>1) Guidelines on conducting risk analysis of posts sensitive to corruption prepared and workshops on implementation of risk analysis conducted</p> <p>2) Insight on functioning of similar integrity system in Member State public administration acquired.</p>	<p>Workshops for public administration human resources employees on managerial level (at least 60 participants) on implementation of risk analysis organized and conducted</p> <p>Seminars for public administration human resources employees on managerial level (at least 100 participants) on preparation and implementation of integrity plans organized and conducted</p> <p>Study visit in duration of 3 working days for 10 participants with the purpose of getting acquainted with implementation of integrity principles in a Member State conducted and study visit prepared.</p>					✓							

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service

5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 8

Number of mandatory results linked to Staff competences CD: 5

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR												EG			ROL	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
3	Methodology for development of integrity strategies and integrity plans for public administration employees developed			✓															

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)

8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 8

Number of mandatory results linked to CD – institutional procedures: 0

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 8

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at strengthening capacities of the MoPA and other public administration bodies on state, regional and local level to implement efficient integrity principles; developing and implementing training programmes on raising awareness on integrity issues in public administration; establishing systems for development of integrity strategies and integrity plans for public administration employees.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work	3	Guidelines on conducting risk analysis of posts sensitive to corruption and Guidelines on preparation and implementation of integrity strategies and integrity plans developed and printed through this project in order to allow easier future application of newly developed methods and procedures. Integrity plan is a tool for establishing and verifying the integrity of the organization. It is a documented process for assessing the level of vulnerability of an organization, its exposure to unethical and corrupt practices. It helps individual institution to assess corruption risks and manage them efficiently. (TW Contract, p. 11)
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		

Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

3. ECONOMIC GOVERNANCE

3.1 CARDS 106793 “Further Strengthening of the Croatian Competition Agency and Implementation of the Competition Law and Policy”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
Moderate degree	<p>The project contract explains staff situation and needs within the Croatian Competition Agency (CCA): it employs 34 people, out of which 26 are lawyers and economists dealing with cases. However, since obtaining the jurisdiction over the State Aid the number of employees working on competition cases has been reduced to 20. Therefore, a tender was published for new expert staff in both competition and state aid fields. It is estimated that another 30 persons would be needed in order to improve the capacity to enforce competition Law and to deal more efficiently with cases.</p> <p>The process of strengthening the CCA’s administrative capacity, especially the education of staff in the area of competition, as well as other officials enforcing the relevant legislation is already partly covered by CARDS 2001, “Support to the Development of Competition Policy in Croatia in line with the EU Standards and Practice” (€650,000). There are also two CARDS projects preparing the ground for the twinning CARDS 2002 project, “Support to the Croatian State Aid System.”</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓	✓	Croatia legislation and administrative structures approached to the <i>Acquis Communautaire</i>
Project Purpose		✓	✓	Improved implementation and enforcement of competition law and policy within CCA, among all levels of government and other regulatory bodies, court system and market economy actors

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Implementation and enforcement of competition legal framework within the government and private sector
Component 2	✓			Institutional and administrative capacity building of the CCA

Total number of components: 2

Number of components linked to CD: 2

Staff competences (standard outputs)

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
1	Training and awareness raising events addressed to government officials, regulatory bodies, judges, private companies and consumers' associations	minimum 6 of events organised; minimum 10 participants in each seminar for regulatory bodies/judges; minimum 30 participants in seminar at University; minimum 5 institutions' representatives at mid-term event; minimum 100 participants at awareness raising event;									✓			

Component Number	Mandatory result	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
2	1) Target CCA's staff supported on competition cases 2) Seminars organised; training material produced 3) International seminar organised 4) Study visit to a EU competition authority	17 CCA's staff supported on-the-job; 10 competition cases on which support is provided at least 9 seminars organised; at least 10 participants per seminar 3 participants 3 participants										✓			

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. Existence of an acting training system
3. Alignment of staff skills to new practices
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 6

Number of mandatory results linked to Staff competences CD: 5

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for EU rules (ROL)
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process, public procurement and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 6

Number of mandatory results linked to CD – institutional procedures: 5

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 12

Number of mandatory results linked to CD - structures: 1

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at enhancing the implementation of competition policy in Croatia. It hence aimed to provide increased information to government and non-government bodies involved in implementing or enforcing competition law and policy in Croatia. The project also aimed to improve CCA's institutional and administrative capacity to enable it to align Croatia's competition policy with EU standards and best practices, and implement the related articles of the Stabilisation and Association Agreement (SSA).
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The project contributed to strengthening the capacity of Croatian institutions to:

Theme	Sub-theme	Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		

Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1 & 2	The project contributed to increasing the knowledge and skills related to the implementation of competition policy among the Croatian stakeholders through the organization of training and awareness raising events and a wide dissemination of information. The CCA Expert Team were exposed to a capacity-building programme including seminars, on-the-job training and study visits abroad. The helped strengthen the internal capacity of the CCA to implement and apply the legislative framework under its responsibility.
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society		

Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices	2	Besides a transfer of knowledge focusing on competition issues, the project addressed the CCA needs in terms of strategic management and Human Resource Development (HRD), although not explicitly foreseen in the ToR (Source: Final Report 3.2 Final assessment of Component 2). The support was given through a presentation and moderated a discussion on “Strategic Human Resource Development: towards an open-system integrated model” at the Workshop “Assessing the training and information needs among key stakeholders in Croatia”. (Source: First Progress Report, Mission Report, p.73)
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

3.2 CARDS 103264 “Strengthening Croatian Public Procurement System”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains the legislative and institutional situation regarding public procurement. It notes that the Republic of Croatia is in the process of transforming its Public Procurement System. On 1 January 2002 the Public Procurement Law came into force. This law has taken largely into account the provisions of the acquis, but it still has a number of deficiencies. The legal framework has remained incomplete, as a number of necessary by-laws are still missing. It also stressed that since the Public Procurement Office of the Government Republic of Croatia (PPO) emerged from the Public Procurement Directorate of the Ministry of Finance, it is confronted with the specific problems resulting from the transformation from a ministerial directorate to an independent Government office. The Twinning project is targeted to strengthen the PPO so that it can fulfil its role.</p> <p>An investment component of €140,000 for the PPO is foreseen under this project to support the institution-building component. The planned supplies include IT and office equipment for the PPO.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		The development and strengthening of a sound, transparent and competitive public procurement system in the Republic of Croatia in accordance with EU standards, promoting efficiency and effectiveness in the use of public funds and reducing the potential for fraud and corruption.
Project Purpose	✓	✓		Bringing the legislative framework in accordance with EU standards; Increasing professional skills of the PPO staff, procuring entities and private sector;

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
				Increasing awareness about the new public procurement system;

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Strengthening the legal, institutional and methodological framework of the Croatian public procurement system ¹⁶
Component 2	✓			Strengthening professional skills and capacities among the staff of the Public Procurement Office, other procuring entities and potential suppliers, service providers and contractors

Total number of components: 3

Number of components linked to CD: 2

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
2	Strengthening professional skills and capacities among the staff of the Public Procurement Office, other procuring entities and potential suppliers, service providers and contractors	<p>Training programme for the staff of the PPO elaborated and conducted (including 3 study tours to Germany and Slovenia);</p> <p>National training programme elaborated;</p> <p>Minimum 20 trainers trained and certified on the basis of a train-the-trainers concept;</p> <p>Training activities of the trainees supervised for the increase of skills and capacities of other actors in the field of PP.</p>		✓													

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 3

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result ¹⁷	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	Strengthening the legal, institutional and methodological framework of the Croatian public procurement system	Croatian PP legislation analysis report Draft proposals for 3 by-laws to the amended PPL; Draft proposals for a new PPL and by-laws in the light of the new EU Directives; Analysis on internal rules and procedures of the PPO; Set of guidelines on internal rules and procedures for the PPO elaborated; Analysis report on the organisation of the PPO; Organisational development plan for the PPO elaborated, Analysis report on the organisational structure of the procurement practice on governmental level; Proposals on establishing procurement units in ministries and other relevant procuring entities;														✓				

¹⁷ Based on the Twinning Workplan, mandatory results are included as components.

Component Number	Mandatory result ¹⁷	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
		Analysis of IT system needs for public procurement matters of the PPO; Implementation plan with concrete IT solutions for public procurement matters of the PPO; Review of standard bidding documents completed; New standard bidding documents, Manual for procuring entities; Manual for suppliers on the preparation of bids.																		

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process, procurement and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 3

Number of mandatory results linked to CD – institutional procedures: 1

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 3

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at ensuring that the Croatian legal, institutional and methodological framework is developed fully in line with international standards and best practice and that internal regulations are fully in line with the PPO's mandate. It also aimed at ensuring that procuring personnel will have the necessary qualifications to perform their duties on the level of best Member State practice. The project also aimed to increase the level of awareness about a new Public Procurement System.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		

Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies	1	The activity 1.4 “Elaboration of an Organisational Development Plan for the PPO” During this activity an Organisational Development Plan is drafted. The plan includes an operational implementation plan. (Source: ANNEX 1 Twinning workplan, p.21)
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1	Benchmarks under the overall objective of the project: Adaptation of the <i>acquis communautaire</i> in the field of public procurement; implementation of the <i>acquis communautaire</i> in the Republic of Croatia. (Source: ANNEX 1 Twinning workplan, p.12); Second part of the Activity 1.2. under the Component 1 covers drafting of the new Public Procurement Law taking into consideration the new EU directives 2004/17/EC and 2004/18/EC (legislative package) published in Official Journal L134 of 30.4.2004 and 2001/78/EC.
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		

Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

3.3 CARDS 105432 “Development of Public Debt Management Capacity”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that one of the major problems of the Croatian economy in recent years has been associated with imbalances in public finances. The movements of public debt over the period 1999-2003 indicate a growth trend. The main reasons for increased public debt can be traced to the rising public expenditure since 1990s.</p> <p>Within the Ministry of Finance the Public Debt Management Directorate, which is located in the State Treasury, is responsible for managing and keeping track of public debt. The Directorate has 10 staff under a responsible Assistant Manager. There is no middle office function at present. The new Regulation on Internal Organisation of the Ministry of Finance, which had been prepared and expected to be approved by the Government in the first half of 2005, would create the separate front, back and middle office functions for the Public Debt Management Directorate. Further staff increase was foreseen as well in course of 2005.</p> <p>The debt management system currently used within the Ministry of Finance for recording of the debt and guarantees portfolio is a stand-alone system, and it is not linked to the SAP, which is the primary system being used for budget execution within the Ministry of Finance. The Ministry of Finance decided to proceed with the support of the CARDS funding with the purchase of a new IT system, which would be integrated with the SAP system.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		An efficient public debt management system and policy is developed in the Republic of Croatia in accordance with the best practice in the EU Member States
Project Purpose	✓	✓	✓	Improved overall legal and strategy framework for public debt management;

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
				Improved internal organisation and staff capacity for public debt management; Full alignment of business processes with the new debt management capacity.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Strategy and legal framework development for public debt management
Component 2	✓		✓	Development of internal organization and staff capacity
Component 3		✓		Alignment of business processes with the new debt management system

Total number of components: 3

Number of components linked to CD: 3

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
2	Comprehensive training programme implemented	Study tour and internship; Awareness on best practices and institutional framework raised; Staff of the PDMD and other units trained accordingly to training needs.									✓						
1	Public Debt Management updated	Training on best practices and risk modelling; Basic risk model developed; Recommendations on Debt Strategy and Risk Management									✓						
1	First edition of the Annual Debt Report published	Responsibilities and procedures for preparing the Annual Report established Annual Report prepared by PDMD and Bureau for Macroeconomics Annual Report presented to the Parliament and wider public									✓						

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. Existence of an acting training system
3. Alignment of staff skills to new practices
4. Implementation of actions towards a non-politicised civil-service

- 5. Administrative capacity of the public institutions
- 6. HR Management
- 7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

- 8. Public debt management, budgetary and expenditure control capacity reinforced
- 9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC; VAT policy)

Rule of Law outputs linked to Staff Competences:

- 10. Strengthening administrative capacities of judiciary and law enforcement structures
- 11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
- 12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 12

Number of mandatory results linked to Staff competences CD: 3

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
2	Operational Risk Management Plan	Operational Risk management plan implemented; Implementation of new organisation, systems and routines in accordance with operational risk policy; Increased awareness of operational risks.		✓																

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
2	Operations in Front, Middle and Back offices strengthened	Recommendations for a functional division of duties; Proposed amendment to the Decree on internal organisation of MoF and to the Book of Rules; Proposals for the consolidation of the debt functions. Successful implementation of main recommendations; Monitoring and Evaluation System					✓													
2	Final procedures manuals for Front, Middle and Back offices	Manuals procedures revised for enabling a more efficient use of the debt management software.																✓		
3	All relevant customization work performed (Business processes aligned with the new Debt Management System (DMS))	Document requirements specification for the work of the suppliers of: SAP applications, DMS applications; and the debt issuance system and interfaces are prepared.																✓		
3	Interface to the SAP system put into operation	Interfaces to the SAP system put into operation;																✓		
3	Interfacing to and implementing a new debt issuance system	Debt issuance system and its interface operational																✓		
3	Development of all necessary non-standard reporting within the new system	A new DMS system with all business procedures and necessary non-																✓		

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
		standard reporting aligned and operational																		

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for EU rules (ROL)
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process, public procurement and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 12

Number of mandatory results linked to CD – institutional procedures: 7

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8
2	Operations in Front, Middle and Back offices strengthened	<p>Recommendations for a functional division of duties;</p> <p>Proposed amendment to the Decree on internal organisation of MoF and to the Book of Rules;</p> <p>Proposals for the consolidation of the debt functions.</p> <p>Successful implementation of main recommendations;</p> <p>Monitoring and Evaluation System.</p>			✓					

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 12

Number of mandatory results linked to CD - structures: 1

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed to assist with development of the overall policy, strategic and legal framework in which the public debt management is performed by the Ministry of Finance, including advice on strategy documents and amendments/proposals to relevant primary, secondary and tertiary legislation. It also aimed to provide support for development of internal organisation and improving staff capacity. The scope of the project also includes implementation and customisation of the new debt management (software) system.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		

Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work	2	<p>Activity 2.4 “Advice in preparation of operation Risk Management Plan”</p> <p>Before the project implementation there were identified the following shortcomings of the operational Risk Management Plan:</p> <ul style="list-style-type: none"> - Various processes were manual/paper-based; - The debt management system was stand-alone and some shortcomings existed in the database; - The four eye principle was not enforced in the previous system; - Netting of T-Bill auctions and notification to the SDA were manual; - Internal checks in the Public Debt Management Department (PDMD) were not formalised; - Delegation was low; - FX purchasing - by the Budget department- involved significant operational and market risks; <p>Since the beginning, the support of the project has made progress in terms of reducing the operational risks by: implementing and interfacing of Trema (electronic platform for conducting the auctions). The benefits are those of conducting the debt operations in a Straight-Trough-Processing environment rather than using stand-alone systems; introduction of BAS (electronic transfer of bids); news processes for the T-Bill auctions. Progress also includes the transfer of the back office function for official credits. (Source: Final Report, p. 30)</p>

Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1	<p>Activity 1.2 “Review of legislation and preparation of recommendations” The main objective of the activity is to review the legal framework for public debt management in Croatia and to identify the gaps with the best practice in EU Member States. (source: Final Report, May 2007)</p> <p>Activity 1.3 “Advice concerning the process and the content of a Debt Management Strategy” The formulation and implementation of the debt strategy is the apex of public debt management. The debt strategy framework was comparatively weak at the start of the project that is when compared with the strategy frameworks in place in the sophisticated Debt Management Office (DMO) of EU Member State. Debt Sustainability Analysis (DSA) was carried out using a model derived from IMF templates. (Source: Final Report, p.18)</p>
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		

Accountability and networking	Fostered participation from stakeholders in policy design		
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3.4 CARDS 117252 “Strengthening the Public Internal Financial Control Structure in Croatia”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that Public Internal Financial Control (PIFC) in Croatia has until now been the concept primarily related to the central government and state administration, even though the Budget Law of 2003 required the budget users, including the budget users at the local government level, to set up internal audit functions. The Government also approved PIFC policy paper from June 2005 makes only minor references to the PIFC at the local government level.</p> <p>There is therefore a need for specific PIFC policy for local government level, to be defined in cooperation with the Central Harmonisation Unit (CHU) and the local government representatives. Even though the PIFC policy paper has not yet properly considered the local government level, a number of counties and other local government budget users have shown an interest in setting up internal audit function in line with the Government PIFC policy paper.</p> <p>The CARDS 2002 project “Public Internal Financial Control and Internal Audit” is considered a “Phase 1” project in the PIFC field, followed by CARDS 2004 “Strengthening the Public Internal Financial Control Structure” project.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To strengthen the Public Internal Financial Control (PIFC) structure in the Republic of Croatia, in line with EU and international standards
Project Purpose	✓			<ul style="list-style-type: none"> - Enhanced capacity of the central government institutions to implement PIFC, including Financial Management and Control (FMC) and internal audit, according to international and EU standards. - Enhanced capacity of the Central Harmonisation Unit (CHU) to implement its role fully in line with the government-approved PIFC policy. - Local and regional government budget users are aware of PIFC requirements and the largest local and regional government budget users have started to implement PIFC, including FMC and internal audit, according to EU standards.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Strategy and legal framework development for Public Internal Financial Control
Component 2		✓		Development of Financial Management and Control
Component 3		✓		Development of Internal Audit

Total number of components: 3

Number of components linked to CD: 3

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
1	1) PIFC policy for local and regional government developed;	Assist the CHU (and any relevant local government representatives) in preparing a PIFC policy paper for local and regional level.										✓			
	2) Advice and support provided for the CHU to ensure proper coordination of overall PIFC development in Croatia, including on-the-job assistance for CHU staff as well as high-level seminars with the CHU to further develop awareness of managers, both at central and local government levels, regarding PIFC (FMC and IA) requirements;	Organisation of four decentralised awareness raising seminars for regional/local representatives										✓			
2	Financial Management and Control (FMC) manual upgraded and training/information dissemination programme implemented for the central, regional and local government levels.	Provide on-the-job assistance to the CHU in its core activities related to FMC to ensure proper coordination of overall FMC development in Croatia and to ensure sustainability upon finalisation of project activities. Provide assistance to the CHU in upgrading / updating the FMC manual. Upgrade the existing central government FMC training programme with the CHU and the trainers trained under the CARDS 2002 PICF project.		✓											

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
		<p>Develop with the CHU a FMC training strategy for the regional and local government level.</p> <p>Design and develop a FMC training programme (with a train-the-trainer component) for regional and local government level.</p>												
3	Government internal auditor training programme and training capacity upgraded, including upgraded IA methodologies and manuals and additional training modules for trained internal auditors in system audit, finance audit and IT audit as well as a number of (pilot) audits)	<p>Provide on-the-job assistance for the CHU in its core activities related to IA to ensure proper coordination of overall IA development in Croatia;</p> <p>Assess and update the existing internal audit training capacity and training programme for Government internal auditors;</p> <p>Provide specific training for managers in central government bodies to understand the role of internal audit and how they should be managed;</p> <p>Define tighter with CHU an IA Strategy for Regional and Local government bodies;</p> <p>Based on the existing central government internal audit training programme, design and implement an IA training programme for Regional and Local government internal Auditors;</p> <p>Provide on-the-job assistance to the central government internal audit units to undertake minimum 20 (pilot) audits especially in the areas of system audit, finance audit and IT audit;</p>		✓										

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 7

Number of mandatory results linked to Staff competences CD: 4

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
3	1)Internal audit capacity at the regional and local government level developed through intensive internal audit training, internship and the implementation of a number of pilot audits. 2)All relevant state administration bodies and counties coached to have adopted strategic audit plans and yearly operational plans	Provide on-the-job assistance to the regional/local government internal audit units to undertake minimum 20 pilot audits Organise a 2-week internship for minimum 10 selected regional and local government trainee internal																		

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
		<p>auditors in the internal audit units of most advanced central government bodies</p> <p>Coach all central government institutions and all counties to adopt strategic audit plan and yearly operational plans</p>					✓													

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 7

Number of mandatory results linked to CD – institutional procedures: 2

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 7

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed to assist the Croatian authorities in completing the strategy and legal framework for the PIFC. The scope of the project includes the legal framework development and deepening in terms of providing assistance in preparation of the necessary regulations and guidelines, especially to complement the foreseen PIFC framework law. The project also aimed at providing technical assistance and training both at the central and local government level for the development of Financial Management and Control (FMC) to make it an integral part of the management practices. It also aimed to provide technical assistance for the CHU, training on internal audit both at the central government and regional/local government level as well as implementation of a number of (pilot) audits.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		

Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		

Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

3.5 IPA 2007/HR.16IPO/001-020501 “Development of Investment Climate in the Republic of Croatia”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that compared to its Central European neighbours, Croatia was not recognized as an attractive foreign investment location for a long time. The lack of new manufacturing FDI is a major shortcoming in Croatia. The geographical location for the FDI has been unbalanced. The majority of all FDI goes to the city of Zagreb, whilst the least developed counties benefit from very low levels of FDI. Weaknesses of Croatia’s competitiveness include insufficient local public administration capacity to contribute to positive business climate and low levels of investment in the regions lagging behind in economic development.</p> <p>A positive step in the direction of facilitating foreign direct investment has been undertaken by the CARDS 2002 project “Development of the Business and Investment Climate in Croatia” which certified six counties for investment. The project was followed by a second phase, funded by USAID and leading to an additional six counties certified.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		Enhance the business and investment climate across Croatia in order to ensure cohesive regional development.
Project Purpose		✓		<ul style="list-style-type: none"> -Extend to all counties in Croatia the Basic and Advanced ICPR - Deliver an Outreach programme involving MELE/MEC and the certified counties - Benchmark the counties against best practice examples - Promote the ICPR standard nationally and internationally

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it

Total number of components: 5

Number of components linked to CD: 0

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
1	Existing standard certification scheme analyzed and, if needed, revised and delivered to up to eight additional counties	Formal training delivered; A train the trainer course; Study tour; Formal and informal coaching 60-70 days of support for each county; Marketing: website for FDI promotion Brochure/Power Point / Marketing Strategy; Assessment reports, with scoring system and certificates issues according to the scores achieved										✓			

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

- 8. Public debt management, budgetary and expenditure control capacity reinforced
- 9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

- 10. Strengthening administrative capacities of judiciary and law enforcement structures
- 11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
- 12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 5

Number of mandatory results linked to Staff competences CD: 4

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
5	Promotional strategy for the ICPR standard designed and support provided to Ministry of Economy, Labour and Entrepreneurship and counties	An ICPR Promotion Strategy including a work plan for implementation and a budget ICPR Manual ICPR web presence ICPR promotion events ICPR media articles Other outputs as defined within the ICPR Promotional Strategy				✓														

Public Administration Reform outputs related to Institutional Procedures:

- 1. Policy and financing
- 2. Procedures and mechanisms leading to the alignment to the acquis
- 3. Strategies and action plans adopted to ensure respect for new circumstances
- 4. Stakeholders involvement

5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 5

Number of mandatory results linked to CD – institutional procedures: 1

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 5

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed to provide assistance to counties lagging behind in economic development so that they can realistically compete for new investment; design and implement an advanced certification programme for already certified regions to further strengthen the implementation capacity, to increase their pace of advancement, as well as to enhance their attractiveness as an investment location; provide support to participating counties with the organisation and implementation of targeted investor outreach campaigns; implement a benchmarking exercise for participating counties to evaluate their relative competitiveness as investment locations so that they can develop appropriate action plans for improvement.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner	5	Work under this component has comprised building “name and brand” of the ICPR, promoting the work and activities of the programme throughout Croatia, assisting the countries and Beneficiary Ministry in their work on promoting FDI. The promotion component provides communication tools as a support to other Project’s components and related institutors to ensure better understanding of the purpose of ICPR programme in Croatian media and public in general. (Source: Final Report, p. 15)
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		

Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

3.6 IPA 2007 “Implementing Croatian Competition and State Aid”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that the European Partnership adopted along with the signature of the Stabilisation and Association Agreement (SAA) highlights the following medium-term priorities: “<i>Reinforce the antitrust and state aid authority and build up a credible enforcement record. Substantially improve transparency in the field of state aid; develop training on competition law and policy at all levels of administration and judiciary.</i>” Furthermore, European Commission’s Progress Report for 2005, 2006, 2007 and 2008 raise the need to further strengthen the Croatian Competition Agency’s (CCA) capacity, which entails legislative changes necessary to ensure the fulfilment of SAA obligations in this area.</p> <p>The National Programme for the Accession of the Republic of Croatia into the EU – 2009 (NPAEU) mandates the delivery of the amendments to the Competition Act in order to render the competition system more efficient and prepare it for the integration into the EU.</p> <p>The contract lists CARDS, PHARE and IPA projects related to strengthening the capacity of CCA.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Project Purpose	✓			Provide CCA and other stakeholders in the competition and state aid environment with sufficient capacity to effectively and efficiently implement the competition and state aid policies (at both national and regional levels) of the Croatian Government, particularly with regard to the future role of the CCA, post Accession, as the National Contact Point (State Aid) as well as proactive member within the European Competition Network (ECN).

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1	✓			Enhancing the ability of CCA staff, national courts and sectoral regulators to establish a solid enforcement record of competition rules, in line with the EU acquis
Component 2		✓		Bringing Croatian competition legislation in line with the EU acquis ¹⁸
Component 3	✓			Enhancing the CCA administrative capacity and strengthening its role for competition advocacy
Component 4	✓			Enhancing the ability of CCA staff, national courts to establish a solid enforcement record for state aid, consistent with the EU acquis
Component 5		✓		Bringing Croatian state aid law in line with the EU acquis ¹⁹
Component 6	✓			Enhancing capacity in State aid advocacy delivery at central, regional and local governmental levels.
Component 7	✓			Developing internal programmes for team building/management.

Total number of components: 7

Number of components linked to CD: 7

¹⁸ The title of the **Component 2** doesn't reflect exactly institutional procedures and staff competences areas whilst some activities include development of competences in the mentioned two areas. The activity 2.4.1 delivered under the Component 2 includes changes on the procedural system level and tools with a view to cooperate effectively within ECN and the activity 2.3.2.1 covers training of CCA staff on the operation of the leniency programme.

¹⁹ This is the same situation as in the Component 2. The activity 5.1.2 under the Component 5 includes workshop and seminars on State Aid Regulatory Impact Assessment Systems (RIA).

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	
1	<p>1. Enhanced capacity of CCA staff in handling antitrust cases.</p> <p>2. Enhanced capacity of court system in handling antitrust cases –judicial review of CCA’s decisions and adjudication of private antitrust claims in line with EU standards.</p> <p>3. Enhanced capacity of relevant institutions in handling antitrust cases in telecom and banking sector.</p>	<p>1) 20 members of CCA staff trained on the application of national and EU competition law.</p> <p>2) 10 relevant judges trained on antitrust issues.</p> <p>3) 20 staff of sectoral regulators tasked with competition enforcement trained in the application of competition rules.</p>									✓	✓			
3	CCA staff trained on methods to carry out competition relevant regulatory impact assessment RIA.	CCA staff trained on RIA									✓				
	CCA ability to produce RIA based, more effective, better targeted competition advocacy efforts enhanced.	Adoption of guidelines for competitive assessment to diagnose regulatory restraints of competition and methods to address them.									✓				
4	<p>1) Enhanced capacity of CCA staff in handling (in terms of the quality of decisions), monitoring and inventorisation of state aid cases.</p> <p>2) Enhanced capacity of court system in handling state aid cases.</p>	<p>10 members of CCA staff trained on the application of national and EC state aid law.</p> <p>10 relevant judges trained on state aid issues.</p>									✓				
5	CCA state aid experts/ministry colleagues trained to develop internal systems to ensure state aid considerations at early stages of legislation/policy development process (RIA).	10 state aid ministry/agencies staff trained in state aid policy legislation considerations.									✓				

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
6	1) CCA staff trained on developing internal systems to monitor and communicate with/alert Croatian ministries/agencies on state aid implications arising from proposed/future national policies. 2) CCA ability to better engage in positive dialogue with relevant line ministries/agencies as regards embedding state aid 'risk analyses in the policy development process enhanced. To get ministry colleagues at all levels of government to 'think state aid.	10 CCA and ministry colleagues trained. 10 CCA experts and ministry colleagues fully trained with written recommendations.									✓			
7	Programmes on management/team building developed.	Internal programmes dealing with Team building/management concepts developed.		✓										

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 18

Number of mandatory results linked to Staff competences CD: 11

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
2	Mechanisms for CCA staff to co-operate actively within ECN after accession devised.	Changes to the CCA internal structure, procedural system and tools, with a view to co-operating effectively within ECN. CCA IT infrastructure matching ECN requirements by the end of the project.						✓												

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

- 17. Modernization of judiciary and law enforcement procedures
- 18. Accountability and oversight mechanisms in place

Total number of mandatory results: 18

Number of mandatory results linked to CD – institutional procedures: 1

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

- 1. HR structures improved
- 2. New or strengthen units
- 3. Reduction of organisational overlapping
- 4. Adoption of a decentralized structure
- 5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

- 6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

- 7. Modernisation/Strengthening of Judicial structures
- 8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 18

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at training the CCA staff, as well as administrative and civil judges handling competition cases and sectoral regulators tasked with the enforcement of competition rules, in order to strengthen their professional expertise in the application of the competition and state aid rules and to ensure that the enforcement standards at national level are fully consistent with Community practice and case law. The project aimed to ensure that Croatian competition legislation and enforcement policy is fully compliant with the European acquis in this field. The project also aimed at strengthening CCA activities for advocating competition principle and promoting competition culture.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	Moderate degree	The project aimed at developing internal programmes for team building/management. It aimed to develop a better understanding of internal HR issues relating to personal and corporate development and help develop better team working and institutional branding/image.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		

Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	2	With the assistance of the RTA, in the course of the Twinning project eleven implementing regulations of the Croatian Competition Act 2009 were adopted and published, bringing Croatian law fully in line with the European standards. (Final Report, p. 23)
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		

Accountability and networking	Promote consultation mechanisms with the civil society		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices	7	On 9-10 March 2012 a team building event took place and included a visit to the Slovenian competition authority and training on management and leadership skills. (Twinning Interim Quarterly Report 7)
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design	6	CCA staff trained on developing internal systems to monitor and communicate with/alert Croatian ministries/agencies on state aid implications arising from proposed/future national policies. CCA ability to better engage in positive dialogue with relevant line ministries/agencies as regards embedding state aid “risk analysis” in the policy development process enhanced. (Twinning Interim Quarterly Report 7)

3.7 IPA 2008-0303-040101 “Croatian Employment Service Labour Market TC”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
NA	The contract documentation is incomplete (in particular the ToR are not attached to it). The contract does not explicitly refer to an analysis of the country momentum, reform records and institutional needs.

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective	✓			Strengthen the capacities of the Croatian Employment Service and other labour market institutions / organisations to develop a more effective and efficient labour market in Croatia.
Project Purpose			✓	Support the establishment of a training, staff and organisational development system (Croatian Employment Service Labour Market Training Centre) in the field of labour market policy for relevant CES staff and other key labour market actors

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Key competencies and quality standards for key and supporting CES business processes revised and defined

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 2			✓	CES Labour Market Training Centre (LMTC) for staff training and development established and operating
Component 3	✓			Capacities of trainers of the CES and trainers of other labour market institutions and organisations to provide relevant knowledge and skills to CES and other relevant LM organisations/institutions employees developed
Component 4	✓			Capacities of staff of CES and employees of other LM institutions / organisations improved in providing efficient services to clients and implementing ALM policy

Total number of components: 4

Number of components linked to CD: 4

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12		
	Development and implementation of a comprehensive training programme	40 CES trainers trained in delivering relevant knowledge and skills Trainers from other LM institutions trained in delivering relevant knowledge and skills Number of training programmes designed and implemented		✓												

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
		<p>Minimum 10 training days per CES trainer during the project implementation</p> <p>Minimum 7 training days per other LM institution trainer during the project implementation</p> <p>Number of trainees who completed training programmes</p> <p>2 training programmes for the training of trainers developed</p> <p>No of issued trainers certificates</p> <p>50 mentors trained in transferring practical knowledge to trainees</p>												
4	Training for staff form CES and other LM organisations	<p>At least 200 trained staff in CES and other LM organisation</p> <p>CES employees trained in basic orientation skills, advanced skills related to working positions of the support business processes, basic service provision skills basic and advanced skills for providing specific services to clients and LM related issues</p> <p>50 employees of the LM institutions/ organisations trained in labour market strategic planning</p> <p>Minimum 5 training days per CES employee during the project implementation</p> <p>No of issued certificates</p> <p>Evaluation report elaborated</p>		✓										

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Development of key competences and quality standards for key and supporting CES business processes	Number of trained and certificated trainers Report on defined key competences and quality standards in all CES business processes elaborated												✓	✓					

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision, including monitoring and evaluation system
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 6

Number of mandatory results linked to CD – institutional procedures: 2

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8
2	Development of organizational and educational model for CES LMTC	Organisation and education model for the CED LM training centre developed		✓						

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 6

Number of mandatory results linked to CD - structures: 1

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	NA	Contract documentation is incomplete
Monitor the results of their activity and adapt to a changing environment	NA	
Collaborate with stakeholders and be more accountable	NA	The project purpose was to support the establishment of a training, staff and organisational development system (Croatian Employment Service Labour Market Training Centre) in the field of labour market policy for relevant CES staff and other key labour market actors. (Final Report)

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		

Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices	1 and 2	Component 1:

			<p>The development of Key competences and Quality standards was considered, not only as a project requirement and the basis for the development of LMTC programmes but also, as a prerequisite for the future development of all human resource management (Final report, p.14)</p> <p>The work that the project has done has not only improved the capability of the CES it has provided the platform to look at how to apply the Competence and Standards framework for other areas of human resource management such as appraisal, recruitment, promotion and staff development. (Final report, p. 30)</p> <p>Component 2: Activity 2.2.2.4 “Development of a 3-year CES Staff Development Plan”</p> <p>The plan was based on the information used to develop the organizational development strategy and the One-Year LMTC Operational and Training Plan. The plan builds on the work on competences and standards and looks in particular at future CES needs including need for management training. The plan is straightforward and focused and after a brief introduction, it describes the CES organizational background, looks at existing training and staff development activities and then considers the key areas for staff development in the future. (Final report, p.20)</p>
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

3.8 IPA2010-03 16 020101 “Enhancement of the CTA administrative and institutional capacity in the field of application of VAT EU common system”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that in order to provide successful implementation of VAT regulations concerning EU Common Market and to ensure that the acquis will be applied properly, CTA has to strengthen its administrative and organizational capacities in the field of VAT. The first step in harmonisation of the Croatian VAT Act with the EU legislation in the field of VAT was made with Act on the Amendments to the VAT Act which came into force on 1 January 2010. The Act on Amendments significantly increased the level of alignment of national legislation with the acquis.</p> <p>The contract lists other CARDS, IPA and PHARE projects related to strengthening capacity of CTA.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		Alignment of Croatian Tax Administration (CTA) with EU procedures and best practice in the field of VAT ²⁰
Project Purpose	✓	✓	✓	Strengthening the administration and organizational capacities of CTA in order to provide successful implementation of VAT regulations concerning EU common market ²¹

²⁰ The overall objective of the Project has two benchmarks: (1) Capability of CTA staff to fulfil EU requirements and (2) EU VAT regulations concerning EU common market successfully implemented.

²¹ The project Purpose has the following benchmarks: (1) Recommendations for further alignment of national VAT legislation with EU legislation prepared. (2) CTA working processes/procedures related to the EU VAT common system improved. (3) Reduced processing time of different requests from taxpayers and tax authorities concerning VAT for at least 10% in relation to processing

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Recommendations for further alignment of national VAT legislation with EU legislation in the field of EU VAT common system prepared.
Component 2		✓		Working processes and procedures in relation to the new VAT legislation (based on Council Directive 2008/8/EC and Council Directive 2008/9/EC) improved
Component 3		✓		Recommendations for improvement of efficiency of VIES system and procedures connected with VIES system elaborated and presented to the CTA senior management.
Component 4			✓	Current organizational structure of CTA in relation to VAT related tasks analysed and report with recommendations for possible organizational changes prepared and presented to the CTA senior management.
Component 5	✓			Capacity of the CTA in the field of VAT legislation, working processes and procedures in relation to the EU VAT common system enhanced through targeted training for the CTA officials.

Total number of components: 6

Number of components linked to CD: 5

time prior of the start of project implementation. (4) Recommendations for possible organisational changes in the CTA prepared. (5) CTA officials trained. (6) Education and communication strategy developed.

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
	Capacity of the CTA in the field of VAT legislation, working processes and procedures in relation to the EU VAT common system enhanced through targeted training for the CTA officials.	<p>Training needs analysis (TNA) of the CTA officials in the field of VAT EU common system conducted according to new legislative provisions concerning VAT refund, Recapitulative Statement, Reverse Charge system and VIES database and TNA report prepared.</p> <p>Training plan for workshops and seminars on the training-of-trainers principle and corresponding materials (including training programme and materials for further education of CTA officials) prepared.</p> <p>Workshops and seminars on subjects of VAT refund, Recapitulative Statement, place of taxation of services, Reverse Charge system and VIES database for at least 20 CTA officials (future trainers) per each subject conducted.</p> <p>Workshops on subjects of Public Institutions (formerly exempted for VAT), Travel agencies and Travel services (new exemptions and new rates), New means of transport, Triangular transactions and Special</p>									✓			

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
		<p>schemes in right of deduction for 200 CTA officials (in total) conducted.</p> <p>Recommendations on the communication and education structure with trained VAT contact persons in all regions of CTA developed.</p> <p>One study visit to the Netherlands for 8 CTA officials in duration of 5 working days on subject of implementation of working procedures related to the new VAT legislation organised and report on study visit prepared.</p> <p>Manual for CTA officials on procedures in the field of new VAT legislation in relation to the VAT EU common system prepared and published on the CTA's intranet site.</p> <p>Recommendations on the maintenance and sustainability of the manual developed, including description of communication procedures.</p>												

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 6

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
2	Working processes and procedures in relation to the new VAT legislation (based on Council Directive 2008/8/EC and Council Directive 2008/9/EC) improved	Existing working processes and procedures, based on Council Directive 2008/8/EC and Council Directive 2008/9/EC, concerning Vat refund, Reverse Charge and Recapitulative Statement analysed and corresponding analysis report prepared. Procedures and working processes related to the proper functioning of VAT refund process, dealing with requests of domestic entrepreneurs for VAT refund from other EU Member State as well as requests for VAT refund to foreign entrepreneurs from third countries elaborated.																		

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
		<p>Procedures and working processes related to the Reverse Charge elaborated.</p> <p>Procedures and working processes related to the Recapitulative Statement which other regular VAT statements elaborated.</p> <p>Final document on procedures and working processes (including job descriptions) with recommendations prepared.</p>																		
3	Recommendations for improvement of efficiency of VIES system and procedures connected with VIES system elaborated and presented to the CTA senior management.	<p>Gaps and needs analysis (5GNA) of the existing national VIES system (database) conducted and GNA report prepared.</p> <p>Recommendations for improvement of VIES system functionality and efficiency prepared and procedures connected with VIES system elaborated.</p> <p>Recommendations and procedures prepared in the activity 3, 2 presented to the senior CTA management (at least 10 participants) through round table discussion.</p> <p>Final version of document containing recommendations and procedures for the improvement of the VIES system prepared.</p>		✓																

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
		Study visit to Latvia for 6 CTA in duration of 4 days organized and report on the study visit prepared.																		

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for EU rules (ROL)
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 6

Number of mandatory results linked to CD – institutional procedures: 2

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8
4	Current organizational structure of CTA in relation to VAT related tasks analysed and report with recommendations for possible organizational changes prepared and presented to the CTA senior management	Current organizational structure of CTA in relation to VAT related tasks analysed and analysis report with recommendations for possible organizational changes prepared. Recommendations for possible organizational changes prepared in the activity 4.1 presented to the senior CTA management (at least 10 participants) through round table discussion. Final analysis report with recommendations for possible organizational changes prepared.		✓						

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 6

Number of mandatory results linked to CD - structures: 1

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed to prepare recommendations for further alignment of national VAT legislation with EU legislation in the field of EU VAT common system; improve the existing working processes and procedures (VAT refund, Reverse Charge, Recapitulative Statement and VIES) related to the new VAT legislation; enhance capacity of CTA in the field of VAT legislation, working processes and procedures in relation to the EU VAT common system through targeted training for the CTA officials.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to:

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		

Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1	Recommendations for further alignment of national VAT legislation with EU legislation in the field of EU VAT common system prepared. Under the Component 1 the following results have been achieved: (1) Recommendations for further alignment of national VAT legislation with EU legislation were prepared; (2) The new Croatian VAT law and VAT Ordinance, in line with EU directives and regulations, were published on time.
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		

Accountability and networking	Promote consultation/communication mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

3.9 PHARE 2005 0404 020101 “Strengthening of Capacity to manage and Enforce EU competition and state aid policies”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that whereas previously the priorities have been to harmonize the legislation and to build the institutional framework of the Croatian Competition Agency (CCA) as implementing authority, the future activities are to be focused on the effective implementation of the adopted regulations, which are essential in the development of competition policy in Croatia. According to the contract, there is a clear need to further strengthen the administrative capacity and the independence of the Agency, institutional capacity and the enforcement transparency, but also the awareness and knowledge of other bodies participating in the system of competition and state aid (all levels of administration and judiciary), as well as entrepreneurs, consumers and wider public.</p> <p>The process of strengthening the CCA’s administrative capacity, especially the education of staff in the area of competition, as well as other officials enforcing the relevant legislation was already partly covered by CARDS 2001, “Support to the Development of Competition Policy in Croatia in line with the EU Standards and Practice” (€970,000), the first EU technical assistance project implemented in the CCA. The implementation of the CARDS 2003, “Further strengthening of the Croatian Competition Agency and implementation of the competition law and policy” (€450,000), continued to build upon the training component of the CARDS 2001 project. A short-term technical assistance project preparing the ground for the twinning CARDS 2002 project in the area of state aid (€190,000), was the first project in the CCA in the field of state aid. The twinning project CARDS 2002 aimed to provide support to the CCA regarding the commitments undertaken pursuant to the Stabilization and Association Agreement (SSA). Under CARDS 2002, the state aid supply project (€400,000) aimed at the establishment of a comprehensive state aid data base in Croatia.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		To strengthen market economy by enhancing the strength of capacity to manage and enforce the EU competition and State Aid policies.
Project Purpose	✓			Strengthening CCA capacity, government officials and the judiciary to enforce competition law. Enhancing state aid awareness aimed at making CCA recognisable in the public and improving control and enforcement in government agencies, regional and local government, the judiciary, and the business sector.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it ²²
Component 1		✓		Institutional capacity ²³
Component 2	✓			Competition ²⁴
Component 3	✓			State Aid ²⁵

²² The Project has also **Component 0** which covers *Project Inception and Visibility*. The main activity (0.1) of the Component is to make aware of the launch and content of the project by meeting stakeholders and press.

²³ The title of the Component 1 does not reflect a clear understanding in terms of CD areas while its activities cover “institutional procedures” and “structures” areas. In particular, it includes recommendations for improving the organizational structure, internal working methods of CCA and cooperation between the CCA and external stakeholders.

²⁴ A large number of seminars, workshops and lectures for the staff of the CCA was carried out under this Component.

²⁵ Some activities under this Component refers to delivering trainings/seminars and workshops for relevant stakeholders.

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
	3) Improved reporting and information flows from state Aid institutions to CCA, including regional and local government. 4) Improved CCA implementation capacity. 5) Enhanced awareness on State Aid law within regional and local authorities. 6) Raised capacity of the business sector in dealing with State Aid issues.	Leaflets developed and distributed. Trainings held. Workshops and seminars conducted Trainings held Workshops and seminars conducted Trainings held Workshops and seminars conducted Material distributed Workshops and seminars conducted Trainings held									✓			

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. Existence of an acting training system
3. Alignment of staff recruitment practices to the skills needed
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 11

Number of mandatory results linked to Staff competences CD: 13

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Improved management and work-flow in the Agency and towards external stakeholders. ²⁶	Number of interviews conducted and peer review discussions held. Advice given. Recommendations drafted and submitted. Support for implementation given. Functioning of system finally checked.																✓		
3	Improved transparency and reliability of data and improved annual reports. ²⁷	Training modules developed: Training material submitted, trainings held.																✓		

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis

²⁶ Under the Activity 3.1 of the Component 1 – the analysis of the document management system for State Aid CROSADS was carried out and recommendations on the document management system for competition CROCIDS and its expansion to the competition are were given. However, the development of the software for CROCIDS was delayed considerably so a final training and assessment of the personal could not be carried out by the experts before the end pf the project. (Final Report, p.19)

²⁷ One of the activities was to transform data in a uniformed form and eliminate mistakes in CROSADS database system. Generally, the quality of reported data increased and can be accessed in a quick and simple manner.

3. Strategies and action plans adopted to ensure respect for EU rules (ROL)
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 13

Number of mandatory results linked to CD – institutional procedures: 1

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping

4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 13

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at completing alignment of the Competition Act; strengthening capacity of the CCA in handling antitrust cases and improving enforcement record; raising awareness and understanding of government officials implementing competition policy in related fields; improving capacity of the judiciary, law firms/lawyers in dealing with competition cases.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable	High degree	The project aimed at improving management and work-flow in the Agency and towards external stakeholders; improving transparency and reliability of data and improving annual reports; raising awareness of all stakeholders that the database of State Aid is operational; improving reporting and information flows from state aid institutions to CCA, including regional and local government.

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	2	<p>Before and during the project the implementation and enforcement of competition legislation/competition policy was rather unsatisfactory in Croatia and did not correspond to the EU standards. (Final report, p. 5)</p> <p>Under the Component 2 a review of the existing legislation in the field of competition and a gap analysis were delivered by 7 missions of project experts and the staff of the CCA. Also, training activity was given to individual case advice. These activities contributed to further transformation, implementation and adequate enforcement of EU competition legislation in the Republic of Croatia. (Final Report, p.20)</p>
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		

Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently	3	The first mandatory result “Improved transparency and reliability of data and improved annual reports” of the Component 3: In meeting on central governmental level and with local authorities on inventory structuring the awareness of the importance to deliver reliable data was raised. Moreover, the CCAs external data for the purposes of the State aid inventory was improved. The picture of awarded State Aid in Croatia has become more transparent and the reliability of reported data has clearly improved. (Final Report, p. 21) Hence, Croatia is able to fulfil the obligation as set down in Art. 70 (5) of the Stabilization and Association Agreement namely to ensure transparency in the area of State aid and to provide a regular annual report following the methodology and the presentation of the Community survey on State Aid on the basis of reliable data. (Final Report, p.24)
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

3.10 PHARE 2006-0303-010101 “Improving Budget Processes”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that the Budget Law passed in 2003 lacked practical implementation of some parts of regulations, as well as definitions of relations, rights and responsibilities within institutions (such as Croatian Parliament, Croatian Government, Ministry of Finance and budget users); it also lacked clear and precise presentation of functions of the budgetary system. In 2006, the Ministry of Finance started drafting changes and amendments to the Budget Law.</p> <p>In the State Treasury, though, in general, education and training of staff employed is carried out on a continuous basis, there are no post- or function-specific employee training programs. Understaffing is a serious problem. All units within the State Treasury are understaffed in comparison to the official formation.</p> <p>Budget preparation and planning process is currently supported by SAP SEM-BW system. Although SEM-BW system is used, there is still much work in budget preparation that is done through other non-structured stand-alone documents, and then entered in the SEM-BW system, either manually or through some automated batch procedure. Also, there are some areas that do not meet budget users’ requirements, mostly concerning the lack of user-friendly interface. A financial management information system (FMIS) is partially in place. Currently only the change management process for budget users’ organisational structure (hierarchy) and definitions of programmes and activities is somewhat automatic; however the outdated technological base, need for manual intervention and approval, lack of technical and any other form of documentation and support, along with the delays in the process are unacceptable.</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		Support the Government to build an efficient and sustainable budget management system designed and operating to European standards, through the modernization of budget processes and increasing capacity for budget management.

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Project Purpose		✓		Efficient inter-sectoral resource allocation and compliance with the budget authorizations and efficiency and effectiveness in public service delivery.

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1		✓		Multi-year budget framework
Component 2		✓		Performance indicators and modifications of Treasury information system
Component 3		✓		Streamlined budget execution process
Component 4	✓			Training of MoF and line ministries' staff

Total number of components: 4

Number of components linked to CD: 4

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
4	1) A framework for capacity assessment of MoF staff prepared and implemented 2) A training programme / curricula established and schedules implemented 3) The training materials elaborated 4) Training delivered, study tour/internships to EU countries made; public awareness actions implemented	Capacity assessment of MoF staff conducted Number of trained professional working in budget preparation and budget execution Number of trained book keepers Training material provided Training programmes, study tours and internships delivered									✓						

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. Existence of an acting training system
3. Alignment of staff recruitment practices to the skills needed
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 15

Number of mandatory results linked to Staff competences CD: 1

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	1) The format of the MTBF designed 2) The MTBF preparation procedures defined and the budget preparation procedure revised taking into account the MTBF procedure 3) The new budgeting procedure established taking into account existing capacities 4) The manuals for MTBF and budget preparation prepared	Medium Term Budget Framework prepared Performance indicators developed and performance reports prepared for pilot ministries Preparation procedures defined for MTBF Accompanying budget procedures defined Amendments to budget law proposed Manuals prepared for MTBF and budget preparation														✓				
	1) The current programme classification improved 2) The performance indicators set up and the procedures to monitor and report them defined 3) The operational guidelines drafted 4) Modifications of existing Treasury information system in line with proposed improvements done	Production and publication of comprehensive financial reports Improvement made to the budget classification Performance indicators devised with procedures to monitor and report on them Operational guidelines drafted Modifications to the Treasury information system proposed														✓				

Component Number	Mandatory result	Benchmark	PAR											EG			ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
3	Cash planning improved	Improvements made to the cash planning processes														✓				

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 15

Number of mandatory results linked to CD – institutional procedures: 9

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 15

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with	High degree	The project aimed at developing a medium-term budget-framework (MTBF) to strengthen the budget policy link and the strategic phase of budget preparation.

their needs and financial circumstances		The project also aimed at developing the Treasury Single Account (TSA) to strengthen compliance and ensure efficient cash management, through centralising cash balances, delivery of accurate information on the state liquidity situation and eliminating idle balances in bank accounts.
Monitor the results of their activity and adapt to a changing environment	High degree	The project aimed at introducing globally set performance indicators to provide for objective assessment of performance of particular programme and contribute to the establishing of accountability systems for achieved results.
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets	1 & 3	MTBF prepared; improvements proposed to the cash planning processes; modifications agreed to provide flexibility to budget users.
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		

Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms	2	<p>Activity 2.2 “Performance Indicators Set Up, and Procedures to Monitor and Report defined” set out the following three outputs:</p> <ul style="list-style-type: none"> - Appropriate strategic objectives, performance targets and timescale were identified for Pilot ministries; - Appropriate indicators and measuring arrangements were developed and agreed with responsible managers; - Required managerial and reporting arrangements were developed; <p>The Project Team designed and delivered training courses in Key Performance Indicators and in Basic Budgeting to the MOF and Pilot ministries’ staff related to the MTBF and performance measurement processes. The procedures for developing, implementing, monitoring and reporting on performance indicators were introduced. (Final Report, p. 13)</p> <p>Guidelines on Performance Monitoring and Reporting were included in the final draft of the Project Team’s portion of the Guidebook to Croatia’s Planning and Budget Process. (Final Report. P. 23)</p>
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		

Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

4. AGRICULTURE

CARDS 2004 87691 “Operational Capacity Building within the Ministry of Agriculture, Forestry and Water Management (MAFWM)”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
Moderate degree	The project contract explains that the current situation of the Croatian Ministry of Agriculture, Forestry and Water Management (MAFWM) has overcome the typical planning structure existing in the former Yugoslavia via ad hoc changes in response to specific developments. However, the present structure has still deficiencies, e.g. in the delimitations of functions, the mix of capacities in various departments and in unclear internal lines of accountability. Technical, managerial and administrative skills vary widely across the MAFWM. Formally, there is a great emphasis on educational qualifications and years of experience but there are no programmes to ensure the regular updating of technical knowledge. In 2003, substantial reforms within the rural development scheme were introduced, but still the scheme lacks specific procedures and criteria. For the farm register there is also the need to ensure that the system complies with EU-legislation on administration and control of farm payments, including the checking of claims.

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective				<i>Only the Project Purpose has been defined</i>
Project Purpose	✓			The project purpose is to enhance the operational and administrative effectiveness of the Croatian MAFWM for fulfilling its obligations under the Stabilisation and Association Agreement (SAA).

Which project components make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 1	✓			Enhancing the operational effectiveness of the MAFWM
Component 2	✓			Capacity Strengthening of the DAP and DSDRA
Component 3	✓			Strengthening the capacity of the Department of Fisheries

Total number of components: 3

Number of components linked to CD: 3

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
1	Workshop on agricultural and rural development policy supported and financed by EU. Workshop on technical aspects of Ministry organization and human resource development (Identifying essential components of a Ministry to comply with EU policy requirement)	Knowledge of responsible staff on agricultural policy and on implementation of rural development measures (structural measures) with special respect to COM (2004) 490 and its likely future changes on a new rural development acquis from 01.01.2007 onwards is enhanced. Synthesis and recommendations are provided for discussions regarding the functional structure, technical skills, staffing numbers, training programmes and continued personal development (CPD).			✓												

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
		Study visit is implemented, best practice solutions are compared and discussed.												
1	<p>Providing recommendations for restructuring the operational management to implement EU supported policy options.</p> <p>Providing recommendations for skills upgrading.</p> <p>Workshop on disseminating the recommendations.</p> <p>Based on TNA implemented under Activity Bloc</p>	<p>Recommendations for conceptual orientation and organisational adjustment are given, action plan is provided.</p> <p>Recommendations for immediate needs and future regular training are given, action plan is provided.</p> <p>The synthesis and recommendations of the current activity bloc are disseminated and discussed within a workshop</p> <p>Draft training programme for training of all MAFWM departments in identified fields.</p> <p>Final report after feedback from senior MAFWM officials</p>		✓										
2	<p>Seminar / workshop on systems of policy formulation.</p> <p>Seminar / workshop according systems of rural development policy implementation.</p> <p>Clarification of Croatian agricultural sub-sectors.</p> <p>Assessing strengths and weaknesses of Croatia's rural development</p>	<p>Seminar / workshop on policy formulation is successfully implemented.</p> <p>Seminar / workshop on policy implementation is successfully implemented</p> <p>Report on priorities for development the agricultural sub-sectors is provided.</p> <p>Technical report on strategy and measures to support the strategy elaborated and agreed upon.</p> <p>Technical report on identifying measures under EAGGF is elaborated.</p>					✓							

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
2	<p>Specific training I “Operational skills on implementing rural development measures”.</p> <p>Specific training II “Operational skills on management of EU development funds and subsidies on rural development measures.</p> <p>Study Visit to Germany</p>	<p>Specific training is implemented, Croatian staff is trained.</p> <p>Specific training is implemented, Croatian staff is trained.</p> <p>Study visit is implemented, different measures in Germany are compared and discussed.</p>					✓							
2	<p>Seminar on EU standards according procedures and execution of direct payments under CAP.</p> <p>Evaluation of current subsidies payment system, requirements of the farm register data base and further technical and administrative requirements in order to comply</p>	<p>Seminar implemented, knowledge of responsible staff enhanced.</p> <p>Evaluation report elaborated on current payments system, requirements to adapt and utilize the farm register database; and technical and administrative harmonisation requirements, in order to adequately fulfil EU IACS management rules and guidelines.</p> <p>Action plan with concept for long term development of subsidy administration elaborated and discussed.</p> <p>Study visit is implemented, IACS system in Germany is presented.</p>					✓							
2	<p>Specific Training I “Upgrading technical skills for staff from AMSS”</p> <p>Specific Training II “Upgrading control methods and sampling for staff from AMSS”</p> <p>Specific Training III “Upgrading statistical methods for staff from AMSS”</p>	<p>Training I “Upgrading technical skills for staff from AMSS” implemented, knowledge of responsible staff enhanced.</p> <p>Training II “Upgrading control methods and sampling for staff from AMSS” implemented, knowledge of responsible staff enhanced.</p>					✓							

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
		Training III “Upgrading statistical methods for staff from AMSS” implemented, knowledge of responsible staff enhanced.															
2	Workshop on defining links between farm register system to rural development programmes and direct payments.	Workshop is implemented, links between farm register system and rural development programmes as well as to direct payments system are defined.					✓										
3	Compiling current acquis on Common Fisheries Policy CFP Delivery of specific training to DF staff on segments of CFP (general rules, structural measures, market organization, conservation of resources, quota and management measures, multilateral relation)	Report (Technical Paper) on current acquis on Common Fisheries Policy CFP is compiled. A Minimum of 3 trainings implemented, knowledge of responsible staff enhanced.					✓										
3	Training on identification and harmonisation of key issues Training on mechanisms of implementation of CFP, incl. study visit to Greece (12 Croatian experts, 12 overnight stays) Drafting two technical papers: on implementation mechanisms and on economic	A minimum of 2 Trainings implemented on identification of key issues and on harmonization processes, knowledge of responsible staff, including regional staff, enhanced. Minimum of 2 training seminars on mechanisms of implementation of CFP measures implemented, for staff from central and regional administration, and study visit to Greece implemented Technical papers on implementation mechanisms and economic effects are drafted. Essential gaps between national legislation and CFP are identified					✓										

Component Number	Mandatory result	Benchmark	PAR							EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12		
		<p>Technical paper on identified legislative gaps, level of harmonization and priorities in harmonization is drafted.</p> <p>A minimum of 2 seminars on identification and discussion on legislative gaps and level of harmonization conducted for staff from central and regional administration.</p> <p>Legislation harmonization program is drafted and submitted to the Minister and proposals for legislation harmonisation are elaborated.</p> <p>Draft harmonized key national fisheries legislation is provided.</p>														
3	<p>Training on cost and benefit analysis of different harmonisation paths</p> <p>Advising on costs and benefits of different harmonisation paths</p> <p>Identifying and analysing of other issues which will have impact on fisheries output</p>	<p>Draft report on cost benefit analysis is provided according to different harmonisations paths.</p> <p>Minimum of 1 training course is held on cost and benefit analysis, level of knowledge of DF personnel increased</p> <p>Draft report on cost benefit analysis is provided according new fisheries legislation.</p> <p>Report on other issues with economic effects submitted.</p>					✓									

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions

6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 12

Number of mandatory results linked to Staff competences CD: 10

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR										EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place

11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 12

Number of mandatory results linked to CD – institutional procedures: 0

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 12

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed at improving the operational capacity, efficiency and effectiveness of the MAFWM for developing and implementing new policies and legislation in relation to the SAA process aimed at increasing the competitiveness of Croatian agriculture in the context of gradual market opening. The project also aimed at strengthening policy development, technical and administrative capacity in the area of rural development as well as administration and control of subsidies. It also aimed at supporting the Department of Fisheries (DF) in the EU integration process and in adopting the acquis in fishery related areas.
Monitor the results of their activity and adapt to a changing environment		
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner	2	Technical report on operational and administrative procedures on regional/local level for implementation of specific rural development measures elaborated and agreed upon. Action plan with concept for long term development of subsidy administration elaborate and discussed.
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	3	Assisted DF in drafting harmonized key national legislation. Report “Technical paper identifying the main legislative gaps, and giving advices for the key changes” was submitted.
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		

Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

5. ENVIRONMENTAL PROTECTION

5.1 IPA 2009-0303-090101 “Capacity building for implementation Directive on pollution caused by certain dangerous substances discharged into aquatic environment and the WFD”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
High degree	<p>The project contract explains that the process of implementation of the existing water management legislative framework in Croatia could be improved, especially at the level of local authorities. There is a lack of competence among local officials, inadequate division of roles and responsibilities and weak enforcement mechanism in general. These shortcomings reflect the need to improve the horizontal and vertical level of cooperation and coordination among the ministries, institutions and municipalities in order to ensure effective fulfilment of the tasks. Also, there is insufficient involvement of stakeholders in preparation of legislation, strategy development and preparation of investment projects. Moreover, the process of implementing Directive 2006/11/EC and the Water Framework Directive (WFD) faces many challenges in Croatia. Establishment of a certified quality assurance system is a widely recognized priority for the purposes of harmonization of monitoring systems with the requirements of the WFD and Directive 2006/11/EC.</p> <p>Croatia has executed several national and international projects that are related to water management. Projects include CARDS 2003 “Approximation of Croatian water management legislation with the EU water Acquis,” CARDS 2004 “Capacity Building and Development of Guidelines for the Implementation of the Water Framework Directive” and IPA 2009 “Capacity building for implementation Directive on pollution caused by certain dangerous substances discharged into the aquatic environment and the Water Framework Directive.”</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective		✓		Contribution to the further harmonization and implementation of the EU Water related <i>acquis communautaire</i> .
Project Purpose	✓	✓		Implementation of water quality standards in line with the requirements of the EU Directive 2006/11/EC and Water Framework Directive including strengthening of the CW administration capacity

Which project components make explicit reference to the development of competences in the three CD areas:²⁸

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Component 2		✓		Quality control guidelines for methods of determination of priority substances developed. Guidelines must include the procedures for method validation testes and calibration (uncertainty of measurement)
Component 3		✓		Methodology of quality assurance and quality control of data established
Component 4	✓			Skills, knowledge and capacity of the CW laboratory staff related to the new analytical methods improved
Component 5	✓			Capacity of all relevant stakeholders for the implementation of the WFD and Directive 2006/11/EC enhanced

Total number of components: 6

Number of components linked to CD: 4

²⁸ The Components are the same as Mandatory Results

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
4	Skills, knowledge and capacity of the CW laboratory staff related to the new analytical methods improved	<p>Training needs analysis of CW laboratory staff conducted by the end of month 2</p> <p>Training programme and training materials for CW laboratory staff developed in regard to method validation tests on new analytical equipment for determination of priority substances by the end of month 8</p> <p>4 CW laboratory staff members trained in order to use/improve method validation tests in determination of priority substances by the end of month 9</p> <p>4 CW laboratory staff members trained in usage of the equipment procured in the supply component of the overall (IPA 2009) project by the end of month 11</p>			✓									
5	Capacity of all relevant stakeholders for the implementation of the WFD and Directive 2006/11/EC enhanced	<p>Relevant stakeholders' (i.e. ministries responsible for nature protection; environmental protection, environmental protection, environmental agency, CW) training needs analysed by the end of month 7</p> <p>Training programme on implementation of the WFD and Directive 2006/11/EC as well as on monitoring and reporting system developed and corresponding training materials prepared by the end of month 8</p>						✓						

Component Number	Mandatory result	Benchmark	PAR							EG		ROL		
			1	2	3	4	5	6	7	8	9	10	11	12
		<p>Seminars and workshops for 15 employees of relevant stakeholders organized and conducted by the end of month 11</p> <p>Study tour for 5 employees from the MA and CW in duration of 5 days organized and conducted and report on findings of the study visit prepared by the end of month 6</p>												

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system
3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 6

Number of mandatory results linked to Staff competences CD: 2

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
2	Quality control guidelines for methods of determination of priority substances developed. Guidelines must include the procedures for method validation testes and calibration (uncertainty of measurement)	Documentation and procedures applying quality control system practices in accordance with the HRN EN ISO/IEC 17025:2007 standards for determination of priority substances prepared by the end of month 4 Programme and procedures for testing of reference standards and certified reference material that will provide confidence in calibration and measurement by establishing traceability of tested compounds developed by the end of month 5. Internal quality control tools, such as control charts or other statistical techniques for reviewing of the results, in such a way that tern can be detected, developed by the end of month 8.						✓												

3	Methodology of quality assurance and quality control of data established	<p>Analysis of the existing monitoring stations network including detection of compounds currently used in Croatia from industrial and agricultural sources conducted and corresponding report prepared by the end of month 6</p> <p>Possible implications of both directives' (WFD and 2006/11/EC) implementation concerning priority substances in others sectors (environment, agriculture, health) assessed and corresponding report prepared by the end of month 7</p> <p>Recommendations for improving monitoring procedures for specific substances, including tools for evaluation of effectiveness of monitoring stations network and monitoring frequency, prepared by the end of month 10</p> <p>Assessment of the equipment needed for the establishment of the quality assurance and control system conducted and corresponding report prepared by the end of month 11</p> <p>Quality assurance and quality control system established by the end of month 12. (Establishing higher Confidence level of monitoring programme through development of documentation and procedures related to data control, reliability procedures and report</p>	✓																		
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Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation
10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 6

Number of mandatory results linked to CD – institutional procedures: 2

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 6

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances	High degree	The project aimed to ensure the development of the appropriate legal and institutional framework for the WFD and Directive 2006/11/EC introduction in Croatia. It aimed to ensure optimal transposition of the European legislation. The project also aimed to enhance capacity of all relevant stakeholders for the implementation of the WFD and Directive 2006/11/EC.
Monitor the results of their activity and adapt to a changing environment	Moderate degree	The project aimed to support in developing of a Quality Assurance (QA) plan and Quality Control procedures which should be part of the Water Status Monitoring Program in order to guarantee data reliability and comparability at river basin scale and national scale. The project also aimed to support in evaluation of the effectiveness of the surface and groundwater quality monitoring network.
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		

Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards	1 & 5	The project has contributed to the harmonization with the EU water-related <i>acquis communautaire</i> , in strengthening the capabilities in implementation of the Directive on Dangerous Substances and the WFD of the Ministry of Agriculture, Croatian Waters, and also the other Ministries and institutions involved. (Final Report p. 26)
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		
Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms	3	Activity 3.5 “Establishment of the quality assurance and quality control system – establishing higher level of confidence of monitoring through development of documentation and procedures related to data control, reliability procedures and reporting mechanism” Indicator of achievement: Quality assurance and quality control system established. (Quarterly Report 5, p. 20)
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		

Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

5.2 IPA TF/HR/P3-M1-O1-0101 “Strengthening capacity of MENP for adaptation to climate change and preparation of the Draft Strategy for adaptation to climate change”

Design

To what degree the design documentation explicitly refers to an analysis of the country momentum (political, economic, and institutional developments, including commitment to reform), reform records and institutional needs?

Degree	Explanatory comment
NA	<p>Only the monitoring reports are in English.</p> <p>The monitoring reports do not explicitly refer to an analysis of the country momentum. They only include information on previous projects “Integration of Climate Variability and Change into National Strategies for Integrated Coastal Zone Management” and “CroAdapt2.”</p>

Scale: not at all; low degree; moderate degree; high degree

Do the overall objective and project purpose of the project make explicit reference to the development of competences in the three CD areas:

	Staff Competences	Institutional Procedures	Structures	If yes, please include it
Overall Objective				
Project Purpose	✓			Strengthening of capacities and preparedness for adoption and implementation of adaptation measures to respond to current and future climate change in vulnerable sectors.

Which project components make explicit reference to the development of competences in the three CD areas:²⁹

	Staff Competences	Institutional Procedures	Structures	If yes, please include it

Total number of components: 0

Number of components linked to CD: 0

²⁹ The Components are the same as Mandatory Results

Staff competences (standard outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of Staff competences and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR							EG		ROL					
			1	2	3	4	5	6	7	8	9	10	11	12			
	Technical capabilities for Croatian climate change modelling and adaptive measures established through supply of modelling hardware.	HPC System for modelling supplied															
	Workshops held by foreign experts with experience in modelling, and development and implementation of the adaptation strategy.	A report(s) from a workshop(s) for the exchange of experience in climate change modelling and developing and implementation of the adaptation strategy prepared; Up to 3 workshops held for experts.															
	Pool of experts trained for the climate change modelling.	Reports from workshops prepared; Up to 10 training courses for target groups carried out; Up to 30 experts trained.		✓													
	Workshops on climate change impacts and adaptation measures held for national and local officials and public concerned.	Number of workshops organized for national and local officials and public concerned; Number of participants in workshops.															

Public Administration Reform outputs linked to Staff Competences:

1. Implementation of merit-based standard promoting better career opportunities
2. New or strengthen internal training system

3. Alignment of staff skills to new practices/procedures
4. Implementation of actions towards a non-politicised civil-service
5. Administrative capacity of the public institutions
6. HR Management
7. Professional civil service deployed

Economic Governance outputs linked to Staff Competences:

8. Public debt management, budgetary and expenditure control capacity reinforced
9. Increased administrative capacity (employment, competition, investment, public procurement, PIFC, VAT policy)

Rule of Law outputs linked to Staff Competences:

10. Strengthening administrative capacities of judiciary and law enforcement structures
11. Implementation of actions towards a non-politicised judiciary and law-enforcement system
12. Judiciary and law enforcement capacities to address corruption offences

Total number of mandatory results: 10

Number of mandatory results linked to Staff competences CD: 4

Procedures and structures (Induced outputs)

Which expected mandatory results and benchmarks make explicit reference to the development of institutional procedures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR											EG		ROL			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17

Public Administration Reform outputs related to Institutional Procedures:

1. Policy and financing
2. Procedures and mechanisms leading to the alignment to the acquis
3. Strategies and action plans adopted to ensure respect for new circumstances
4. Stakeholders involvement
5. Accountability and supervision (including monitoring and evaluation system)
6. Co-ordination mechanisms
7. Decision-making processes (evidence-based decisions)
8. Mechanisms to provide effective controls over public organizations
9. Streamlining administrative procedures accelerating the decentralisation

10. Procedures enhancing the capacity of the central level to manage decentralisation reforms in place
11. Procedures enhancing the capacity of the regional and local levels to manage decentralization reforms in place
12. Human resources management practices across the public service
13. Clear definition of functions and responsibilities at all administrative levels

Economic Governance outputs related to Institutional Procedures:

14. Procedures enabling an efficient public debt management, budgetary process and expenditure control established
15. Measures facilitating privatisation and restructuring adopted
16. Measures to ease business in place

Rule of Law outputs related to Institutional Procedures:

17. Modernization of judiciary and law enforcement procedures
18. Accountability and oversight mechanisms in place

Total number of mandatory results: 10

Number of mandatory results linked to CD – institutional procedures: 0

Which expected mandatory results and/or benchmarks make explicit reference to the development of the structures and what is the link with the CD outputs:

Component Number	Mandatory result	Benchmark	PAR					EG	ROL	
			1	2	3	4	5	6	7	8

Public Administration Reform outputs linked to the development of Structures:

1. HR structures improved
2. New or strengthen units
3. Reduction of organisational overlapping
4. Adoption of a decentralized structure
5. Administrative structures reinforced to implement the acquis

Economic governance outputs linked to the development of Structures:

6. Modernisation of structures linked to Economic Governance (budget, taxes, SMEs, etc.)

Rule of Law outputs linked to the development of Structures:

7. Modernisation/Strengthening of Judicial structures
8. Modernisation/Strengthening of anti-corruption law enforcement structures

Total number of mandatory results: 10

Number of mandatory results linked to CD - structures: 0

Capacity outcomes

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission?

To what degree the project aimed at strengthening the capacity of Croatian institutions to?

Theme	Degree	Explanatory comment
Generate and implement policies/strategies/ plans in line with their needs and financial circumstances		
Monitor the results of their activity and adapt to a changing environment	Moderate degree	The overall objective of the project was to contribute to the mitigation of the damages caused by the climate change in Croatia. The aim was to strengthen capacities and preparedness of sectoral experts and officials for adoption and implementation of adaptation measures in order to respond to current and future climate change in vulnerable sectors in Croatia. (Monitoring Report No. 2017/7)
Collaborate with stakeholders and be more accountable		

Scale: not at all; low degree; moderate degree; high degree

The EU pre-accession assistance contributed to strengthening the capacity of Croatian institutions to

		Component Number	Evidence
Policy Development Initiative	Generate plans in an inclusive manner		
Policy Development Initiative	Generate plans presenting clear objectives		
Policy Development Initiative	Generate plans with pragmatic and integrated operational strategies		
Policy Development Initiative	Generate plans reflecting changing circumstances		
Policy Development Initiative	Generate plans (i.e. strategies and legislation) including realistic budgets		
Policy Development Initiative	Put in place systems ensuring consistency of medium-term policy planning		
Policy Development Initiative	Put in place systems ensuring the efficiency of the administration work		
Policy Development Initiative	Legal framework aligned to the acquis and EU standards		
Policy Development Initiative	Define Policy design through effective public and interministerial consultation		
Policy Development Initiative	The Policy design uses a genuine dialogue between parties		

Results based decision making	Define and set-up quality result-oriented monitoring and evaluation (M&E) mechanisms		Result 1: The HPC System for climate change modelling was delivered. Result 3: Workshops held by foreign experts with experience in modelling, and development and implementation of the adaptation strategy. Result 4: Pool of experts trained for the climate change modelling. (Monitoring Report 2017/07)
Accountability and networking	Have functioning mechanisms to protect both the rights of the individual to good administration and the public interest		
Accountability and networking	Put into place appropriate accountability mechanisms to ensure they function transparently		
Accountability and networking	Promote consultation mechanisms with the civil society and/or other levels of administration		
Accountability and networking	Put in place good managerial standards		
Accountability and networking	Put in place good human resource management practices		
Accountability and networking	Implement policies in an inclusive manner with active participation of society and Government		
Accountability and networking	Fostered participation from stakeholders in policy design		

ANNEX 8 – REVIEW OF THE OBJECTIVES AND CAPACITY DEVELOPMENT OUTPUTS OF IPA I TAIB INTERVENTIONS (2007-2013)

This annex presents the objectives pursued by the IPA TAIB Component I interventions contracted during the period 2007-2013. It also details the type of capacity development outputs that were aimed at (if any) across three categories: staff competences, procedures and structures.

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2007	Political Criteria	Fight against Corruption	Strengthening Capacities of USKOK	The objective of this project is to strengthen the rule of law by increased the investigation and prosecution capacity for the fight against corruption and organised crime. The activities foreseen will improve the institutional capacity and efficient functioning of USKOK and continue the efficient implementation of the national programme for combating corruption.	Staff competences	Improve administrative capacity
2007	Political Criteria	Fight against Corruption	Improving Anti-Corruption Inter-Agency Cooperation	The objective of this project is to strengthen the rule of law through the effective implementation of the national anti-corruption strategy and further strengthening of interagency cooperation at national and local level. The activities foreseen will, inter alia, strengthen the coordination body in charge of drafting and implementation of anti-corruption strategy and contribute to improvement of inter-agency cooperation by development of a modern information system with a central database application and secured access of involved parties. Raising awareness on corruption through development and implementation of a public awareness campaign will also be part of this project.	Procedures	Co-ordination mechanisms - inter-agency cooperation

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2007	Political Criteria	Human rights and protection of minorities	Capacity Building for Personal Data Protection	The objective of this project is to strengthen the consultative and supervisory role of the Croatian Agency for Protection of Personal Data. The activities under this project will contribute inter alia to legal harmonization and awareness-raising. The project will also include an up-date of the IT structure to enhance effectiveness, reliability and security.	Procedures	Accountability and supervision
2007	Economic Criteria		Development of Regulatory Impact Assessment	This project will assist the Croatian public administration in becoming an efficient, accountable and user-oriented service through the development of a modern regulatory system based on Regulatory Impact Assessment methodology.	Procedures	Accountability and supervision
2007	<u>Ability to assume the obligations of membership</u>	Competition Policy	Implementing Croatian Competition and State Aid Policies	The objective of this project is to enhance the competition environment and state aid policy through continuous support to the Croatian Competition Authority (CCA) and its partners. Activities under this project will provide CCA and other stakeholders with sufficient capacity for efficient implementation of competition and state aid policies.	Staff competences	Improve administrative capacity
2007	<u>Ability to assume the obligations of membership</u>	<u>Information Society and Media</u>	Reinforcement of Croatian Telecommunications Agency	The objective of this project is to promote and maintain efficient and sustainable competition in the telecommunication market and to assure the law enforcement for protection of telecommunication service providers and their customers. The activities under this project will inter alia contribute to improve the capacity of staff , primarily within the Agency, as well as within other government and non-government bodies and to protect wireless service providers and their customers and other stakeholders from intended or unintended radio frequency interferences.	Staff competences	Improve administrative capacity

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2007	<u>Ability to assume the obligations of membership</u>	<u>Agriculture</u>	Management and Control of Agricultural Funds	The objective of this project is to establish an effective and sound financial management system, as well as a system for control of use of agricultural funds in line with EU and international auditing standards. The activities under this project will inter alia assist to ensure the compatibility of financial management system with the relevant EU legislation and to harmonize documents related to the Paying Agency system.	Procedures	Accountability and supervision
2007	<u>Ability to assume the obligations of membership</u>	<u>Energy</u>	Energy Administrative Data Management	The objective of this project is to set up a national system of administrative registers on energy usage. The activities under this project will assist the development of a management information system which coordinates the information with national and international institutions, and which aligns national energy statistics reporting processes with the present and future EU energy statistics provisions.	Procedures	Co-ordination mechanisms - inter-agency cooperation
2007	<u>Ability to assume the obligations of membership</u>	<u>Social Policy and Employment</u>	Safety at Work	The objective of this project is to develop an effective system for occupational health and safety at work in Croatia, as well as to strengthen the administrative capacity of all relevant institutions related to protection at work. The activities under this project will inter alia assist in connecting the IT network of institutions participating in the project and provide mutual use of existing and new data bases.	Staff competences	Improve administrative capacity

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2007	<u>Ability to assume the obligations of membership</u>	<u>Justice, Freedom and Security</u>	National Border Management Information System - Phase III	This project is a continuation of earlier CARDS 2002 and 2003 projects supporting the development of a National Border Management Information System. The objective of the projects is to establish greater security at Croatia's future external borders according to Schengen standards in the area of border management and improvement of efficiency of the Croatian Border Police. The activities under Phare 3 of this project will assist in extending the National Border Management Information System on 25 border crossing points at future external borders into an integrated mechanism based on the design and tests made in Phase 1 and 2	NA	NA
2007	<u>Ability to assume the obligations of membership</u>	<u>Justice, Freedom and Security</u>	Combating Drugs Trafficking and Abuse	The objective of this project is to strengthen the ability of the Ministry of Interior to fight organized crime in the field of drugs. The activities under this project will assist with the strengthening of institutional capacities of the Forensic Science Centre and to enhance the ability of police officers to combat drugs trafficking and abuse.	Staff competences	Improve administrative capacity
2007	<u>Ability to assume the obligations of membership</u>	<u>Environment</u>	Chemical Safety	The objective of this project is to build-up capacity for the safe management of dangerous chemicals. The activities under this project will assist in transposing EU Directives relevant to safe management of chemicals into Croatian legislation, and in building up the administrative and institutional capacity for efficient protection of human health and the environment from dangerous chemicals at the central and local levels.	Staff competences	Improve administrative capacity

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2007	<u>Ability to assume the obligations of membership</u>	<u>Customs Union</u>	Customs Laboratory Development	The objective of this project is to support the Croatian Customs Administration (CCA) Business Strategy to maximise collection of customs duties and taxes by establishing the nature of goods, tariff classification, origin and value, and provide support for the prevention of illegal traffic of goods. The activities under this project will contribute to the development of Customs Laboratories resulting in improved management policies, analytical equipment, analytical methods, training programmes and working methods.	NA	NA
2007	<u>Ability to assume the obligations of membership</u>	<u>Customs Union</u>	Equipment for Anti-smuggling Units	The objective of this project is to assist in strengthening customs control and surveillance throughout the customs territory of Croatia in order to prevent breach of customs and excise regulations and to facilitate investigation and prosecution of smuggling activities and other forms of organised crime. The activities under this project will be the procurement of surveillance and control equipment for work of the CCA anti-smuggling mobile units and staff training to operate with the equipment provided by the manufacturer or supplier.	NA	NA
2007	Supporting programmes	<u>Customs Union</u>	Technical Assistance Facility	This facility will provide Institution Building support to meet the requirements related to specific needs identified in the course of the accession negotiation process. In particular this facility may help to assist the adoption and implementation of acquis in particular areas where assistance is still necessary; strengthen the institutional and operational capacity of public administration bodies in view of the future role in the implementation of the EU acquis; develop human resources of public administration institutions relevant for the implementation of the EU acquis; facilitate public administration reform ; and develop the institutions involved in current and future management of EC funds, and in the	Staff competences	Professionalism of human resources management services across the public service

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
				protection of these funds against fraud, other irregularities and corruption.		
2007	Supporting programmes	<u>Community Programmes</u>	Participation in Community programmes and Agencies	A Protocol to the SAA on a Framework Agreement on the general principles for Croatia's participation in Community Programmes was signed in November 2004. The IPA programme can be used to meet a part of the costs for the participation in the programmes in accordance with Article 5 Paragraph 2 of the Framework Agreement.	NA	NA
2007	Supporting programmes	<u>Community Programmes</u>	Preparatory measures for participation in the Lifelong Learning and Youth in Action programmes	Participation in the Lifelong Learning and Youth in Action programmes is conditional on the fulfilment by the candidate countries of requirements concerning the capacity of national structures — called the National Agency — to ensure sound financial management of the programmes. The objective of this project is to assist Croatia in the fulfilment of these requirements.	NA	NA
2008	Political Criteria	Judiciary and fundamental rights	Support to the reform of criminal proceedings	The project aims at supporting the Ministry of Justice in co-operation with State Attorney Office and Ministry of Interior in implementing pre-trial criminal proceedings with a view to enhance the efficiency and effectiveness of the latter and to bring them in line with the acquis.	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2008	Political Criteria	Judiciary and fundamental rights	Development of the probation services in Croatia	The project aims at supporting the Ministry of Justice in the establishment and sustained development of a National Probation Service under its authority in order to reduce the prison population and increase the efficiency of the criminal justice system by dealing with more offenders in the community, thus raising the level of protection of human rights.	NA	NA
2008	Political Criteria	<u>Public administration reform</u>	Implementation of the General Administrative Procedures Act	The project will support the Central State Office for Administration (CSOA) in developing a client-oriented public administration through implementing at all levels of public administrations the new General Administrative Procedures Act (GAPA) that aims at introducing several important innovations geared towards simplification, streamlining and transparency of the administrative procedures also impacting on the relationships of every citizen and the economy towards the public sector.	Procedures	Accountability and supervision
2008	Political Criteria	Human rights and protection of minorities	Civil Society Facility – Enhancing the capacities of the civil society sector for the monitoring of implementation of the EU Acquis	This project aims at fostering structured dialogue and formalising consultation between Croatian civil society organizations and Croatian state administration/EU institutions in the policy fields where civil society dialogue is particularly valuable for Croatia’s accession to the EU: transparency and accountability of public administration and fight against corruption; comprehensive anti-discrimination strategy and sustainable development.	Procedures	Stakeholder involvement and Accountability and supervision
2008	Political Criteria	Human rights and protection of minorities	Roma Support Project – Phase III	The project is a continuation of the Phare 2005 and 2006 interventions to enhance and facilitate active and full participation of the Roma national minority in the economic, educational, cultural and social life of Croatian society, while preserving their own identity, culture and tradition. The project will improve environmental and general living conditions in two Roma settlements in Međimurje County (Orehovica and Mursko Središće – Sitnice).	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2008	Economic Criteria		Technical assistance in development of selected areas of statistics	Official statistics have a vital role in providing relevant and accurate information and monitoring the reforms in many sectors, thus supporting the economic criteria. This project is designed to support the Central Bureau of Statistics in this process by targeting at the following priority areas: INTRASTAT and Structure of Earnings, and to carry out preparatory activities for the 2011 Census of Population, Households and Dwellings.	NA	NA
2008	Ability to assume the obligations of membership	Food safety, veterinary and phytosanitary policy	Continued Support to Capacity Strengthening of the Veterinary, Phytosanitary and Sanitary Border Inspection	The project aims at supporting alignment with EU standards in food safety, veterinary and phytosanitary area by further strengthening the capacity of veterinary, phytosanitary and sanitary border inspection in fulfilling their duties in relation to safe movement of consignments in international trade. More specifically it will focus on the construction and equipping of three BIPs: Veterinary, Phytosanitary and Sanitary BIP Zagreb-airport, Veterinary BIP Bajakovo road, Veterinary and Phytosanitary BIP Rijeka port.	NA	NA
2008	Ability to assume the obligations of membership	Food safety, veterinary and phytosanitary policy	Support to animal disease control/eradication in the Republic of Croatia	The project aims at assisting the Veterinary Directorate of the Ministry of Agriculture, Fishery and Rural Development in improving the animal health situation in the Republic of Croatia as regards certain animal diseases that have serious animal and public health impacts by supporting the control/eradication of rabies in foxes and reducing the risk of new rabies cases	NA	NA
2008	Ability to assume the obligations of membership	Fisheries	Strengthening the Market Component of the Croatian Fisheries Sector	Aim the project will support the Directorate of Fisheries of the Ministry of Agriculture, Fisheries and Rural Development in strengthening the market component of the fisheries sector by building two markets for first sale in middle and north Dalmatia (Tribunj and Kali) and setting up an operational system for gathering market related data.	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2008	Ability to assume the obligations of membership	Fisheries	Efficient Functioning of the Control System for Roadside Inspections and Checks of the Driving Time, Breaks and Rest Periods on the Road and in the Undertakings	The project will assist the Road Transport Directorate and the General Inspection of Transport of the Ministry of the Sea, Transport and Infrastructure (MSTI) in cooperation with the Road Safety Department of the Ministry of Interior in aligning the Croatian legislative framework on road transport and safety with the acquis and enhancing their capacities to ensure a more efficient functioning of the roadside inspection system and checking of compliance with social conditions in road transport.	NA	NA
2008	Ability to assume the obligations of membership	Energy	Monitoring dependence and vulnerability of energy supply system with scope on security of supply	The project aims at assisting the Directorate for energy and mining of the Ministry of economy, labour and entrepreneurship in strengthening its administrative capacity and completing alignment with the EU acquis in the fields of security of supply by establishing a national system of procedures for monitoring fuel dependence, vulnerability and sustainability of energy system	Staff competences	Improve administrative capacity
2008	Ability to assume the obligations of membership	Social Policy and Employment	Croatian Employment Service Labour Market Training Centre	The project aims at assisting the Croatian Employment Service (CES) in strengthening its capacities to become an effective and efficient labour market institution by supporting the process of the establishment of the Croatian Employment Service Labour Market Training Centre as well as training relevant CES staff and other key labour market actors in the field of active labour market policy. As such the project addresses both the acquis under chapter 19 as well as the economic criteria that emphasises the need to improve incentive structures and flexibility in the labour market. It builds upon a feasibility study conducted under CARDS 2003 for the establishment of such a training centre.	Staff competences	Training

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2008	Ability to assume the obligations of membership	Regional policy and coordination of structural instruments	Support to the Management, Monitoring and Evaluation of the Structural Instruments in Croatia	The overall objective of this project is to assist the Central Office for Development Strategy and Coordination of EU Funds (CODEF), the Ministry of Finance as well as the Ministry of Regional Development, Forestry and Water Management in contributing to effective implementation and management of EU Cohesion policy funds in Croatia. The project will enhance the capacity of future SF Coordinating Body[3], Certifying Authority[4] and Managing Authorities[5] to undertake effective implementation and management of Cohesion policy funds in Croatia .	Staff competences	Improve administrative capacity
2008	Ability to assume the obligations of membership	Justice, freedom and security	Blue Border Surveillance – Phase II	The project aims at assisting the Ministry of Interior – Border Directorate in further strengthening its capacities to fulfil the requirements of the Schengen Acquis and more specifically, in compliance with the Croatian Action Plan for the Integrated Border Management to focus on the reinforcement of the security at Croatia’s international borders-maritime border, so as to decrease cross border crime and illegal migration.	Staff competences	Improve administrative capacity
2008	Ability to assume the obligations of membership	Environment	Enforcement of the new Environmental Protection Act harmonised with EU legislation in cases of criminal offences against the environment	The project aims at assisting the Ministry of Environmental Protection, Physical Planning and Construction to enforce the new Environmental Protection Act[6] in case of criminal actions against the environment.	NA	NA
2008	Supporting programmes		Facility for Project Preparation and Reinforcement of Administrative Capacity	In the continuation of previous facilities, this facility of a total of € 3.77 million will be implemented through twinning, twinning light1 or technical assistance contracts and aims at addressing specific needs identified in the course of the negotiations process and preparing projects pipeline for further	Staff competences	Improve administrative capacity

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
				funding, also with a view to reinforce the institutional capacity for the management of IPA funds.		
2008	Supporting programmes	Community Programmes	Participation of Croatia in Community Programmes and Agencies	The IPA programme can be used to meet a part of the costs for the participation in the programmes in accordance with Article 5 Paragraph 2 of the Framework Agreement.	NA	NA
2009	Political Criteria	Democracy and Human Rights	Capacity Building in the Field of Fight against Sexual Exploitation and Sexual Abuse of Children, and on Police Assistance to Vulnerable Crime Victims	The project aims at supporting the Ministry of Interior in fighting more efficiently sexual exploitation and abuse of children through strengthening law enforcement officers' skills , as well as enhancing cooperation between governmental institutions , civil society sector and business sector in order to fight those crimes	Staff competences	Training
2009	Political Criteria	Democracy and Human Rights	Establishing a comprehensive system for anti-discrimination protection	The purpose of this project is to strengthen the capacity of the Office of the Ombudsman and of the Office for Human Rights in combating discrimination. In particular, the project aims at building an efficient system of protection of the victims of discrimination as well as developing a system for statistical monitoring of cases of discrimination.	NA	NA
2009	Political Criteria	Judiciary and fundamental rights	Professional development of judicial advisors and future judges and state attorneys through establishment of self	The overall objective of the project is to contribute to a more efficient functioning of judicial bodies (Ministry of Justice, Judicial Academy) by improving the professionalism of judicial advisors and future judges and state attorneys . In particular, the project aims at developing a dual Training system both for judicial advisors (judiciary servants) and	Staff competences	Training

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
			sustainable training system	candidates for future judges and state attorneys (future judicial officials).		
2009	Political Criteria	Judiciary and fundamental rights	Further improvement of institutional capacity of all misdemeanour courts and development of ICMS compatible modules at selected misdemeanour courts	The project aims at improving the functioning and management of High Misdemeanour Court and all first instance misdemeanour courts with a view to reduce misdemeanour cases backlog as well as the length of judicial procedures. In particular, the project with the assistance of a twinning partner will assist the Ministry of Justice in enhancing the business processes of the courts in accordance with EU best established practices.	NA	NA
2009	Political Criteria	Civil society	Civil Society Facility Enhancing the Sustainability and the Development of Civil Society Organizations (CSOs) as Proactive Social Actors in the Implementation of the EU Acquis (under the Civil Society Facility)	this project aims at providing Civil Society Organisations (CSOs) with relevant knowledge, skills and experience required for strengthening their role as relevant actors at the local level in the fields of democratisation, human rights and refugee return, as well as promoting innovative social service delivery programmes.	NA	NA
2009	Economic Criteria	Economic revival and long term growth	Reconstruction of Maškovića Han and Economic Revitalization of Vrana Settlement	This project in support to the Ministry of Culture is to be seen in the context of the «Integrated Rehabilitation Project Plan/Survey on the Architectural and Archaeological Heritage (IRPP/SAAH)» Joint Action of European Commission and Council of Europe designated to rehabilitate cultural heritage sites in the Balkans and has been included in the list of 186 sites requiring rehabilitation.	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2009	Economic Criteria	Statistics	Technical assistance in business statistics	Official statistics have a vital role in providing relevant and accurate information and monitoring the reforms in many sectors, thus supporting the economic criteria. This project is designed to support the Central Bureau of Statistics in this process in the domains of business statistics (short term and energy).	NA	NA
2009	Ability to assume the obligations of membership	Free movement of goods	Preparations for eCTD* and implementation of digital archival information system	The purpose of the project is to assist the Croatian Agency for Medicinal Products and Medical Devices in using and sharing digital eCTD resources with a view to strengthen its co-operation with Member States' agencies and the European Medicines Agency (EMA).	NA	NA
2009	Ability to assume the obligations of membership	Free movement of workers	Strengthening the administrative capacity of competent authorities and implementation agencies for co-ordination of social security schemes	The purpose of the project is to assist the Ministry of Economy, Labour and Entrepreneurship, as well as other stakeholders in establishing the administration structures for co-ordination with all EU social security schemes.	Procedures	Co-ordination mechanisms - inter-agency cooperation
2009	Ability to assume the obligations of membership	Food safety, veterinary and phytosanitary policy	Upgrading of four selected long-term veterinary and phytosanitary border inspection posts	The purpose of the project is to build and equip four long term veterinary and phytosanitary border inspection posts in order to improve veterinary and phytosanitary border controls in respect to import and transit of the product of animal origin, live animals, plants and plant products. These border inspection posts are: BIP Metković road; BIP Karasovići road; BIP Stara Gradiška road; BIP Ploče port.	NA	NA
2009	Ability to assume the obligations of membership	Transport policy	Reinforcement of the administrative and technical capacity with a view to ensuring efficient performance	The objective of the project is to support the Croatian aviation authorities in meeting the demands to improve aviation safety in the Republic of Croatia according to provisions of international agreements to which Croatia is party, especially	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
			of the activities of the Croatian Civil Aviation Agency (CCAA) and enhancement of the administrative and technical capacity of the Accident Investigation Body (AIB)	the Convention on International Civil Aviation, and the EC acquis.		
2009	Ability to assume the obligations of membership	Taxation	Enhancement of the administrative capacity of CTA in the field of audit	The objective of the project is to strengthen the Croatian Tax Administration functions of tax auditing and battling tax fraud in line with EU best practices.	Staff competences	Improve administrative capacity
2009	Ability to assume the obligations of membership	Justice, Freedom and Security	Modernization of State Border Control	The project will contribute to the development of an efficient and strengthened Croatian integrated border management system by equipping the Ministry of Interior – Border Directorate with border surveillance and checks equipments.	NA	NA
2009	Ability to assume the obligations of membership	Justice, Freedom and Security	Supply of IT Equipment for police stations	The project will contribute to further strengthening the overall capacities of the Ministry of Interior in order to fulfil the requirements for accession to the EU and operations within the EU Justice, Freedom and Security framework by equipping it at local level (police stations) with IT equipments.	NA	NA
2009	Ability to assume the obligations of membership	Environment	Capacity building for preparation of management plans and strengthening of nature protection inspection for proposed Natura 2000 sites	The project will contribute to the preservation of existing biodiversity in Croatia by assisting the Ministry of Culture, Nature Protection Directorate as well as other stakeholders in preparing and drafting management plans for 6 selected NATURA 2000 sites as well as strengthening the nature protection inspection.	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2009	Ability to assume the obligations of membership	Environment	Capacity building for implementation Directive on pollution caused by certain dangerous substances discharged into the aquatic environment and the Water Framework Directive	The project will assist the Ministry of Regional Development, Forestry and Water Management, Directorate for Water Policy and International Projects and Directorate for Water Management, and other stakeholders (Croatian Waters, which is a national water management agency as well as state administration bodies and institutes competent for water management issue) in implementing the water quality standards in line with the requirements of the EC Directive 2006/11/EC and Water Framework Directive 2000/60/EC.	Procedures	Legal Framework
2009	Ability to assume the obligations of membership	Environment	Capacity building for the implementation of the environmental acquis in the areas of waste management, integrated pollution prevention and control and noise protection	The project will contribute to strengthening capacities and implementation of the environmental acquis for waste management , IPPC (Integrated Pollution Prevention and Control) and noise protection in Croatia.	Staff competences	Improve administrative capacity
2009	Ability to assume the obligations of membership	Consumer and health protection	Strengthening the institutional capacity for blood, tissues and cell	The project will assist the Ministry of Health and Social Welfare as well as other stakeholders (Croatian Institute of Transfusion Medicine, University Hospital Zagreb) in implementing Directive 2002/98/EC on setting standards of quality and safety for the donation, testing, processing, storage and distribution of human blood, and Directive 2004/23/EC on setting standards of quality and safety for the donation, procurement, testing, processing, preservation, storage and distribution of human tissues and cells in the Republic of Croatia.	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2009	Supporting programmes	Consumer and health protection	Facility for Project Preparation & Reinforcement of Administrative Capacity	In the continuation of previous facilities, this facility of a total of EUR 6 507 411 will be implemented through twinning, twinning light ² or technical assistance contracts and aims at addressing in a flexible manner specific needs identified in the course of the negotiations process and preparing projects pipeline for further funding, also with a view to reinforce the institutional capacity for the management of IPA funds.	Staff competences	Improve administrative capacity
2009	Supporting programmes	Community Programmes	Participation of Croatia in Community Programmes and Agencies	The IPA programme can be used to meet a part of the costs for the participation in the programmes in accordance with Article 5 Paragraph 2 of the Framework Agreement. EUR 5 304 928 are allocated from IPA 2009 Component I to co-finance the participation of Croatia in, inter alia, the following indicative list of Community Programmes and Agencies in 2010	NA	NA
2010	Political Criteria	Judiciary and fundamental rights	Improvement of the enforcement system in the Republic of Croatia	The project aims at the development of an efficient enforcement system contributing to the reduction of case backlog, by supporting the Ministry of Justice in introducing a Public Bailiff system.	NA	NA
2010	Political Criteria	Judiciary and fundamental rights	Strengthening the efficiency of the judiciary in the Republic of Croatia	The project aims at improving court efficiency in shortening the length of court proceedings and reducing case backlog. It is expected to support the courts rationalisation process, the improvement of court delivery system, the establishment of a recording system of court hearings, and the improvement of legal certainty through the recognition and enforcement of judgments and decisions of EU Member States.	NA	NA
2010	Political Criteria	Civil Society Facility	Assisting Civil Society Organisations in developing, implementing and monitoring public and acquis-related policies	This project aims at providing civil society organisations (CSOs) with relevant knowledge, skills and experience required for strengthening their role as relevant actors at the local level in the fields of fight against corruption, prevention of violence among youth and children and fostering youth volunteering, promotion and monitoring of equal opportunities	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
				and non-discrimination related policies, and in promotion and monitoring of sustainable development and environment protection policies.		
2010	Political Criteria	Democracy and Human Rights	De-mining Programme in War Affected Areas	The project aims at creating a safe environment and setting security pre-conditions for sustainable return and socio-economic development in war affected areas, by performing demining operations in Vukovar-Srijem and Osijek-Baranja Counties.	NA	NA
2010	Economic Criteria	Economic revival and long term growth	Integrated Land Administration System implementation	The project aims at supporting the State Geodetic Administration and the Ministry of Justice in accelerating the efficiency of businesses processes in Land Registry and Cadastre in the framework of the Integrated Land Administration System Implementation (ILAS). It is expected to improve the investment climate and to contribute to the rationalisation of courts network	Structures	New or strengthened units
2010	Ability to assume the obligations of membership	Food safety, veterinary and phytosanitary policy	Continued Support to animal disease control/eradication in the Republic of Croatia	The project aims at assisting the Veterinary Directorate of the Ministry of Agriculture, Fisheries and Rural Development regarding animal diseases that have serious animal and public health impacts, by supporting the control/eradication of rabies in foxes and reducing the risk of new rabies cases.	NA	NA
2010	Ability to assume the obligations of membership	Taxation	Enhancement of the CTA administrative and institutional capacity in the field of application of VAT EU common system	This project aims at further aligning Croatia with EU procedures and best practices in the field of VAT, by strengthening the administrative and organisational capacities of the Croatian Tax Administration (CTA).	Staff competences	Improve administrative capacity
2010	Ability to assume the	Justice, Freedom and Security	Integrated Border Management	This project aims at contributing to the development of a strengthened Croatian Integrated Border Management (IBM) system that will establish greater security at international	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
	obligations of membership			borders and diminish cross-border crime and illegal migration, by developing efficient customs controls at border crossing points and equipping the Border Police of the Ministry of Interior and the Customs Administration of the Ministry of Finance.		
2010	Ability to assume the obligations of membership	Justice, Freedom and Security	Support to the National Visa System	This project aims at further aligning the national visa system with the EU visa system. It is expected to support the improvement of the capacities of the Diplomatic Missions and Consular Posts and the continued alignment of Croatian visa legislation with further developments in the Schengen acquis. It will also provide equipment to the Ministry of Foreign Affairs and European Integrations and the Ministry of Interior in order to create technical preconditions for detecting counterfeited or falsified documents and for facilitating visa procedures.	NA	NA
2010	Ability to assume the obligations of membership	Environment	Development of flood hazard maps and flood risk maps	This project aims at assisting the Ministry of Regional Development, Forestry and Water Management in the further harmonisation and implementation of EU water-related acquis, specifically the EU Directive 2007/60/EC on the preparation of flood hazard maps and flood risk maps	NA	NA
2010	Ability to assume the obligations of membership	Environment	Strengthening capacities for strategic environmental assessment at regional and local level	This project aims at further implementing environmental acquis, by strengthening capacities for strategic environmental assessment at regional and local level in Croatia in line with Directive 2001/42/EC.	NA	NA
2010	Supporting programmes		Flexible Facility for Reinforcement of Administrative Capacity	In the continuation of previous facilities, this facility of a total of EUR 3 967 720 will be implemented through twinning, twinning light or technical assistance contracts and aims at addressing in a flexible manner specific needs identified in the course of the negotiations process, as well as reinforcing the institutional capacity for the management of EU funds . This	Staff competences	Improve administrative capacity

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
				facility will also be used for projects which are too small to be justified as specific and separate projects.		
2010	Supporting programmes		Participation in Union Programmes and Agencies	The IPA programme can be used to meet a part of the costs for the participation in the programmes in accordance with Article 5 Paragraph 2 of the Framework Agreement	NA	NA
2011	Justice and Homme Affairs and Fundamental Rights	Judiciary and fundamental rights	Support to the rationalization of court network	The project aims at improving the efficiency of the Court System by improvement of working conditions and consolidation of the court network (rehabilitation and renovation of five courthouses in Osijek, Sisak, Valpovo, Benkovac and Ivanić Grad, housing two county, 5 municipal courts) and 2 Municipal State Attorneys' Offices and 1 Misdemeanour court.	NA	NA
2011	Justice and Homme Affairs and Fundamental Rights	Civil Society	Active Civil Society for ensuring durability of policy reforms in post-accession Croatia	the project aims at building capacities of CSOs for the implementation of various activities aimed at improving the overall transparency and openness of Croatian public administration, and integrating nature protection measures in local economic and social development processes through development of sustainable cross-sectoral partnerships.	NA	NA
2011	Justice and Homme Affairs and Fundamental Rights	Anti-Corruption Policy	Restoration and Equipping of the premises for PNUSKOK Osijek and Rijeka	The project aims at creating adequate preconditions for effective operation of the National Police Office for Suppression of Corruption and Organized Crime departments Osijek and Rijeka at the regional level.	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2011	Justice and Homme Affairs and Fundamental Rights	Justice, Freedom and Security	Strengthening capacities of the Ministry of the Interior to combat computer crime	The project aims at developing the capacities of the Forensic Science Centre (FSC) to provide support to investigating cybercrime, as well as the expertise and evidence for processing and prosecuting of such criminal offences, following the best practices of the EU Member States. Moreover, the capacities of the Criminal Police to investigate cybercrime will be enhanced , including the ability to exchange information and cooperate with the relevant law enforcement agencies of other countries and to operate in line with the EU anti-cybercrime initiatives.	Staff competences	Improve administrative capacity
2011	Justice and Homme Affairs and Fundamental Rights	Justice Freedom and Security	Construction and Equipping of the Centre for Training Dog Handlers and Police Dogs	The project aims at setting up the national centre of excellence for training dog handlers and police dogs which will enhance national institutional capacities as well as the exchange of experiences at international level.	NA	NA
2011	Justice and Homme Affairs and Fundamental Rights	Justice Freedom and Security	Upgrading the capacities of the Reception Centre for Foreigners	The project aims at fulfilling the criteria of EU acquis regarding detention of minors, illegal migrants and other vulnerable groups of illegal migrants.	NA	NA
2011	Public Administration Reform		Technical assistance in development of business statistics and upgrading of data collection system	The project aims at increasing the compliance level with the acquis communautaire in selected areas of statistics, namely business statistics and the data collection system.	NA	NA
2011	Public Administration Reform		Flexible Facility for Reinforcement of Administrative Capacity	In the continuation of previous facilities, this facility of a total of EUR 3 043 540 will be implemented through twinning, twinning light or technical assistance contracts and aims at addressing in a flexible manner specific needs identified in the course of the negotiations process, as well as reinforcing the institutional capacity for the management of EU funds. This	Staff competences	Improve administrative capacity

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
				facility will also be used for projects which are too small to be justified as specific and separate projects.		
2011	<u>Agriculture and Rural Development</u>		Strengthening the PAAFRD capacities for meeting the challenges arising from the CAP and the CFP reforms and the post-2013 period	The project aims at strengthening the internal capacities of the Paying Agency for Agriculture, Fisheries and Rural Development (PAAFRD) and to achieve its readiness for smooth transition and uninterrupted functioning in implementation of support schemes in agriculture, fisheries and rural development fully in compliance with EU rules and regulations in the post-2013 period in order to ensure controllability of measures, increase the effectiveness and efficiency with necessary adaptations of new tools of the Common Agricultural Policy and Common Fisheries Policy.	Staff competences	Improve administrative capacity
2011	Supporting programmes		Participation in Union Programmes and Agencies	A Protocol to the Stabilisation and Association Agreement (SAA) on a Framework Agreement on the general principles for Croatia's participation in Union Programmes was signed in November 2004. The IPA programme can be used to meet a part of the costs for the participation in the programmes in accordance with Article 5 Paragraph 2 of the Framework Agreement. The IPA programme can be used to meet a part of the costs for the participation in the programmes in accordance with Article 5 Paragraph 2 of the Framework Agreement.	NA	NA
2012	Public Administration Reform		Support to the Enhanced Functioning of the Public Administration	The overall objective of the project is to contribute to the promotion and protection of human rights (minority rights), open, transparent and client-oriented public administration through citizens' participation in public affairs as well as active participation of the public administration at the regional and local level in the EU Cohesion Policy.	Procedures	Stakeholder involvement and Accountability and supervision

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2012	Public Administration Reform		Supply of IT Equipment for the Customs Administration	The project aims to help fulfil Croatia obligations concerning Chapter 29 (Customs Union) and part of Chapter 16 (Taxation) related to the set-up of efficient and effective implementation of customs systems required to connect with the EU IT systems. It will in particular focus on implementing and managing all the elements of safety and security of ICT.	NA	NA
2012	Public Administration Reform		Flexible Facility for Reinforcement of Administrative Capacity	This facility aims to strengthen the capacities of the Croatian state and regional administration bodies in fulfilling their respective post-accession roles and functions, as well as reinforce the institutional capacity for the management of post accession EU funds. It will support needs in the following areas: justice and home affairs, public administration reform, capacity-building measures at state, regional and local level to manage post-accession funds, as well as fight against corruption and public procurement.	Staff competences	Improve administrative capacity
2012	Justice and Home Affairs and Fundamental Rights		Strengthening the Capacity and Efficiency of SAO/USKOK	The project aims at increasing the efficiency of the judiciary through capacity building of the State Attorney Office/USKOK as well as strengthening the functionality of the war crime database.	Staff competences	Improve administrative capacity
2012	Justice and Home Affairs and Fundamental Rights		Further Improvement of Case Management System	The purpose of the project is to establish a reliable and efficient case management system at Croatian Courts, through optimising business processes as well as upgrading the integrated case management system.	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2012	Justice and Homme Affairs and Fundamental Rights		Support to the Prison System of the Republic of Croatia	The project's purpose is to set up a system of life-long learning for the prison administration in Croatia and to improve the infrastructure quality of the Prison Training Centre as well as the Turopolje Correctional Institute. The project is implemented through a twinning contract to develop a lifelong learning system, adjust the organisational structure of the training centre, and enhance the system for treatment of juveniles (EUR 700,000), a works contract to improve the infrastructure and two technical assistance contracts to supervise the works as well as to develop a unified IT system.	Staff competences	Training
2012	Justice and Homme Affairs and Fundamental Rights		Construction and Equipping of Police Station Tovarnik and Border Police Station Maljevac	The project aims to strengthen Croatia's border police capacities and readiness to control the future EU external border by constructing and equipping the Police Station in Tovarnik and the Border Police Station in Maljevac.	NA	NA
2012	Justice and Homme Affairs and Fundamental Rights		Civil Society Organisations – Safeguarding the EU Standards Internal Control Mechanism for	The project aims to increase citizen participation in public affairs and human rights protection with a special emphasis to be given to the protection of national minority rights, and the rights of the Roma minority in exercising human rights	NA	NA
2012	Justice and Homme Affairs and Fundamental Rights		Support to National Minorities at Local Level	This project addresses the issues of national minority participation in public affairs and human rights protection through elected minority councils on the local and regional level. It also addresses the protection of Roma national minority rights on the local level, and contributes to the improvement of the housing conditions of Roma as the most vulnerable minority group, through cooperation between local stakeholders and the active participation of Roma themselves.	NA	NA

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2012	Social development		Strengthening Policy and Capacities to Reduce Undeclared Work	The project aims to develop a comprehensive targeted strategy to reduce undeclared work, by improving policies, measures, monitoring and enforcement, as well as strengthening administrative capacities and cooperation of relevant institutions.	Staff competences	Improve administrative capacity
2012	Support and other activities		Participation in Union Programmes and Agencies	A Protocol to the Stabilisation and Association Agreement on a Framework Agreement on the general principles for Croatia's participation in Union Programmes was signed in November 2004. The IPA programme can be used to meet a part of the costs for the participation in the programmes in accordance with Article 5 Paragraph 2 of the Framework Agreement	NA	NA
2013	Public Administration Reform		Strengthening of the Croatian Tax Administration's Government to Business (G2B) capacities through consolidation of IT systems	Overall objective of the project is further alignment of Croatian Tax Administration (CTA) with EU best practice through strengthening of IT and control functions . By developing the Single Tax Administration portal of the CTA all the IT systems will be technologically unified behind the same infrastructure, simplifying managing and maintenance of the system. The beneficiary is the Ministry of Finance.	Procedures	Co-ordination mechanisms - inter-agency cooperation
2013	Public Administration Reform		Flexible Facility for Reinforcement of Administrative Capacity	This facility aims to strengthen the capacities of the Croatian state and regional administration bodies in fulfilling their respective post-accession roles and functions, as well as reinforce the institutional capacity for the management of post accession EU funds . It will support needs in the following areas: justice and home affairs, public administration reform, capacity-building measures at state, regional and local level to manage post-accession funds, as well as fight against corruption and public procurement	Staff competences	Improve administrative capacity

Year	Priority Axis	Area	Project title	Objective	Capacity Development Output Type	Capacity Development Output Sub-type
2013	Justice and Homme Affairs and Fundamental Rights		Development of Geographic Information System with Geographic Profiling of Serial Criminal Offenders	The project aims at improving the crime intelligence capacities of the National Police Office for the Suppression of Corruption and Organised Crime and Police Directorates of the Ministry of Interior, as project beneficiary. It will increase the expertise of police officers in applying geographic information system and geo-profile technology (GIS), by providing a technical base and software for GIS as well as through a training programme and measures of quality control	Staff competences	Training
2013	Justice and Homme Affairs and Fundamental Rights		Strengthening Capacities of the Ministry of Interior to Implement the Automated Exchange of DNA and Dactyloscopic Data	The purpose of the project is to establish pre-conditions and strengthen capacities for the automated exchange of DNA and dactyloscopic data in accordance with the Prüm Decision on cross-border police cooperation.	Staff competences	Improve administrative capacity
2013	Justice and Homme Affairs and Fundamental Rights		De-mining of social/economic infrastructure in Lika-Senj, Sisak-Moslavina and Zadar County	The project aims at creating a safe environment and setting security pre-conditions for sustainable return and socio-economic development in war affected areas, by performing demining operations in Lika-Senj, Sisak-Moslavina and Zadar Counties.	NA	NA
2013	Social development		Reconstruction of Moise Palace on the Island of Cres	The project combines the restoration and rehabilitation of the Moise Palace on the island of Cres, selected as a key priority under the »Ljubljana Process«, with providing education and employment opportunities for the local community. For this purpose, a university research centre for humanities and social sciences and a regional centre for lifelong learning will be established in the premises of Moise Palace in the Town of Cres.	NA	NA

ANNEX 9 – EVALUATION MATRIX

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EQ1 COUNTRY MOMENTUM AND DESIGN OF EU PRE-ACCESSION ASSISTANCE

To what extent did the design and implementation of the EU pre-accession assistance for capacity development sufficiently take into account the country momentum, reform records, and institutional needs, while conferring a leadership role to the Croatian partners?

JC.1.1	EU analysis of the country's momentum, reform records and institutional needs
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I-1.1.1 Existence of documents at strategic and/or project level that refer to such analysis (and its possible updates)

& I-1.1.2 The analysis refers to the different aspects of:

- **Political and economic country momentum,**
- **reform records (reform agendas and corresponding financial perspectives; consistency of reform agendas with the Government's financial circumstances)**
- **and institutional context (e.g. organisational structure (functions and responsibilities of both political and administrative level management and co-ordination structures), co-ordination structures and leadership of the key targeted institutions, inclusive consultation processes, absorption capacity)**

At strategy level, the EU made a thorough contextual analysis of the country momentum through the production of regular reports within the framework of the Stabilisation and Association Process and of accession negotiations. These reports did not include an in-depth assessment of the costing of reforms.

In its 2004 Opinion on Croatia's application, the Commission provides an assessment and a general evaluation of Croatia's situation and prospects regarding the political (democracy, rule of law, human rights, protection of minorities) and economic (market economy, capacity to cope with competitive pressure) criteria for accession and of Croatia's capacity to adopt the obligations of membership, that is the *acquis* as expressed in the Treaty, legislation and policies of the EU.

Regarding the political criteria, the Commission indicates that 'Croatia has stable democratic institutions which function properly respecting the limits of their competences and co-operating with each other. The 2000 and 2003 elections were free and fair. (...) There are no major problems over assuring the rule of law and respect for fundamental rights. However, Croatia needs to take measures to ensure that the rights of minorities, in particular of the Serb minority, are fully respected. (...) Croatia needs to make substantial improvements in the functioning of the judicial system. The effectiveness of the fight against corruption needs further strengthening. Croatia's cooperation with the International Criminal Tribunal for the Former Yugoslavia has improved significantly in the past months. (...) Croatia needs to maintain full cooperation. Sustained efforts are needed in regional cooperation: Croatia needs 'to resolve border issues with neighbouring countries in line with international standards for dispute settlement, and issues arising from the unilateral declaration of the protected "Ecological and Fishing Zone" in the Adriatic.'

Regarding the economic criteria, the Commission notes that 'the Croatian economy has achieved a considerable degree of macroeconomic stability with low inflation. Enhanced economic stability and structural reforms undertaken so far permit the working of market mechanisms. This holds in particular for the liberalisation of prices and trade as well as for privatisation, albeit to a lesser extent. Croatia is characterised by a relatively well-educated labour force and good road transport and telecommunication infrastructure. The country has a well-developed banking sector and a competitive tourism industry. Croatia's economy is already well integrated with that of the EU. However, the working of market mechanisms still needs some improvement. In particular, the performance of the judicial sector needs to be enhanced and high administrative burdens as well as incomplete systems of cadastre and land registry need to be addressed. Enterprise restructuring and privatisation has been slower than expected and some large state and formerly socially-owned enterprises still play an important role in the economy.'

In particular the shipbuilding and agriculture sectors need to be modernised. The necessary reforms of the fiscal and social security systems as well as the public administration are not yet completed and fiscal consolidation needs to be vigorously pursued.’

Regarding the analysis of the ability to assume the obligations of the membership, the Commission concludes that ‘Croatia has made significant efforts to align its legislation with the *acquis*, particularly in areas related to Internal Market and trade. These efforts need to be continued vigorously. Administrative capacity is uneven and enforcement of legislation needs to be improved. Croatia needs to continue legislative alignment while at the same time strengthening administrative and judicial structures that are necessary for the effective implementation and enforcement of the *acquis*.’ The Commission identifies areas where Croatia will have to make further efforts (e.g. Company law, Financial control) or considerable efforts (e.g. Justice and Home Affairs) to align its legislation with the *acquis* and to effectively implement and enforce it. It also notes that ‘full compliance with the *acquis* in the field of environment could be achieved only in the long term and would necessitate increased levels of investment.’

The analysis of the ability to assume the obligations of membership is structured around 29 negotiating chapters¹. For each chapter, the Commission proposes an analysis of the legislative framework and of the administrative capacity in place as well as of the necessary amendments to become fully in line with the *acquis* and administrative capacity strengthening.

For instance, for Chapter 6 on Competition, the Commission notes that ‘Croatia will have to make considerable and sustained efforts to align its legislation with the *acquis* and to effectively implement and enforce it in the medium term.’ In the field of anti-trust, it notes that the basic legislative framework is in place but that approximation with the *acquis* must continue and that the ‘Agency for the Protection of Market Competition needs to be strengthened’. Regarding State-aid, the Commission indicates that ‘important steps towards creating the necessary legal framework have been taken in 2003 but it needs to be completed. Croatia will have to increase transparency and awareness of State-aid rules and to ensure an effective control of State aids, in particular by giving the Agency all the necessary powers. Developing the appropriate administrative capacity of the Agency for the Protection of Market Competition will be crucial.’

For Chapter 24 on Co-operation in the field of justice and home affairs, the Commission notes that ‘Croatia has made efforts to align its legislation with the *acquis* in the field of justice and home affairs and has started to make progress with the implementation of reforms in institutions such as the police, the border police and the financial intelligence unit. However, considerable work remains to be done to bring the legislation further in line with the *acquis* and to transform the law enforcement agencies into effective institutions capable of addressing the tasks they face. Furthermore, considerable investments will be necessary in equipment and infrastructure as well as in strengthening of administrative capacity. The geographical position of Croatia at a crossroads of migratory flows poses a particular challenge.’

For Chapter 28 on Financial control, The Commission notes that ‘Croatia needs to develop general policies and a coherent legislative framework in this field. Administrative capacities, including functionally independent internal audit units in State institutions, have to be established or reinforced and relevant staff trained. The State Audit Office has the legal and organisational basis to develop further into an appropriate external audit body but needs to be strengthened. In the area of control over EU funds, efficient mechanism for monitoring, controlling and auditing of EU funds will need to be developed. In addition, Croatia’s administrative capacity to give effective and equivalent protection to the EC’s financial interests will need to be ensured.’

Source: Commission, Opinion on Croatia’s application, 2004

¹ In the 2004 Opinion, the analysis was structured around 29 negotiating chapters. For the 5th enlargement, the *acquis* was divided into 31 chapters (the 29 chapters, plus chapters 30. Institutions and 31. Others). As of the 6th enlargement, the *acquis* has been divided into 35 chapters.

The Commission undertook a formal process of examination of the *acquis*, called **screening**, during the period 20 October 2005- 18 October 2006. Through the screening, the EU *acquis* and the state of preparation of Croatia for opening negotiations in specific areas are explained. For the purposes of screening and the subsequent negotiations, the *acquis* has been broken down into 35 chapters, each covering a specific policy area. Under each Chapter, the Commission analyses the level of country alignment with EU *acquis* and the implementation capacity. This includes an assessment of the policies/strategies, legal framework and institutional structure.

The Commission has closely monitored Croatia's progress in all areas through annual Progress Reports during the period 2005-2011. The Progress Reports analyse the situation in Croatia in terms of the political and economic criteria for membership and review Croatia's capacity to assume the obligations of membership. They also highlight areas in which immediate and intensive efforts are needed to achieve readiness for full membership.

In the 2011 Commission's Progress Report²:

- the section on the Political criteria examines progress made: i) in the democracy and rule of law area, including PAR, the judicial system and the anti-corruption policy; ii) in human rights and regarding the protection of minorities; and iii) regarding the compliance with international obligations and the participation of the country in regional cooperation. It concludes that 'Croatia continues to meet the political criteria' (...) 'Democracy and the rule of law have been further strengthened. The government and the parliament have continued to function effectively. In the area of public administration reform, further efforts are needed to consolidate efficient implementation of the legal framework in order to complete building a modern, reliable, de-politicised and citizen-oriented public service. Croatia has made good progress regarding the judiciary. New legislation further strengthened judicial independence and many measures have been taken to improve the efficiency of the judiciary. A new system for appointing judicial officials has been established. Some challenges remain, especially the need to further increase judicial efficiency, and to ensure the practical implementation of new measures relating to independence, impartiality and accountability of the judiciary. Progress has been made with the impartial handling of war crimes trials. The four specialised war crimes chambers have been made exclusively competent for all new cases and their role should be further strengthened for pending cases. The Ministry of Justice adopted a strategy for addressing impunity, especially in cases where the victims were ethnic Serbs or the alleged perpetrators were members of the Croatian security forces. There has been substantial progress in the fight against corruption. Anti-corruption efforts have been accelerated with positive results; legislation has been improved and the relevant authorities strengthened. The track record of effective handling of corruption cases needs to be further developed, especially covering high level corruption, local level corruption and including cases related to public procurement and the judiciary. Further experience is needed on implementing the newly adopted preventive legal framework in practice and the implementing structures remain to be further strengthened.'
- the section on the Economic criteria includes: i) a brief overall assessment of the PEP; ii) a detailed analysis of recent macroeconomic trends; iii) an analysis of the financial sector; and iv) an analysis of the capacity to cope with competitive pressure and market forces within the Union with an overall assessment of the appropriateness of the macroeconomic policy, restructuring, etc. It concludes that 'Croatia is a functioning market economy. (...) Broad political consensus on the fundamentals of a market economy was maintained. Given the existing constraints, macroeconomic policy has, by and large, been appropriate to address the challenges of the recession. The central bank succeeded to preserve exchange rate and financial stability while maintaining an accommodative monetary policy as underlying inflationary pressures stayed low. The banking sector remained resilient to shocks. In the fiscal area, the authorities made efforts to contain the rising deficit by reining in expenditures. The budgetary framework for achieving fiscal sustainability over the medium term has been

² EC, Commission Staff Working document Paper, Croatia 2011 Progress Report Accompanying the document Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2011-2012, COM(2011)666 final, 2011

improved. The current account deficit continued to narrow as exports expanded while subdued domestic demand kept imports low. Some progress, albeit limited, was achieved on structural reforms within the framework of the Economic Recovery Programme. However, in overall terms the speed of structural reforms remained slow, not least with respect to privatisation and the restructuring of loss-making enterprises. The investment climate continued to suffer from a heavy regulatory burden, unpredictability of administrative decisions in particular at local level and numerous non-tax fees. Planned reforms of the highly rigid labour market were narrowly circumscribed and the already low employment and participation rates declined further. Social transfer payments, which represent a relatively high share of public budgets, remained not well-targeted. Considering the need to achieve medium-term fiscal sustainability, the budgetary process could be improved further. Enhancing the efficiency of public spending remains a key challenge.’

- the section on the ability to assume the obligations of membership is structured along the 33 *acquis* chapters. The assessment covers the country’s progress during the reporting period and summarises the country’s overall level of preparation. It concludes that ‘preparations for meeting EU requirements have continued to progress well and there is a high degree of alignment with EU rules in most sectors. In most areas there has been further progress, including in those chapters where the level of alignment is already high. Additional efforts are needed in certain areas to strengthen the administrative capacity³ necessary for proper implementation of the *acquis*. Implementation of the Stabilisation and Association Agreement has progressed smoothly.’

Sources: EC, EU Multi-Annual Indicative Planning Document for Croatia 2007-2009, 2007; EC, Negotiation Framework, 2005; Screening reports per chapter, 2006-2007; Commission’s Progress Reports during the period 2005-2011; Republic of Croatia, Strategic Coherence Framework 2007-2013, 2007; Republic of Croatia, Croatia on the Road to the European Union, 2009

The project level review shows that the Commission generally undertook a thorough analysis of the country momentum. For all 26 projects for which the design documentation was complete and in English, the Commission carried out a deep (18 cases) or moderate (8 cases) analysis of the political, economic and institutional contexts and needs of the respective beneficiaries (see Annex 7). The situation is similar across the different areas under in-depth review: Rule of Law, Economic Governance, Public Administration Reform.

Source: Annex 7, based on project documentation for the 30 projects under review

& I-1.1.3 The EU analysis took a position on the extent to which there was an enabling environment for EU pre-accession assistance

The EU took position on the level of preparedness of Croatia for membership in successive official documents (two Opinions and a SWD on Croatia’s state of preparedness). There is no specific analysis of the extent to which the environment was conducive for EU pre-accession assistance

Box 1 – Conditions for eligibility guiding the accession process

The conditions for eligibility that guide the accession process are laid down in the European Council meeting in Copenhagen in June 1993 and the Commission’s regular assessments of Croatia’s readiness for membership. The political criteria require Croatia to ensure the stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities; these requirements are now enshrined in the Treaty on European Union and the Charter of Fundamental Rights of the European Union. The economic criteria require the existence of a functioning market economy as well as the capacity to cope with competitive pressure and market forces within the Union. The *acquis* criterion refers to the ability to take on the obligations of membership arising from the Treaties and the Union’s legislation, the *acquis*, including adherence to the aims of political, economic and monetary union.

³ The administrative capacity is not detailed in the document.

The Commission issued two Opinions (April 2004 and October 2011) on the application for accession to the EU by the Republic of Croatia.

- The 2004 Opinion (131 pages) provides an extensive assessment of Croatia's situation regarding the political and economic criteria and addresses the question of Croatia's capacity to adopt the obligations of membership. It also makes 'a general evaluation of Croatia's situation and prospects in respect of the conditions for membership of the Union, and a recommendation concerning accession negotiations'. In this Opinion, 'the Commission recommends that negotiations for accession to the European Union should be opened with Croatia'.
- In the 2011 Opinion, the Commission delivers a favourable opinion on the accession to the EU of the Republic of Croatia. In this rather short document (3 pages), the Commission indicates that it 'considers that Croatia meets the political criteria and expects Croatia to meet the economic and acquis criteria and to be ready for membership by 1 July 2013. (...) 'The negotiations were conducted in line with the negotiating framework, which provides for strict conditionality at the stage of opening and closing chapters. The negotiations were completed on 30 June 2011, and the agreed provisions are fair and proper (...) Croatia has reached a high level of preparedness for membership. (...) The Commission calls on Croatia to maintain its efforts to align with the acquis and further strengthen its administrative capacity, including through sustainable progress of its public administration reform. The Commission will continue to monitor closely Croatia's fulfilment of all the commitments undertaken in the accession negotiations. Monitoring will focus in particular on commitments undertaken by Croatia in the area of the judiciary, the fight against corruption, and fundamental rights, in the area of justice, freedom, and security, including border management, as well as in the area of competition policy.'

The Commission also issued an EC Staff Working Document on Croatia's state of preparedness in 2012 where it provides a comprehensive assessment i) of the progress made by Croatia in its preparations for accession in the period October 2011 to September 2012, ii) of the level of preparedness for membership, and iii) of the areas in which further efforts are necessary in order for Croatia to be ready for membership on 1 July 2013. It concludes that 'Croatia has continued to make progress in adopting and implementing EU legislation and is now completing its alignment with the *acquis*. Further progress has been achieved since the 2011 Progress Report, followed by the Monitoring Report on Croatia's accession preparations and the last update of the monitoring tables of April 2012. The Commission has identified areas where further efforts are necessary and a limited number of issues where increased efforts are required. These issues relate in particular to (1) the preparations for future EU structural funds in order to ensure their proper management; (2) the restructuring of the Croatian shipbuilding industry; (3) the strengthening of the rule of law through continued implementation of Croatia's commitments to further improve public administration, the justice system, (4) preventing and fighting corruption effectively, as well as (5) the management of external borders. Without prejudice to the importance of addressing all issues underlined in the Comprehensive Monitoring Report, the Commission considers that particular attention should be paid by Croatia in the coming months to the following specific actions in the areas of competition policy, judiciary and fundamental rights, and freedom security and justice.'

Source: Commission, Opinion on Croatia's Application for Membership of the European Union, April 2004; Commission, Commission Opinion on the application for accession to the European Union by the Republic of Croatia, October 2011; Commission, Staff Working Document on Croatia's state of preparedness, 2012

I-1.1.4 Stakeholders' reference to and views on the quality and usefulness of such analysis

Overall, the stakeholders of key beneficiary institutions met during the field mission in Croatia generally stressed that EU analyses were relevant, i.e. reflected well the political, economic and institutional context, the reform records and were useful to identify areas where capacity development support was needed.

Moreover, the vast majority of survey respondents rather agree (68,6%) or strongly agree (17,6%) that the EU pre-accession assistance for capacity development was based on a thorough understanding by the EU of the Croatian context.

Sources: Interviews and survey to key beneficiary institutions

JC.1.2	Extent to which the design of EU pre-accession assistance reflected the analysis of the country momentum
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I-1.2.1 Strategic and project documents refer to the capacity development related analysis

The basic policy documents for setting down the priorities for programming of assistance under IPA are the Accession Partnership, the Enlargement Strategy Paper presenting the Commission's overall enlargement policy, as well as the annual Progress Reports. The benchmarks used also reflected the (evolution of the) Croatian context. The Multi-annual Indicative Planning Document (MIPD) is the programming document for IPA: it is established for a three-year rolling period, with annual reviews.

The Accession Partnership, the Enlargement Strategy Paper and the MIPD have been based on the analyses made by the Commission mentioned under JC1.1. The main priority areas delineated in these strategy and programming documents have been identified so as to reflect the Croatian political, economic and institutional context and needs of the beneficiaries.

The 2004 European Partnership notes: 'The European Partnership indicates the main priority areas for Croatia's preparations for further integration with the European Union, based on the analysis in the Commission's Opinion on Croatia's application for membership. The priorities listed in this European Partnership have been selected on the basis that it is realistic to expect that Croatia can complete them or take them substantially forward over the next few years. A distinction is made between short-term priorities, which are expected to be accomplished within one to two years, and medium-term priorities, which are expected to be accomplished within three to four years.'

Moreover, the 2004 EC Opinion on Croatia's application notes that: 'This Opinion is accompanied by a draft European Partnership for Croatia which identifies the priorities Croatia needs to address in preparing for accession.'

Building on the Commission's Opinion on Croatia's application for membership, on subsequent Regular Reports and on information obtained by the Commission during screening, the Council laid down benchmarks for the provisional closure and, where appropriate, for the opening of each chapter as per the 2005 EC Negotiation Framework. This framework foresaw that depending on the chapter, benchmarks could 'refer in particular to legislative alignment with the acquis and to a satisfactory track record in implementation of key elements of the acquis demonstrating the existence of an adequate administrative and judicial capacity'. Where relevant, benchmarks could also 'include the fulfilment of commitments under the Stabilisation and Association Agreement, in particular those that mirror requirements under the acquis.' It should be noted that the EC Negotiation Framework also requested Croatia to indicate its position in relation to the acquis and to report on its progress in meeting the benchmarks. Even after provisional closure of a chapter, Croatia was required to continue to provide regularly detailed, written information on progress in the alignment with and implementation of the acquis.

The MIPD for Croatia for the years 2007-2009 notes that it 'is based on the assessment of needs and challenges as well as priorities identified in the Progress Report and Accession Partnership, taking into account past and ongoing EU assistance as well as the National Programme for the Integration of the Republic of Croatia into the European Union.' (...) Pre-accession assistance under IPA Component I will support institutional capacity building for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis'.

The MIPD for Croatia for the years 2009-2011 'has been established against the background of the granting of status of candidate country to Croatia by the European Council of June 2004; the entering into force in February 2005 of the Stabilisation and Association agreement; the opening of EU accession negotiations on 3 October 2005 including the screening process; the Council Decision of 12 February 2008 on a revised Accession Partnership for Croatia that sets some updated priorities that are adapted to Croatia's specific needs and stage of preparation and that Croatia will need to complete over the next

few years; the publication by the Commission on 5 November 2008 of its Strategy Paper for the region and the Croatia 2008 Progress Report. (...) Coherence of the objectives and choices for assistance with Croatia's own needs and priorities (as established in the 2008 National Plan for the Integration in the European Union, the Strategic Coherence Framework for the years 2007-2013 as well as line ministries' or institutions' sectoral strategies) has been ensured through consultations with the national authorities who agreed on the content of this MIPD.'

The MIPD for Croatia for the years 2011-2013 notes that 'while strengthening the sector approach, this MIPD builds on the strategic planning of the MIPD 2009-2011 of 9 July 20095 which remains largely relevant and was established in line with the Accession Partnership of 12 February 2008 and the ongoing accession negotiations. The needs assessment for EU financial assistance takes into account Croatia's "Program of the Government of the Republic of Croatia for assumption and implementation of the *acquis communautaire*" and relevant national sectoral strategies.'

Sources: Commission, Opinion on Croatia's application, 2004; European Partnership, 2004; EC, Negotiating Framework, October 2005; EC, EU Multi-Annual Indicative Planning Document for Croatia 2007-2009, 2007; EU Multi-Annual Indicative Planning Document for Croatia 2009-2011, 2009; EU Multi-Annual Indicative Planning Document for Croatia 2011-2013, 2011

The project level review shows that the 30 projects have been designed to respond to the needs identified through the contextual analyses. The design documentation often discusses the issues faced by the Croatian institutions that called for support to increase their capacity, in particular to be compliant with EU standards and practices. The situation is similar across the different areas under in-depth review: Rule of Law, Economic Governance, Public Administration Reform. We propose a few examples below:

- In Economic Governance, the contract of the project "Development of Public Debt Management Capacity" justifies the project against the backdrop of Croatia's significant level of public debt from the mid-1990s to early-2000s. It notes the need for further staff increase within the Public Debt Management Directorate of the Ministry of Finance and to improve the debt management system of the Ministry.
- In Public Administration Reform, the contract of the project "Support to strengthening administrative capacity through development of the competences framework in civil service" refers to an IPA 2010 study that calls for the need of the public administration to undergo a permanent process of modernizing its institutions, enhancing administrative staff performance and streamlining procedures in order to meet citizens' and private organisations' needs and demands to facilitate continued private sector growth. The design documentation refers to the insufficiency of the capacities of many civil servants due to gaps in human resource management in civil service.
- In Rule of Law, the contract of the project "Training and Education of Prosecutors" highlights two issues in the Croatian judicial system, namely delays in the case treatment and the public opinion distrust concerning such judicial institutions that are slow and inefficient.

Source: Annex 7, based on project documentation for the 30 projects under review

I-1.2.2 Inclusion of objectives and indicators focusing on capacity development related effects in the design and implementation of the EU pre-accession support strategy and specific interventions

EU pre-accession support strategy aimed to support Croatia to get up to the standards of the EU acquis and to meet the benchmarks.

EU pre-accession assistance - as delineated in the Accession Partnership, Enlargement Strategy and MIPDs - focused i) on consolidating and accelerating sectoral and structural reforms in key areas as well as supporting institutions directly concerned by these reforms, and ii) on institutional capacity building for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis.

The IPA TAIB Component has been the main vehicle for institutional capacity building in Croatia. Assistance under this component focused on consolidating sectoral reforms in the key areas of public administration reform, judicial reform, and anti-corruption policy and on ensuring their effective implementation. It also focused on structural reforms in public finance, economic restructuring, business environment with a particular focus on SMEs, agricultural and economic statistics and labour market reform. In relation to the accession negotiations, assistance under the MIPD 2007-2009 aimed to give 'priority to sectors: (1) where basic political issues still need to be addressed; (2) where the legislation to be harmonised is particularly difficult; (3) where the implementation capacity is particularly weak; (4) where a track record of implementation will be required prior to accession; and (5) where harmonisation requires costly investment over several years.'

The strategic priorities selected in the successive MIPDs (2007-2009; 2008-2010; 2009-2011; 2011-2013) have largely been maintained over the years, each MIPD acknowledging that the priorities remained relevant and in line with the Accession Partnership and the accession negotiations. Under all MIPDs, the focus of IPA Component I is on the key areas of judicial and public administration reform, the fight against corruption, economic reform and in relation to the accession negotiations. In 2011, the Commission decided to concentrate its efforts on targeted sectors in all IPA beneficiary countries to increase the impact of IPA assistance and to give greater focus to results and impact. According to the 2012 CPIE, this 'helped to reinforce the need to think in terms of a longer-term perspective and placed a higher value on specific purposes rather than on outputs'. In the case of Croatia, increased attention was put in the MIPD 2011-2013 on Justice and Home Affairs as well as on PAR. This is in line with the Commission's analyses (see Enlargement Strategy and Main Challenges 2010-2011 and 2010 Progress Report) showing that reform was needed to be consolidated in the judiciary field and that considerable further efforts were needed to finalise the legal framework and to implement it efficiently for PAR.

Under the three focus areas, key priorities, selected areas of assistance (IPA Component I) and expected results to measure the results of EU assistance during the period under review included capacity development effects (see below table 'Summary of the priorities of the Accession Partnership, and of selected areas of assistance and expected results as per the MIPDs').

Sources: EU Council, Accession partnership (2004, 2006, 2008)⁴; successive EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2008-2010; 2009-2011; 2011-2013); Economisti Associati, 2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia, 2010

The successive Enlargement Strategies report on the progress made and highlight areas where further progress is expected to move forward in the accession negotiations.

The 2007 Enlargement Strategy notes: 'Attention is now shifting to the fulfilment by Croatia of the benchmarks for opening the relevant chapters. Provided that benchmarks are met, substantial progress in accession negotiations with Croatia is possible in the coming year. Croatia still needs to make further progress in judicial and administrative reforms, minority rights, and refugee return as well as restructuring in heavy industries'.

⁴ For ease of reference, the 2004 "European Partnership" and the 2006 and 2008 Accession Partnerships are jointly referred to in this evaluation as the "Accession Partnership" or the "Accession partnership (2004, 2006, 2008)"

The 2008 Enlargement Strategy notes: ‘Croatia has made good overall progress three years after the opening of negotiations. 21 out of 35 chapters have been opened and four chapters have been provisionally closed. (...) Overall, Croatia continued to comply with the general conditionality of the Stabilisation and Association Process (SAP). (...) Croatia needs to devote substantial further efforts in order to complete the work on the benchmarks set out in the negotiating chapters. The country needs to pursue reform efforts, in particular in the judiciary and public administration, the fight against corruption and organised crime, the promotion of minority rights, including refugee return, the pursuit of war crime trials, and access for ICTY to documents. Croatia must also make substantial further efforts in restructuring shipyards.’

The 2010 Enlargement Strategy notes: Croatia has made steady progress towards meeting the criteria for membership since starting accession negotiations in October 2005. Croatia meets the Copenhagen political criteria. As regards the economic criteria, Croatia is a functioning market economy. (...) Regarding the acquis criteria, Croatia has made good progress in the accession negotiations. 33 chapters were opened, and 25 have been provisionally closed. (...) Croatia needs to sustain efforts to fully establish the administrative structures required for the management and control of EU funds. Croatia needs to meet outstanding closing benchmarks in the field of judiciary and fundamental rights, in particular building up the necessary track records as regards the independence and efficiency of the judiciary, the fight against corruption and organised crime, respect for and protection of minorities, including refugee return, war crimes trials and full cooperation with the ICTY including settling the issue of access for ICTY to documents. Regarding competition, Croatia needs to adopt restructuring plans for the shipyards, in line with the acquis. Croatia is expected to continue to play an active role in regional cooperation in the Western Balkans and to support the other countries of the region on their path towards EU membership.’

The 2011 Enlargement Strategy notes: ‘The accession negotiations with Croatia were closed in June 2011. This was the result of Croatia meeting the closing benchmarks in the remaining areas over the past year, including in difficult chapters such as judiciary and fundamental rights and competition policy. Croatia has achieved substantial results in the fight against corruption, introduced a new objective and transparent system for appointing judges and prosecutors, and has much improved implementation of housing care programmes for returning refugees. The restructuring of its shipyards in difficulty has progressed substantially. The result of the accession negotiations will be embodied in an accession treaty which, as foreseen by the June European Council, should be signed by the end of the year. This should enable Croatia to join the EU on 1 July 2013 provided that the necessary ratification procedures have been completed. Croatia has achieved a very high level of preparation to assume the responsibilities of membership upon accession. It meets the Copenhagen political criteria. It is expected to meet the economic and acquis criteria by 1 July 2013. This momentum needs to be maintained. Croatia needs to continue building on the reforms implemented and capacities developed during the course of the accession negotiations. The Commission’s monitoring will focus in particular on commitments undertaken by Croatia in the following areas: judiciary and fundamental rights; justice, freedom and security; as well as competition policy. The monitoring will consist of regularly updated monitoring tables, the dialogue under the Stabilisation and Association Agreement, peer assessment missions, the pre-accession economic programme and fiscal notifications. The Commission will issue six-monthly assessments up to Croatia’s accession on the implementation of commitments taken by the country in these chapters. A Comprehensive Monitoring Report will be presented to the European Parliament and the Council in autumn 2012.

Sources: EC, Enlargement Strategy & main challenges 2007-2008 COM(2007) 6663, 2007; EC, Enlargement Strategy & main challenges 2008-2009 COM(2008) 674 final, 2008; EC, Enlargement Strategy & main challenges 2010-2011 COM(2010) 660 final, 2010; EC, Enlargement Strategy & main challenges 2011-2012 COM(2011) 666 final, 2011

External reviews also evidence a high degree of relevance of specific interventions, the interventions having addressed capacity building priorities in relation to accession priorities. The 2011 ECA Special Report notes that ‘EU assistance in the form of specific projects complemented the Croatian authorities’ own efforts to strengthen ministries’ capacity and set up bodies specifically to manage future EU funding. In general, the specific objectives of the 16 audited projects were very much in line with the

capacity-building priorities set out in the accession partnership. Even where projects did not include direct capacity building through technical assistance and twinning contracts, projects had an important ‘learning by doing’ dimension which provided the opportunity to gain valuable practical experience of managing EU funding before the accession.’ (...) The Commission has generally ensured, in consultation with the Croatian authorities, that the key capacity needs have been identified. There is a systematic approach to assessing and updating Croatia’s needs for Commission funding: top-down from the accession partnership and bottom-up with project proposals also from the potential beneficiaries, mainly Croatian ministries’ (...) ‘Programming systems have been well designed and prioritised capacity building, although procurement capacity still requires particular attention. Audited projects were found to be very relevant to capacity-building priorities but had focused on the central authorities with only limited support to regional bodies so far, despite the latter also having an important role to play in implementing post-accession support.’ Similarly, the 2009 CPIE notes that ‘the vast majority of projects show a high degree of relevance, in the sense that they are well aligned with the multiple needs of accession. In some cases, assistance specifically addressed negotiations requirements for specific *acquis* chapters (i.e. opening and closing ‘benchmarks’). In remaining cases, assistance was directed to the strengthening of Croatia’s capabilities for the absorption of funding under structural instruments.’

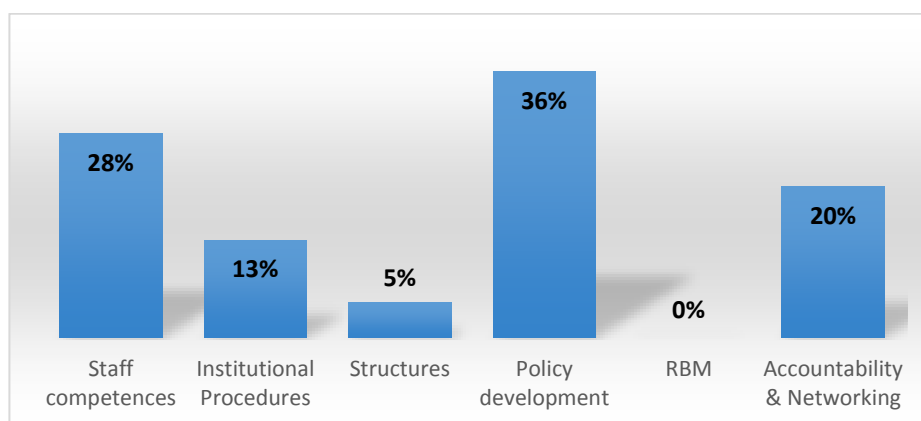
Sources: Economisti Associati, ‘2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia’, 2010; European Court of Auditors, Special Report n°14, ‘Has EU assistance improved Croatia’s capacity to manage post-accession funding?’, 2011; DFC for the EU, Country Programme Interim Evaluation, 2012

The intervention level review shows that the (overall or specific) objectives of all 30 projects under review make explicit reference to the development of capacity regarding one or several of the following areas: staff competences, institutional procedures, structures, policy development, results based decision making and/or accountability. The projects focused either on reinforcing capacity development in staff competences (22 cases), in institutional procedures (21 cases), in structures (6 cases) and/or reinforcing capacities regarding policy development (19 cases), results-based decision making (7 cases) and/or accountability (11 cases). In 19 cases out of 30, the (overall or specific) objectives of the projects are directly linked to alignment with EU standards and best practises. We propose a few examples below. The overall objective of the project “Support to Implementation of the Civil Service Reform Programme” (“develop a unified, transparent and efficient public administration in Croatia in conformity with EU standards”) makes explicit reference to the development of competences in institutional procedures. The overall objective of the project “Training and Education of Prosecutors” (“to improve the level of competence of the Ministry of Justice staff, judges, prosecutors and other Court personnel”) makes explicit reference to the development of staff competences. The overall objective of the project “Further Strengthening of the Croatian Competition Agency and Implementation of the Competition Law and Policy” (“Croatia legislation and administrative structures approached to the *Acquis Communautaire*”) makes explicit reference to the development of capacity regarding structures and policy development in line with the *acquis*.

The intervention level review also shows that the indicators defined at project purpose (or specific objective) level for all 30 interventions under review⁵ make explicit reference to the development of capacity regarding one of the following areas: staff competences, institutional procedures, structures, policy development, or accountability and networking. Indicators have most often targeted policy development, staff competences and accountability and networking whilst they have less often covered structures and institutional procedures and not tackled results based management (see below figure).

⁵ The review concerns 86 OVIs defined at project purpose level in the logframes of the interventions.

Were project purpose related indicators explicitly linked to CD dimensions?



Sources: ADE qualitative and quantitative analysis based on project documentation data presented in Annexes 6 and 7 of the current evaluation report

An assessment of the quality of the indicators defined at project purpose level against SMART and RACER principles is included under EQ6 - JC6.1 (and is therefore not reproduced here).

There is overall an insufficient articulation of the strategic approach regarding capacity development. For instance, the fact that the strategic orientations defined in the MIPDs do not explicitly refer to or make the link with the accession benchmarks shows an insufficient connection between the accession process and the programming of EU assistance.

Table 1 – Summary of the priorities of the Accession Partnership, and of selected areas of assistance and expected results as per the MIPDs

Area	Rule of Law	Public Administration Reform	Economic Governance
Accession Partnership short-term and medium-term priorities:			
2004 EP	<ul style="list-style-type: none"> - Strengthen the judicial system (incl. strategy for judicial reform, new legislation, career management system, enhanced professionalism, measures to reduce the backlog of cases in courts, rationalise the organisation of courts, access to justice and legal aid) - Improve the fight against corruption and organised crime (incl. legal framework, administrative and operational capacity of USKOK, national strategy, coordination among the relevant government departments, awareness raising, training, establishment of specialist units for combating corruption) 	<p>Improve the functioning of the public administration (incl. transparent procedures for recruitment and promotion, human resource management in all bodies of the administration, institution building directly relevant to the acquis, reforms to improve the effectiveness of the public administration generally, denationalisation process)</p>	<ul style="list-style-type: none"> - Further improve conditions for the creation and development of private enterprises (incl. progress in the privatisation process - adoption of legislation & strategies; restructuring of socially-owned enterprises, etc.-) - Continue implementation of a sustainable medium-term fiscal framework (incl. structural reforms in public finance, particularly in the area of expenditure management and establishment of a transparent and efficient debt management capacity)
2006 AP	<p>Judicial system:</p> <ul style="list-style-type: none"> - Continue implementation of judiciary reform (strategy and action plan) and take measures to reduce further the backlog of cases in all courts. - Continue to rationalise the organisation of courts, including the development of modern information technology systems. - Ensure the regular and effective enforcement of court decisions. <p>Anti-corruption policy:</p> <ul style="list-style-type: none"> - Foster further progress on the fight against corruption and implement related legislation (incl. establishment of specialist units for combating corruption) - Provide for the required coordination among the relevant government departments and bodies involved 	<p>Continue the process of institution building directly relevant to the acquis and introduce reforms to improve the effectiveness of the public administration generally</p>	<ul style="list-style-type: none"> - Implement a sustainable medium-term fiscal framework - Improve conditions for the creation and development of private enterprises and foreign direct investment - Accelerate the privatisation of companies
2008 AP	<p>Judicial system:</p> <ul style="list-style-type: none"> - Update and implement the strategy and action plan for judicial reform 	<ul style="list-style-type: none"> - Fully implement public administration reform measures on administrative procedures and on 	<ul style="list-style-type: none"> - Continue to implement prudent fiscal, monetary and financial sector policies - Continue institutional reforms in public finance with a view to enhancing fiscal transparency, and improving the efficiency and

- Substantially reduce the case backlog in courts
- Rationalise the organisation of courts
- Establish an open, fair and transparent system of recruitment, evaluation, promotion and disciplinary measures in the judiciary and enhance professionalism through high quality training

Anti-corruption policy:

- Update and accelerate implementation of the anti-corruption programme
- Continue to develop and implement Codes of Conduct / ethics for officials and elected representatives as well as action plans to prevent corruption in the relevant law enforcement agencies and other public sector institutions. Establish specialist units for combating corruption.

recruitment, promotion, training and depoliticisation

- Improve human resource management in areas of public administration

transparency of public debt management

- Continue to facilitate business entry
- Improve the institutional framework for privatisation with a view to significantly advancing the privatisation of companies held under the State Privatisation Fund

Selected areas for EU assistance as per MIPDs

2007-2009MIPD

Implement sectoral reforms through support to the judicial reform and fight against corruption

Implement sectoral reforms through support to public administration reform

- Support structural reforms and economic development, in particular in public finance, economic restructuring, etc.
- Improve the business environment, especially as regards the SME sector

2008-2010MIPD

Judicial system: reduce the case backlog in courts and ensure an acceptable length of judicial proceedings, and rationalise and modernise the courts and enhance the independence, accountability and professionalism of the judiciary

Fight against corruption: set appropriate legislative and administrative measures in the relevant law enforcement agencies for combating corruption and raise public awareness on the various modalities for recognising corruption practices and corruption as a criminal offence

Assist in implementing a fully comprehensive public administration reform

Assist in enhancing fiscal transparency, improving the public debt management and completing the change of budget reporting and continuing to implement prudent fiscal, monetary and financial sector policies

2011-2013MIPD

Further support the implementation of the Judicial Reform Strategy and the Anti-Corruption Strategy

Support to reforms of the public administration and to the development of a professional and non-politicised civil service

PFM (under PAR in the MIPD):

- Support further alignment in the fields of public procurement, taxation, statistics, customs, budgetary reforms, and public internal financial control (PIFC).

Expected results to assess the impact of EU support as per MIPDs

2007-2009	Significant progress made in judicial reform & anti-corruption policy	Significant progress made in public administration reform	Significant progress made in structural reforms in public finance, economic restructuring, investment promotion
MIPD			
2008-2010	<ul style="list-style-type: none"> - Judiciary functions more effective and proper access to justice - An integrated set of measures for fighting corruption and for protecting minorities is in place and progressively implemented 	Administrative procedures are streamlined and human resources management is improved	Significant progress made in structural reforms in public finance notably as regards fiscal transparency, public debt management and budget reporting
MIPD			Economic environment: an institutional framework approach for continuing with the restructuring of loss-making state-owned enterprises and of the railway system and sets of measures to facilitate business entry
2011-2013	<ul style="list-style-type: none"> - Reduction in the length of court proceedings and reduction in the backlog of cases; - Improved court management systems; - Strengthened capacity of law enforcement institutions, including improved inter-agency 	<ul style="list-style-type: none"> - Strategies, Action Plans and guidelines for the implementation of the reforms adopted; - Legal framework developed and implemented efficiently; - Enhanced co-ordination and administrative capacities of main stakeholders in the sector; - Trainings carried out and training materials produced and a sufficient number of civil servants trained; 	PFM: see PAR related expected results
MIPD			

Source: ADE on the basis of the Accession Partnerships (2004, 2006, 2008) and the successive EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2008-2010; 2009-2011; 2011-2013)

I-1.2.3 Stakeholders' views on the extent to which the support provided was based on the above-mentioned analyses

The vast majority of survey respondents rather agree (70,6%) or strongly agree (21,6%) that the EU contextual analyses made within the framework of the Stabilisation and Association Process and of accession negotiations have been useful to fix the priorities of the EU pre-accession assistance for capacity development. 92,2% of survey respondents agree (72,6% rather agree and 19,6% strongly agree) that the selected priorities for the EU pre-accession support for capacity development fitted well the capacity development needs of Croatia.

The vast majority of survey respondents rather agree or strongly agree that the EU pre-accession capacity development support sufficiently took into account the country momentum, and in particular (by decreasing order of importance): the economic situation of Croatia (86,26%), the alignment with the reform agendas of Croatia (84,31%); the understanding of the capacity development needs of Croatia (82,35%); and the institutional context of Croatia (80,39%). NIPAC interviewees mentioned that the institutional capacities within the Ministries, and in particular the readiness of the institution to implement the projects, were carefully assessed when defining priorities to be supported. Survey respondents also indicate elements that were not sufficiently taken into account: this was particularly the case for the absorption capacity of Croatian partners and the recession following the financial crisis of 2008.

Stakeholders of key beneficiary institutions met during the field mission mentioned that the assistance was overall well aligned with needs but that the EU strategic and programming approach has been piecemeal. Several EU representatives also highlighted the fragmentation of the EU approach. The portfolio of interventions reveals an input-output philosophy, with a multiplicity of projects in line with the wide priorities detailed in the Accession Partnership and the MIPDs but not sufficiently well-circumscribed on key sector reform priorities, nor focused on accompanying the implementation of reforms over time in a sequenced way. Similarly, the 2017 Evaluation of IPA II notes that for 'IPA I (2007-2013), priorities as in EC agreed documents (e.g. MIPD) focus on outputs in line with the acquis but fragmented' (...) 'the sector approach changed the mentality of many programme managers in DG NEAR, NIPACS, EUDs away from the project-based, input-output philosophy that often prevail under IPA I'. Transversal issues such as PAR were not addressed through a comprehensive and coherent approach. This partly results from the fact that PAR - which is horizontal - was treated under the political criteria with no acquis to apply. This implies that PAR was therefore not the subject of negotiations and as a consequence was not comprehensively dealt with. A number of PAR related areas were dealt with but rather in isolation and not in a coordinated way between sectors and ministries. Moreover, the focus of the assistance has mainly been put on the central level, without sufficiently considering the regional and local levels.

Interviewees often stressed that the time lapse between programming and contracting negatively impacted the relevance of EU pre-accession projects due to a lack of flexibility to adapt the project design to changes in context. It generally took 2 to 3 years to contract everything after the signature of a financing agreement. During this time lapse, either a range of activities foreseen by the projects could have already been implemented and/or the Croatian priorities could have evolved. The lack of flexibility (EU procedures) to change the project design made it difficult to adapt to current circumstances. This was for instance the case of several projects having supported USKOK, the MoPA and the Ministry of Justice. The 2012 CPIE also stresses the 'learning process in assistance preparation'. It notes that the excessive length of the project cycle has reduced the relevance of the assistance. 'Approval procedures for project fiches are too long in relation to the changed needs'. Similarly, the Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report) notes that *'Twinning's value is undermined by the large time gap between design and implementation despite shorter deadlines for the selection and contracting processes introduced by the new TM. In many cases, part of the TP design was no longer relevant when the implementation started, including where the PC administration could not wait and moved ahead either through their own initiative or with another support.'*

Sources: Interviews and survey to key beneficiary institutions; DFC for the EU, Country Programme Interim Evaluation, 2012; GDSI for the EU, Evaluation of the Twinning Instrument in the period 2010-2017, Draft Final Report, 2

JC.1.3	Engagement of Croatian partners in the relevant sector reforms and in the planning and management of EU pre-accession assistance
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I-1.3.1 Leadership role of targeted institutions in the choice of the type of EU support provided (programming) and in the manner in which it was provided (implementation procedures/modalities)

The 2009 CPIE notes that ‘the management of PHARE and TAIB pre-accession assistance sees the involvement of various entities’. In Croatia, the Central Office for Development Strategy and Coordination of EU Funds (CODEF) has been primarily responsible for programming (as well as for monitoring and evaluation). Commission services were also extensively involved, with DG ELARG primarily responsible for the programming of assistance’.

The 2011 ECA Special Report notes that ‘EU assistance to Croatia is planned by the Commission in conjunction with the Croatian authorities. (...) EU funding is allocated to the assistance priorities set out in the multiannual indicative planning documents (MIPDs) established by the Commission in close consultation with the national authorities. The Croatian authorities draw up relevant project proposals and, together with the Commission, short-list and refine the proposals into mature projects ready for implementation. Projects are generally required to be completed within a 3- or 4-year time-frame. They are implemented through grant schemes, contracts (for services, supplies or public works) or twinning contracts. As regards the assistance under the Instrument for pre-accession assistance in rural development (IPARD), the projects are selected solely by the Croatian competent agency.’

The Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report) notes that ‘*the quality of Twinning project design is affected by insufficient assessment, consultation and dialogue. (...) The design of Twinning Projects was undermined by not always taking full account of absorption capacity in the Partner Country*’ (...) ‘*There is hardly any evidence of institutional capacity assessment being carried out before or at the onset of a project to calibrate the level of support and focus activities on the most pressing needs*’ (...) and that ‘*partner countries often lack reference points about MSs systems at selection stage (MS performance in these policy areas) to make an informed judgement on MS applications*’.

There is no further documentary information on the leadership role of the Croatian institutions regarding the choice of implementation procedures/modalities.

Sources: Economisti Associati, ‘2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia’, 2009; European Court of Auditors, Special Report n°14, ‘Has EU assistance improved Croatia’s capacity to manage post-accession funding?’, 2011; DFC for the EU, Country Programme Interim Evaluation, 2012; EC, EU Multi-annual Indicative Planning Documents for Croatia (2009-2011); GDSI for the EU, Evaluation of the Twinning Instrument in the period 2010-2017, Draft Final Report, 2019

Stakeholders of key beneficiary institutions met during the field mission overall mentioned that the EU accession agenda created a momentum for reform. As a result, the reforms supported were strongly geared towards accession priorities. This is illustrated by the following quote from an interviewee: ‘In Croatia, nothing is reformed unless there is Acquis.’ Interviewees often stress that the pre-accession assistance projects aimed at fulfilling the needs related to the accession negotiations (chapters).

The leadership of Croatian authorities in the planning of EU pre-accession assistance is questioned. Indeed, 23,5% of survey respondents rather disagree that Croatian authorities had a leadership role in terms of deciding on the priorities of the EU pre-accession support.

Interviewees often stressed that the assistance had been designed in consultation with beneficiaries, but with noticeable variations. In several cases, the models/solutions proposed were not fully suitable for the Croatian context: this was for instance the case of the introduction of the French model of the State School of Judicial Officials (as part of the Judicial Training Academy). This partly resulted from the existence of a certain vacuum on the Croatian side where there was insufficient strategic vision to steer certain solutions, or at least to challenge the proposed solutions offered by the projects. In terms of modalities to be used, twinning has been introduced in CARDS following a strong demand from the

Croatian authorities. Interviewees often stressed that there has been an EU push for twinning when deciding the modality to be used.

Sources: Interviews and survey to key beneficiary institutions

I-1.3.2 Leadership role of targeted institutions in the management of EU assistance (e.g. as far as coordination mechanisms in place and/or set-up are concerned)

The 2009 CPIE notes that ‘The management of PHARE and TAIB pre-accession assistance sees the involvement of various entities’. (...) ‘Overall responsibility for implementation rests with the *Central Financing and Contracting Agency (CFCA)*, in charge of tendering, contracting, and payments, the latter in collaboration with the National Fund. The technical implementation of projects is the responsibility of beneficiary institutions, through a series of *Project Implementation Units (PIU)*, placed under the authority of Senior Program Officers (SPO). Commission services are also extensively involved, with the *European Union Delegation (EUD)* exerting the *ex-ante* controls.’ The 2007-2009 MIPD notes that ‘a government Coordination Group and a Technical Working Group are facilitating the coordination of EC assistance received by Croatia’.

The Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report) notes that ‘while Twinning projects appear to have been generally well managed, the pace of project implementation was often hectic, with overambitious workplans leaving insufficient time for the partner country administrations to absorb the expertise received and/or adopt project recommendations. Twinning partners also complained about the lack of flexibility in adding or cancelling activities as circumstances change; constraints in reallocating budget items and the time-consuming identification and approval of STEs; the limited possibility to employ local experts; the lack of preparedness of STEs curtailing the effective duration of missions; and logistic issues, including limits on translation and interpretation and recovery of costs linked to Twinning events.’

Interviewees often stressed that the assistance had been implemented in consultation with beneficiaries, but with noticeable variations. For instance, there are cases where consultations with the Croatian partners was insufficient during implementation: the technical assistance provided to the State Commission for the supervision of public procurement procedures focused on the translation of the EU acquis into the Croatian law without sufficiently aiming at fitting well the Croatian legal system.

The vast majority of survey respondents rather agree (58,8%) or strongly agree (17,7%) that the EU sufficiently consulted Croatian stakeholders (national/regional authorities, civil society, academics, things thanks, etc.) with a view to understand the Croatian context. The vast majority of survey respondents rather agree (58,8%) or strongly agree (17,6%) that the Croatian authorities had a leadership role in terms of implementing the EU pre-accession support for capacity development.

Sources: *Economisti Associati, ‘2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia’, 2009; EC, EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2009-2011; 2011-2013); GDSI for the EU, Evaluation of the Twinning Instrument in the period 2010-2017, Draft Final Report, 2019; Interviews and survey to key beneficiary institutions*

Table 2 – Summary of the Data Collection Process for EQ 1

Judgement criteria information availability	
JC 1.1	4
JC 1.2	4
JC 1.3	2
1= low – 5 = high	

EQ2 ON STAFF COMPETENCES

To what extent did the EU pre-accession assistance contribute to enhancing staff competences?

Staff competences could be described as “new staff with new expertise, or new competences among the existing staff, with a view to responding better to the institution’s mission” and to perform new functions or improve the existing ones. The CD interventions to enhance staff competences may include actions promoting or facilitating the staff recruitment, training and upgrading (new sectoral/thematic competences), exchange of experience, better career opportunities and so forth.

JC.2.1	EU pre-accession assistance being specifically geared to strengthening staff competences directly or indirectly
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I-2.1.1 Strategy and projects aiming at creating or strengthening different dimensions of the staff competences.

The EU pre-accession support, both at the strategic and project levels, aimed at reinforcing staff competences. Staff competences improvement are also linked to the strengthening of the administrative capacity.

The accession partnerships and MIPDs set the main capacity building priorities of the EU support. Among them, some specific results were related to the improvement of staff competences and aimed at:

PAR:

- Reinforcing the professionalism of human resources staff,
- Developing a professional civil service
- Improving the administrative capacity of the Ministry of Public Administration and other bodies

Economic Governance:

- Reinforcing the public debt management and employment capacity

Rule of Law:

- Strengthening a non-political judiciary and law enforcement capacities

Ability to assume obligations of membership:

- Strengthening the administrative capacity for *acquis* transposition

Accession Partnership

The staff competences short term (ST) and medium term (MT) objectives remained almost the same across the three different accession partnerships signed (2004, 2006 and 2008) with some additions identified below.

Table 3 – Staff competences priorities in the Accession Partnerships

	European Partnership (2004)	Accession Partnership (2006)	Accession Partnership (2008)
RoL	<p>Establishment of a career management system which also includes an open, fair and transparent system for recruitment, evaluation and mobility. (ST)</p> <p>Enhance professional skills in the judiciary by ensuring adequate State funding for the training institutions for judges and other judicial officials, allowing it to develop high quality training for judges, prosecutors and administrative staff. (ST)</p> <p>Provide for adequate initial and vocational training schemes. (ST)</p> <p>Enhance training in EU legislation (MT)</p>	<p>Establish an open, fair and transparent system of recruitment, evaluation and promotion. (ST)</p> <p>Enhance professionalism in the judiciary by ensuring adequate State funding for high quality training for judges, prosecutors and administrative staff. (ST)</p> <p>Introduce reforms to improve the effectiveness of the public administration generally. (MT)</p> <p>Continue implementation of judiciary reform, including training. (MT)</p> <p>Enhance training in EU legislation. (ST)</p>	<p>Establish an open, fair and transparent system of recruitment, evaluation, promotion and disciplinary measures in the judiciary.</p> <p>Enhance professionalism through high quality training supported by adequate financing of the Justice Academy, including in EU law.</p>
PAR	<p>Take initial steps to ensure the use of transparent procedures for recruitment and promotion. (ST)</p>	<p>Fully implement public administration reform measures on recruitment, promotion and training (ST)</p> <p>Improve HRM in all bodies of the public administration in order to ensure ... a high level of professionalism of the public service. (ST)</p>	<p>Fully implement public administration reform measures on administrative procedures and on recruitment, promotion, training and depoliticisation.</p>
EG	<p>Establish a transparent and efficient debt management capacity. (ST)</p>	<p>Establish a transparent and efficient debt management capacity. (ST)</p>	

Source: EU Council, Accession Partnership (2004, 2006, 2008)

The **2004 European Partnership** includes the following priorities:

- Under the political criteria

Judicial system:

- ‘Enhance professionalism in the judiciary by ensuring adequate State funding for the training institutions for judges and other judicial officials, allowing it to develop high quality training for judges, prosecutors and administrative staff.’ (ST)
- ‘Enhance training in EU legislation.’ (MT)
- ‘Provide for adequate initial and vocational training schemes.’ (ST)

Fight against corruption:

- ‘Strengthen the administrative and operational capacity of the Office for the Suppression of Corruption and Organised Crime (USKOK).’ (ST)

- Under the economic criteria
 - ‘Establish a transparent and efficient debt management capacity’ (ST).

Source: EU Council, European Partnership, 2004

The **2006 Accession Partnership** kept most of the previous priorities established as can be shown below:

- Under the political criteria
 - Judicial system:
 - ‘Enhance training in EU legislation.’ (ST)
 - PAR:
 - ‘*Improve human resource management in all bodies of the public administration in order to ensure ... a high level of professionalism of the public service.*’ (ST)
- Under the economic criteria
 - ‘Establish a transparent and efficient debt management capacity.’ (ST)

Source: EU Council, Accession Partnership, 2006

The **2008 Accession Partnerships** added compared to the previous one only the importance of depoliticisation of the civil service. Under the economic criteria the objectives remained the same.

- Under the political criteria
 - Judicial system:
 - ‘Enhance professionalism through high quality training supported by adequate financing of the Justice Academy, including in EU law’.

Source: EU Council, Accession Partnership, 2008

The priorities in terms of staff competences developed in the Accession Partnership documents were further defined in both the Council decision on the principles, priorities and conditions contained in the Accession Partnership with Croatia and repealing decision 2004/648/EC. (2007) and the Council decision on the principles, priorities and conditions contained in the Accession Partnership with Croatia and repealing decision 2006/145/EC (2008).

EU Financial Assistance

CARDS and Phare⁶ included already capacity building objectives aiming at developing staff competences. CARDS sought to develop a professional public service, to enhance human resource functions and to support administrative capacity building at all levels of the public administration⁷. Phare supported the development of human resources, and administrative and judicial capacities. ISPA and SAPARD were less focused on the development of staff competences than CARDS and Phare (they were respectively oriented towards large-scale infrastructure projects in the sector of transport and environment, and in agricultural and rural development).

The EU IPA capacity development priorities for assistance aiming to enhance staff competences were established under IPA Component I: Transition Assistance and Institution Building. They were then reflected in the Multi-Annual Indicative Planning Documents based on the identified needs from the Accession Partnerships of Croatia, the latest Progress Reports and Croatia’s own strategies.

⁶ IPA was introduced in 2007 as the single pre-accession instrument to channel EU support. Before using IPA, four EU financial instruments were used: CARDS (for programming years 2002-2004), Phare (for programming years 2005 and 2006), ISPA (2005-2006) and SAPARD (2006).

⁷ Source: EC, European Commission Country Strategy Paper for Croatia 2002-2006 CARDS, 2002

The **MIPD 2007-2009** sought the following staff competences development outputs in the three focus areas:

- Under the political and economic criteria the MIPD 2007-2009 did not define a specific objective related to strengthening staff competences.
- Under “Ability to assume obligations of membership”:
 - o ‘Institutional capacity building for acquis transposition have been strengthened.’
 - o ‘Sufficient administrative capacity for strategy development, project preparation and implementation to have been built up.’

Source: EU Multi-annual Indicative Planning Document for Croatia 2007-2009.

The **MIPD 2008-2010** also defined ‘output indicators’ for the main objectives under ‘ability to assume obligations of membership’. Those related to staff competences are included after each corresponding objective.

- Under the political criteria
 - o PAR: ‘(...) human resources management is improved within the framework of public administration reform.’
- Under the economic criteria : no specific objective related to strengthening staff competences
- Under “Ability to assume obligations of membership”:
 - o ‘The administrative capacity of the Croatian ministries and institutions is reinforced.’
 - o *Output indicator*: ‘Staff’s capacity will have been strengthened by means of successfully completed training programmes, workshops, study visits and exchange of practice with practitioners in the Member States.’

Source: EU Multi-annual Indicative Planning Document for Croatia 2008-2010 and Matrix for MIPD sectors.

The **MIPD 2009-2011** kept the same objectives regarding staff competences improvement than those listed in the MIPD 2008-2010.

Source: EU Multi-annual Indicative Planning Document for Croatia 2009-2011.

The **MIPD 2011-2013**, instead of classifying the priorities in terms of political and economic criteria as in previous MIPDs, used a sector-based approach to set EU’s priorities for assistance. It focused on seven sectors for which strategies were adopted by the Croatian government, among them: Justice and Home Affairs and Fundamental Rights and Public Administration Reform. It also defined so-called “impact” indicators of EU support⁸. The priorities related to the reinforcement of staff competences (mostly indirectly) are the following:

Justice and Home Affairs and Fundamental Rights:

Indicator: ‘Strengthened capacity of law enforcement institutions, including improved inter-agency and international cooperation.’

Public Administration Reform:

‘To support the implementation of the human resources development strategy (2010-2013)’

‘To support the capacity of public administration at central, regional and local levels to manage decentralisation reforms.’

‘To support the improvement of the administrative capacity of the Ministry of Public Administration.’

Indicators: Trainings carried out and training materials produced and a sufficient number of civil servants trained.

Source: EU Multi-annual Indicative Planning Document for Croatia 2011-2013.

⁸ These should not be called “impact” but rather “outputs” or “outcomes” according to DG NEAR definitions in its Guidelines on linking planning/programming, monitoring and evaluation, 2016 (p50).

At the **intervention level**, more than half of the 30 selected interventions analysed made explicit reference to the strengthening of staff competences in their objective and/or purpose. Sometimes, references to staff competences strengthening were only made at the level of milestones/activities (JC2.1) or capacity building did not distinguish between staff competences (subject of EQ2), and procedures and structures (subject of EQ3).⁹

Among the set of interventions analysed, 65 % (17 interventions) aimed at strengthening staff competences according to the defined overall objectives or project purpose. 6 interventions in the Economic Governance area (which represents 60% of the EG projects analysed), 5 interventions in the Rule of Law area (55% of ROL interventions), 4 interventions regarding the Public Administration Reform (80% of PAR interventions), one intervention in the Environmental protection (100% of projects in this area) and one project concerning agriculture (100% of interventions in this area). There is a differentiation regarding the financing instrument used as staff competences objectives/purpose are mainly included in CARDS interventions (77%), followed by IPA interventions (64%) and PHARE interventions (33%) (See Annex 7 for detailed information regarding the intervention systematic analysis).

An additional classification of interventions was performed (See annex 8) based on the general description of the 94 interventions financed under IPA from 2007 to 2013¹⁰. 43% of them included in the main objective a capacity development component in terms of strengthening of staff competences (or capacity development overall without further distinction).

Among the interventions oriented towards the capacity development objectives, 75% (29 interventions) aimed at developing staff competences dimensions such as professionalism of human resources management services across the public service, existence of an active training system and improvement of the administrative capacity¹¹. Regarding the distribution by priority axis, the following table shows that staff competences objectives were mainly found in interventions related to the ability to assume the obligations of membership (41%) followed by Justice and Homme Affairs and Fundamental Rights (5%).

⁹ During the intervention level review, some difficulties were encountered while reviewing the project documentation and looking for capacity development explicit objectives and results due to (i) the suitability (existence) of capacity development specific objectives; (ii) the matching of indicators and objectives (described in I.2.2.1); and (iii) the differentiation between EU pre-accession support and Croatian efforts (described in I.2.2.1). Regarding the first, suitability of objectives, the Country Programme Interim Evaluation (2010) had already identified that in the overall objectives 'the level of abstraction varies, and there is still significant recourse to excessively broad language, with the frequent use of expressions like 'meeting EU criteria' and 'alignment with the Acquis'. However, 'project purposes are usually more specific and well suited'. The formulation of overall objectives and project purpose was not exclusively oriented towards the capacity development aspect of the pre-accession support and differentiation among staff competences, procedures and structures did not always exist. In the latter cases, interventions have been included in our analysis relating to staff competences.

¹⁰ Source: Financial Agreement between the Government of the Republic of Croatia and the Commission of the European Communities concerning the National programme for Croatia under IPA-Transition Assistance and Institution Building Component (2007, 2008, 2009, 2010, 2011, 2012, 2013).

¹¹ The improvement of administrative capacities is a transversal dimension of capacity building which seeks mainly to develop staff competences but also to improve procedures and structures. Projects that mentioned as objectives to 'improve institutional capacity', 'strengthen the administrative capacity' 'reinforce the administrative capacity', 'strengthen the administrative and organisational capacity', were classified under the staff competences category.

Staff competences objectives in IPA interventions classified by IPA Priority Axis

IPA Priority Axis	Number of interventions	Percentage
Ability to assume the obligations of membership	12	41%
Political Criteria, incl. PAR	6	20%
Justice and Home Affairs and Fundamental Rights	5	17%
Supporting programmes	4	14%
Agriculture and Rural Development	1	3%
Social development	1	3%
N. of interventions with staff competences related objectives	29	

Source: ADE analysis based on the Financial Agreement between the Government of the Republic of Croatia and the Commission of the European Communities concerning the National programme for Croatia under IPA-Transition Assistance and Institution Building Component (2007, 2008, 2009, 2010, 2011, 2012, 2013).

In 2007, when the IPA instrument in Croatia began, the largest number of projects geared to strengthening capacity development (70%) were approved, including 41% of interventions with a staff competences improvement component. In 2013 we found the highest percentage of interventions oriented towards the staff competences improvement (50%).

I-2.1.2 Stakeholder views on the extent to which EU pre-accession assistance was sufficiently geared to strengthening staff competences¹².

Interviews confirm that lots of efforts were done for staff competences. This resulted from a strategic concern for capacity development of people for disposing of technical skills related to EU standards (cf. the *acquis*), and for disposing of programming and administrative skills for managing EU assistance.

However, several interviewees highlighted that EU support to enhancing staff competences was mainly geared at the central level, with limited attention to the lower levels. EU support often focused on central-level staff at ministries, state agencies, and other organisations. As a result, competences of staff at a lower, local level have much less been enhanced. This is seen as a major issue by several interlocutors as the local level has nowadays a strong responsibility in managing EU assistance (notably Cohesion Funds). Exceptions include reportedly the agriculture sector and the State School of Public Administration, where beneficiaries at the local level were actively involved.

¹² In the approved methodology (May 16th, 2018) the Indicator I.2.1.2 was written as follows: “Stakeholder views on the extent to which EU pre-accession assistance indeed (adequately) strengthened staff competences”. However, it overlapped with the content of indicator I.2.2.1 “Documentary evidence and *stakeholder views* on the role of the EU pre-accession support in the creation of strengthening of competences to allow the institution to fulfil new functions or improve the existing ones”. Therefore, to be consistent with the JC.2.1, it is proposed to focus the content of indicator I.2.1.2 to the “Stakeholder views on the extent to which EU pre-accession assistance was sufficiently geared to strengthening staff competences”.

I-2.2.1 Documentary evidence and stakeholder views on the role of the EU pre-accession support in the creation or strengthening of competences to allow the institution to fulfil new functions or improve the existing ones.

Documentary evidence:

Professional competences in terms of human resources management across the public service:

The Commission's 2007 progress report notes that 'There has been some improvement in human resource management in state administration, notably through training and better centralised coordination and guidance.' However the 2008 report highlighted that 'There are insufficient capacities for human resources management.' The 2011 OECD SIGMA Assessment notes that, in relation to Civil Service and Administrative Law, *"More attention should be given to the HR units in the different bodies of the administration. They are understaffed, lack real support from the MPA and quite often from their hierarchy, need training for improving skills, and their activity relates mainly to bureaucratic procedures. The overall situation is very demotivating and there is little hope for improvement due to the budget and staff cuts. In 2010 the total number of civil servants (central, regional and local administration) was 65,902 (about 4% less than in 2009)."* There is limited evidence from field work to allow a clear view on the strengthening of staff competences with regard to HRM.

Existence of an active training system

PAR: The Commission's 2007 progress report highlighted that 'Concerning the training of civil servants, the Civil Service Training Centre started to implement horizontal training programmes at the beginning of 2007. Overall, the civil service continues to suffer from high staff turnover and a lack of qualified personnel.' Then in 2009, according to the Commission's progress report (2009) 'The Government adopted a National Training Strategy for Officials and Servants in Local and Regional Self-Government Units 2009-2013. It aims to improve the capacities of local self-government in providing decentralised services to citizens.' EU pre-accession support on this area was provided by projects such as IPA 2010 project¹³ 'Support to strengthening administrative capacity through development of the competences framework in civil service' which component 2 'Strengthening capacity of state administration bodies for implementation of key competences framework within civil service' included mandatory results explicitly aiming at preparing 'training programs and materials for training of civil servants in state administration bodies and future trainers on topics in the area of key competences' and to enhance 'Capacities of employees of state administration bodies in the area of key competences'. A major accomplishment in the existence of an active training system was the establishment of the State School for Public Administration but according to the Commission's 2010 report it was 'not yet fully operational as the necessary human resources have not yet been provided' and still in 2012 the Commission staff working document comprehensive monitoring report on Croatia accompanying the document Communication from the Commission to the European Parliament and the Council on the main findings of the comprehensive monitoring report on Croatia's state of preparedness for EU Membership noted that 'The State School for Public Administration needs to be further strengthened'.

ROL: The Commission's 2008 progress report noted in the Judicial and Fundamental Rights results that 'The professional skills and competences of the staff have been improved by various forms of training. In April 2008 the government *adopted the 2008 Civil Service Training Plan.*' Progress on this topic continued as mentioned in the Commission's 2009 report 'The judicial academy continued to carry out its in-service professional training programme, and initial training programmes for judicial trainees and advisers started in April 2009.' In 2009 the EU pre-accession support approved an IPA project¹⁴ implemented from 2012 to 2014 that established as its project purpose 'to renew and enhance the status

¹³ Contract number 2010-04-40-012801

¹⁴ Contract number 2009-0101-010101

of judicial advisors and to develop a dual self-sustainable training system both for judicial advisors and candidates for future judges and state attorneys (future judicial officials)' two of the three project components geared to the development of self-sustainable training system for lifelong education of judicial advisors and candidates for judges. It also included e-learning practices and specific training on EU law, as defined as a key priority from the Accession Partnerships. The expected mandatory results of this project were achieved according to the Twinning Final Report (For detailed information on this project please refer to Annex 8 and 9). With regard to Commission support to USKOK, the Commission's Croatia 2011 progress report notes that "*The four specialised USKOK chambers at the County Courts have been strengthened by increasing the number of judges dealing with corruption and organised crime cases from 54 to 64 and by taking on more administrative staff. (...) The operational capacity of USKOK has been further reinforced by the recruitment of four additional deputy prosecutors, bringing the total to 28. The National Police Office for the Fight against Corruption and Organised Crime (PNUSKOK) is now fully staffed. The newly adopted Police Act has introduced a new transparent system of evaluation, promotion, transfer and training in the police service, and some depoliticisation measures. (...) However, (...) The Court's ability to handle the increased number and complexity of cases has yet to be fully tested.*" The Croatia Country Programme Interim Evaluation Report (February 2012) further mentions that "*In terms of judicial capacity, significant know how, disseminated as a result of IPA TAIB [Technical Assistance and Institution Building] programmes in the JHA sector and the supply of equipment has been provided effectively. Improved access to EU wide communication and information databases for the judiciary is ensured and Phare/ IPA TAIB has successfully facilitated certain aspects of the Croatian court reform process. The given EU assistance also addressed the strong need for human resource development for the various strands of the judiciary to ensure that learning was placed within an environment that stimulated continuous skills development, to maintain or enforce standards across this professional field.*" Finally the 2012 Communication from the Commission to the European Parliament and the Council on the main findings of the comprehensive monitoring report on Croatia's state of preparedness for EU Membership shown that 'The Judicial Academy continued to work well. Professional training programmes, including initial training, have continued. Training on EU law has been stepped up.'

EG: The EU pre-accession assistance aimed at reinforcing the public debt management and the administrative capacity in employment policy. The Commission's Progress report 2005 noted that '*public debt management* continued to be exposed to a 'key person' risk' and that 'there is scope for improving policy strategy and coordination and for upgrading the administrative capacity of the administration and public authorities involved in *employment policy* planning and delivery'. EU pre-accession support in these two areas, was implemented via the project (i) 'Development of Public Debt Management Capacity'¹⁵ which project purpose is to 'Improve internal organisation and staff capacity for public debt management' including the implementation of a comprehensive training programme; and the project (ii) 'Croatian Employment Service Labour Market Training Centre'¹⁶ which purpose is to 'support the establishment of a training, staff and organisational development system (Croatian Employment Service Labour Market Training Centre) in the field of labour market policy for relevant CES staff and other key labour market actors.' According to project documentation and self-assessment, both projects achieved the expected mandatory results. However regarding the objective to reinforce administrative capacity in employment policy, the Communication from the Commission to the European Parliament and the Council "Enlargement Strategy and Main Challenges 2011-2012", COM(2011)666 final, noted that 'administrative capacity requires continuous strengthening'. The Commission's Croatia 2011 progress report addresses staff issues in the field of competition policy, noting that "*The new Competition Act which entered into force in October 2010 provides new tools for the Croatian Competition Agency (CCA) to enforce competition rules in Croatia. (...) With 55 employees, the CCA has a good administrative capacity, but it can be further strengthened through management and training, particularly in the fight against cartels and abuse of a dominant position.*" Documentation on an IPA project implemented in 2010-2012 in support of CCA¹⁷ shows that results

¹⁵ Contract number 105432 CARDS 2005, implemented from 2005-2007.

¹⁶ Contract number 2008-0303-040101, IPA 2008

¹⁷ IPA 2007 project, implemented during 2010-2012, 'Implementing Croatian Competition and State Aid'[Contract number 2007-0303-010101] aimed to 'enhance the competition environment and state aid policy through continuous support to

were globally achieved - even if in some cases the number of people trained was less than expected but the turnout was considered more than satisfactory by all the organisers.

As already highlighted in the Country Programme Interim Evaluation (2010)¹⁸, and also noticeable in the analysis of the intervention's sample, the selection of indicators of achievement in the project documentation shows 'a frequent confusion between various logical levels (indicators of purpose, results and outputs)'. Furthermore, the documentation does not allow to distinguish between the outcomes due to pre-accession assistance and those owing to national efforts. Moreover, 'the impact of assistance aimed at strengthening the public administration is more difficult to appreciate, because structural changes take longer to generate and it more often suffers from the lack of systematic evidence.'¹⁹

Keeping in mind the limitations of intervention analyses, all of the completed interventions that explicitly identified objectives, purpose, components, mandatory results and/or indicators of achievement intended to improve staff competences attained the expected results according to the intervention documentation (See Annexes 6 &7).

Examples of interview extracts and in-country observations on Results overall on staff competences:

- "At the time of IPA Croatia was doing well in IPA 1 but not necessarily in other." (MN 003)
- "IPA projects had positive effects on staff competences, but little effects on policy implementation / coordination / M&E". (MN417)
- "The expertise started from the individual, then going up to the institution. Spill over effect." (MN 003)
- "All the goals were achieved" (MN300)
- "Pre-accession funds were very useful. In particular the Component Train the Trainers, i.e. a pool of people able to transfer knowledge." (MN408).
- "People learnt because they needed to do it, they were forced to. Learning by doing mainly." "On-the-job training through twinning" (MN 003, MN511)
- "People were motivated and they wanted to receive the training. Many received scholarships mainly in UK and they came back to support the process. Ministries were paying." (MN 003)
- "The expertise has definitely increased. Croatia proved capable of programming 10 billion of ERDF / ESF funds. Need to do it was a key driver" (MN 003)
- "Without EU funding many people wouldn't be able to be trained." (MN 003)
- On Support from EU Delegation:
 - "importance of on-the-job training: EUD invited staff of CFCU to come to the Delegation and work within the Delegation: instead of telling them theoretically they invited them to show how they did it: sometimes weeks and sometimes months: could see a different story and practices. Importance of entrustment of responsibility." (MN 005)
 - "Great experience from EUD. Close cooperation. EUD also organised networks, calling all agencies to take part to these (works, services, etc) network. Objective to harmonise the practices. We worked as partners with EUD. We also learned a lot from their rejections." (MN 505)
 - "We had very good people here at EUD who were supporting us. Sometimes pain in the neck, but sometimes that was useful. Not overly formal, sometimes working on the substance as well." (MN 506)
 - o "Very good support from EUD. Crucial. Some persons here for almost a decade, very committed and familiar with EC and us. *Close monitoring by EU?* Yes. One of the

Croatian competition authority and its partners on the basis of EU rules and best practices.' Project component 4: 'Enhancing the ability of CCA staff, national courts to establish a solid enforcement record for state aid, consistent with the EU acquis'.

¹⁸ Source: Economisti Associati, 2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia, 2010.

¹⁹ Ibid

things to do, not specifically positive or negative. *Lesson*: very good cooperation with EU and CFCA". (MN512)

Examples of interview extracts and in-country observations specifically on Twinning:

- "Twinning projects since 2000, highest number compared to other countries". "Lots of « twinning light » projects in Croatia (<250k€)." "All of them had CD components: trainings, roundtables, cascade trainings, etc." (MN 505)
- Often appreciated (MN 501, 505, 507, 400, etc.)
 - o "it can be really helpful. Interesting for exchange of information, pursuing contacts thereafter, etc. It is different from a service contract (which when it ends, it ends)". (MN507)
 - o "We often received excellent feedback" (MN508)
 - o "useful for knowing how to interact with network of EU MS competition agencies. Useful for accession" (MN512)
 - o « State Audit Office had one Twinning project, completed in 2007, and which was highly successful" (MN201)
 - o "Twinning is a real strength: good design: you have them on a daily basis: apart from educating they had time for numerous discussions." (MN300)
 - o "Twinning: great tool, especially since the ministry has limited budget for educational activities." (MN414)
- Twinning including also staff from a new EU MS (MN 501, 503, 507, 511, 512, 304, etc.)
 - o "More recent experience in establishing new procedures. Experience of accession process, including relating negotiations."
 - o "Directly into digital area (Very modern technology, hardware, speed of internet)"
 - o Mentality, law structure, institutional culture, experience and perspective of small country (e.g. Estonia, Lithuania), better understanding of national/regional context (e.g. Slovenia, Hungary).
 - o "Specific rules for new EU MS (e.g. on the Common Agricultural Policy)"
 - o "advantage maybe rather for accession management, adoption, etc. Less an issue when it is on the substance. Important to try to identify which countries have similar set-ups." (MN 507)
 - o Note. "Croatian officials are now "twinning out" i.e. providing twinning support to current accession countries" (e.g. Bosnia, Kosovo, Montenegro, Albania, North Macedonia, Turkey) (MN511, MN512, etc.)
- Good selection of experts is important (e.g. MN 501)
 - o "Including experts who have the right technical skills when you do provide highly sophisticated equipment" (e.g. MN 501)
 - o "Twinning/Consultants: Twinning experts are civil servants. They don't necessarily have consultant skills". (MN 503, 504) "Sometimes need cannot be found on the market, because public sector expertise" (MN 505). "Twinning is different from a service contract (which when it ends, it ends)." (MN507) "The difference between twinning partners and companies is a very different thing." (MN510) "Twinning was useful to us – it enabled us to acquaint us to the work of EU MS. But assistance of consultants (private companies) would have been useful. Colleagues from EU MS were lacking consulting skills. It is not allowed to combine twinning and TA in the same projects. We were more pushed to use twinning." (MN415)
- Bad experiences with twinning:
 - o "In 2007 we asked for twinning. But not good solution as we needed a lots of local support, twinning experts require quite active involvement on national/Croatian side. We would need to give those experts all information available on certain sectors, ministries, etc. We wanted language to be Croatian, to be close to the people. Hence

- need for local experts. If we had 10 experts from abroad, ex cathedra, it would have been less useful in this particular case (and more time intensive for us).” (MN 502)
- “I wasn’t so satisfied with the consultant in a project. Rules changed.” (MN 507)
 - Host institution needs also to have capacity to welcome and support the twinning expert (MN504, MN507, MN407). “We have not requested an additional project at the time because it was too time consuming to liaise with the experts and review their inputs.” (MN407). “Lesson: Full-time engagement on twinning is a success factor. It’s daily project management, it’s daily tasks to discuss with the experts, it’s engagement, need to set-up and participate to meetings, follow-up, translation of documents, etc. Our capacity at that time, we were around 14 people, of which 3 fully engaged with twinning projects, which is quite a lot in relation to total staff. In large ministries, like Economy: 600 people, obviously you need dedicated staff to do successful twinning projects – option to pick people willing to work on those projects. It really depends from Ministry to Ministry.” (MN511)
 - “Sometimes EU MS push for things that are not necessarily beneficial to beneficiary countries, pushing aside country’s culture, legislation, etc. Quite a lot of discussions at the beginning. We had discussions on daily basis to explain our own legal system. Then very good communications and synergies, we progressed on it. → law/strategy/legislation were hence joint work between UK, Estonia, and Croatia” (MN511)
 - “Replacement of 2-3 experts (see above). + one expert did not do what he was supposed to do (brochure).” (MN512)
 - “If there is long time between planning and programming, and the arrival of the consultants (sometimes 2-3 years, sometimes even 6-7 years), then we have to change contracts with addendums, etc.” (MN 507)
- Twinning experience has been analysed in a joint SIAs-ECA booklet “*Making Supreme Audit Institution Twinning Successful*”²⁰. It analyses the key factors of the success of their projects. It provides the following summary: “*In conclusion, to ensure that SAI Twinning will be as effective as possible, it is essential to build a Twinning on the basis of a real partnership. It is also necessary to get the timing of the project right and that the Twinning will maximise its contribution to the change management process of the SAI by providing the right expertise at the right time. It is essential that the beneficiary SAI has a clear strategic view and plan of where it wants to be and how it is going to get there. Twinning can then be tailored and managed to ensure it delivers the right inputs at the right time to maximise its impact within the context of the SAIs overall development activities. The better the preparation of the strategic view and development plan, and any necessary Twinning, the greater the likelihood for successful and sustainable development outcomes for the SAI.*”

²⁰ “Making Supreme Audit Institution Twinning Successful. A Good Practice Guide by Presidents of the SAIs of the Candidate and Potential Candidate Countries and the European Court of Auditors”, 2007
https://www.eca.europa.eu/Lists/ECADocuments/TWINNING/TWINNING_EN.PDF

Examples of interview extracts and in-country observations specifically on Trainings:

- Note. Twinning is largely a form of training on the job. Sometimes also additional trainings in twinning projects.
- “Programmes varied from traineeship programmes to managing the civil service. All state bodies were included in the projects. Training modules focused on: i) introductory programme for civil service trainees & civil servants employed for the first time; ii) specialized programmes: on political system, strategic planning, planning and development of HR; programmes dealing with the EU; etc. iii) personal development: communication and IT skills; foreign language courses; programmes for managing civil servants; training of trainers programme.” (MN410)
- “achieved everything that was planned in terms of training: about 150 people were trained: counsellors posted in embassies, about 100 policy officers for detecting forgeries, Department of Ministry dealing with visa handling, etc.” (MN300)
- “Training about enhancing the structure of the center and the visibility. Design training materials, material to prepare workshop: methodological tool in the implementation of future activities. Topics: practical aspects of EU affairs, management of structural funds, decision structures. Attendants: Intended for civil servants, but also component on the local level, also went on the field to main regional centers. 250 people attended those trainings. Many people interested. Very happy with the results.” (MN301)
- “Was there training in the project? Yes, that was the intention. But we didn’t really design it that way, except for workshops etc. We could / should have done more trainings.” (MN 502)
- “Results were pretty different. Depending on whether beneficiaries wanted training or not (some just wanted supply of equipment/works).” (MN508)
- “Training packages for PIUs, works, services, grants, trainings, etc. We had a number of trainings on yearly basis for PIUS, e.g. risk management panels, customised trainings, etc.” (MN 505)
- “Croatian ministers participated to about 30 training projects in other countries. Our Ministry for instance provides now support to partners in North Macedonian. Croatia was the only country that had IPA in implementation.” (MN 505)
- “80 people trained” (MN302)
- “Also workshops for lawyers, national banks, regulators etc. we covered everything” “Also on-the-case training. People sitting here. We explain the case and ask them how we would solve the issue according to their legislation.” (MN512)

Examples of interview extracts and in-country observations specifically on Administrative Capacity

- “Main challenge with all the projects is administrative capacity and turnover.” (MN302)
- “Problems in our administrative capacity. We did not have enough time: we had to deal with this on top of our own work: that was a problem. Still today, our administrative capacity is poor: more officers are needed.” (MN300)
- “Host institution needs also to have capacity to welcome and support the twinning expert” (MN504, MN507, MN407). “We have not requested an additional project at the time because it was too time consuming to liaise with the experts and review their inputs.” (MN407).
- “Number of employees was not sufficient because they were covering many areas.” (MN 003)
- “A few people did too much, workload was enormous: In Ministry we had PIU at central level, but beneficiaries were at local level. They were doing that on top of their regular work. Producing the project was on top: sector analysis, preparing project, preparing documentation, implementing, monitoring, etc. → probably we could have done more if we have had more staff.” (MN 504)
- “Some lack of capacity increase? I can’t remember really. Always successful I think. No problem at all in implementation.” (MN 508, Ministry of Interior). Vs. same interviewees in MN508: “Ourselves, Central project implementation unit. We didn’t have time ourselves to go to activities. Our own capacities for communicating on rules, seminars, workshops to beneficiaries. Same problem today here, and also with beneficiaries: it is all additional workload. They consider it as a burden, a punishment. Sometimes reward like 5-day study visit. Bosses probably don’t know what it is to really manage the twinning – it may 5-6h hours/day just managing twinning (in 8h working day). When bigger budget and many activities: lots to do. Can you change number of participants

to trainings? Sometimes we had few leftovers and they put some more people in the field but limited by budget.”

- “Enough in terms of absorption capacity? With 3 people we managed. It was ok. Because we already had quite some experience.” (MN512)
- “Very important to envisage sufficient capacities to work on such project: everything comes above what you are already doing - 2 or 3 hours a day - very frustrating. The EU should always raise the question whether you have this administrative capacity. Ask for proof of that (this is a bottom up request from the people) e.g. somebody from the EUD coming to visit the ministry.” (MN303)
- “Priority: Need to ensure that there is a certain capacity in certain ministries.” (MN304)
- “insufficient administrative capacity” (MN403)
- Lack of number of staff to implement EU projects (lots of papers to be filled in for EU projects). (MN408)
- “lack of administrative capacity and pressure affected the people”, “also the quality of the projects and the absorption capacity”
- “In the end, during project implementation, it was a lot of work to do her regular work + twinning project on top. Twinning: difficult: A lot of experts coming here and a lot of workshops organised in Croatia and in Zagreb” (MN413)
- “important to ask for commitment that administrative capacities for the implementation of a project will be ensured, not just extra work. To promise that the people that are doing a project have 30% less work load for other tasks. Administrative capacity is very important. “
- “Would have been better to create a specific department to deal with EU Matters with all the technical and administrative aspects.”
- “See Germany’s “Ressourcenprinzip”: line ministries are the main body in charge”
- Context in 2008-2011:
 - o “Crisis started in 2008/2009 → budgets were shrinking”. (MN 506)
 - o “Change of government in 2011, cuts in staff”. “2009 the training was already quite extensive. 2011 preparations for structural funds started. It would have been better to spend the time to be prepared for the managing of the structural funds, as in 2011 it was decided when Croatia would enter the EU. 2011 change of government, some processes stop and many people changed. New people from the government needed to learn and speed up the process and learn. Maybe 6-month gap. Not too many inputs from the top. Then they needed to dedicate the first six months of 2013 to do the programming instead of continuing with trainings. They learned a lot while preparing the programming of funds.” (MN 003)
 - o “There was a period in which we were not allowed to hire additional staff. Only option: EU funding. Mainly for staff development.” ... “I regret that in the past we didn’t have enough support to internal administrative capacity.” (MN 506)
 - o ““Ban on employment” by the government (recruiting freeze). You can only employ 1 persons for 2 leaving. But for small organisations this is very difficult. Ban on employment was in 2010 (and is still on): That’s specifically Croatian (economic crisis, new government, etc.). It does not owe to the EU directly, but the EU did promote to cut public costs and public administration staff. “Ban on employment” relates to permanent staff at the office; not for project implementation per se, but in programming process. But issue of sustainability then for the organisation. “ (MN509)

Examples of interview extracts and in-country observations specifically on enhanced staff competences in Public Administration Reform projects:

- On a Twinning light project to reinforcing capacity of State School of Public Administration: interviewees mention that “thanks to the project the School managed to have 3 generations of trainees from regional (local) level. Since the start of the School work it was difficult to motivate people from lower levels to use services of the school so this is a good result. There is also an agreement with a French school of public administration which brings its experts for topics relating to EU subjects. This contributes to strengthen trainees’ competences.” (MN112)
- On support to the Supreme Audit Institution of Croatia: “Both OECD/SIGMA (primarily funded by the EU) and the Twinning were crucial in developing the capacities of the institution. This happened

through (...) the development of greater staff capacities to conduct performance audits as opposed to compliance and financial audits; to conduct horizontal, sector-wide audits in public entities; to build the capacities of ALL staff of the SAI including that in its regional offices.” (MN201)

- IPA 2008 project on the General Administrative Procedures Act (GAPA): “This was a very useful project. It included establishment of education materials for public servants and of a network of trainers (to implement this new law). Training on GAPA implementation which started with the first project; training still delivered (cf. School for Public Administration). Training on the use of the IT system is provided through the second project.” (MN410)
- IPA project ‘Support to strengthening administrative capacity through development of the competencies framework in civil service’. “All deliverables achieved, incl. education.” (MN412)
- IPA 2010 Twinning light on administrative capacity: “Training/education: about 100 civil servants were educated on the concept of core competencies.” (MN412)
- IPA project ‘Strengthening Integrity of the public sector’: “a lot of trainings organised on ethics (ethics is a change of attitude): this was a success even though it was difficult to attract the trainees. Educational activities are very important for integrity (this is how you raise awareness and change attitudes): done for officials and regular civil servants. Train the trainers: 35 trainers in the field of ethics and integrity.” (MN413)
- “Training was biggest part of the project and one of the most successful components. It included the most people. In the end through the twinning light project we had trained about 400 people. Training them and raising their awareness. Good turnout on these seminars. About 30 people/seminar.” (MN511)

Examples of interview extracts and in-country observations specifically on enhanced staff competences in Economic Governance Projects:

- On CCA: “EU assisted a lot to increase staff capacities for application of EU competition law, and the case law.”
- “It helped a lot on staff competences” (MN512)
- “EU support: Strengthening of MoF and line ministries. Trainings organised for Line Ministries that were appreciated on the instruction for budget preparation and execution. Training on KPIs + budget performance.” (MN407)
- “Pre-accession funds were very useful. Component Train the Trainers: pool of people able to transfer knowledge.” (MN408)
- Stakeholders interviewed in Croatia for this evaluation in 2018 mentioned that the Croatian Employment Service was “forced” to have this Croatian Labour Market Training Centre for its staff but also for its stakeholders (unions, employers’ associations, other ministries). They mention it was really helpful in that period as they were cooperating with other agencies in Europe. But a difficulty was that they had to do what nobody had done before, resulting in resistance of staff (many EU MS had training centres for their staff, but not for staff from other stakeholders too). It had to train 10 trainers from other institutions and organise trainings for their staff. (MN506)

Examples of interview extracts and in-country observations specifically on enhanced staff competences in Rule of Law projects:

- “Support was very very effective” (MN509)
- “Positive effects on Staff competences (e.g. through training ; training of trainers)” (MN414)
- On support to the Judicial Academy :
- “One of the key beneficiaries of IPA assistance in the area of RoL, the Judicial Academy, has experienced severe budget cuts as a result of the economic crisis and is not really able to fulfil its mandate as a training institution for continuous professional development” (MN200)
- It appears from interviews with many interlocutors that a specific twinning project in the last stages of IPA is considered a failure as it was clear even during implementation that the results planned for were not going to be achieved by the end of the project (in 2014), in particular with regards to the

status of judicial advisors and candidates for judicial officials which remains contentious. The School for both categories formally operates under the Judicial Academy but de facto, is not functioning at all (i.e. there are currently no students in the School and there is no staff except freelancers). One challenge faced by the Judicial Academy is the extent to which the judiciary remains has (not) been reformed. The pro capita number of judges in Croatia is the highest in the EU, according to the European score card, and this is unlikely to change significantly in the future. Interviewees hence put a question mark to the need for a School for judicial advisors and candidates for judicial officials in the first place – this question has always been there, but remains unresolved. (MN201, MN204, etc.)

- Because of its problematic status, it suffers from a very high turnover of staff. This means that while staff capacities have remained with those 20% of people that have been with the institution for a long time, but that for many, the capacity built through EU assistance is lost to the institution. The turnover causes a considerable strain on the resources of existing staff, as they have to train new employees who then inevitably leave within a year (otherwise they would need to be recruited permanently, which the system currently doesn't allow). Staff who have been in the JA for a long time say they have, individually, the capacities to fulfil their function, but staff shortage is a big problem. (MN201, MN204, etc.)
- “Some steps should have been more considered, such as the educational requirement for judicial candidates – there is now a system that does at the core not suit, and there is a need to sort this out. But it should never have been accepted in the first place.” (MN204, etc.)
- “In the case of USKOK, it is not possible to know whether the staff is competent or not because the institution has such a weak resource base that it is physically impossible for them to work.” (MN206)
- “Projects were extremely useful for increasing USKOK staff competences. Example: prosecutors found themselves in the position of communicating with the media. It was important for them to acquire public appearance skills. Media trainings were organised to acquire those skills. Two-days training were excellent, with a lot of practical situations. Prosecutors were satisfied with the trainings.” (MN415)

Examples of interview extracts on differences in salaries:

- MN 507: “In 2012, early 2013: issue of salary case.” “Typically 30% salary top up. People in public institutions (vs. gov/ministries) had directly higher salary when they were created. Now there are less differences in salaries.”
- MN007: “EC is against the salary top-ups. One crucial way of CB and retention of staff was either ‘top up salary’ or taking all the department and make it as a separate agency. In the management of pre-accession funds, we have built capacity”
- MN006: “I hope you have noticed that one crucial way of CD and retention of staff was top-up on salaries and to take out full services to create stand-alone services”
- MN: “now 40 agencies are going back to ministries”
- MN005: “in the management of preaccession we managed to create some capacities to manage funds.”
- MN005: “I don't think that recruitment into civil service. Salaries small but job is stable and you cannot be kicked out. Some people enter as juniors for this. Others who we are more competitive, more skilled, etc. may go rather to the private sector. In junior positions especially. This is how things happen in the real world. This is how politicisation works. But at the senior level:
- MN006: “it's different paths to enter as junior or senior. Often junior people come for ‘bad reasons’ to civil service. Talented juniors left one after the other because of frustration.
- MN 503: No turnover issue at the paying agency here. Salaries are quite higher than other public institutions such as the Ministry. We are “public servants”, they are “civil servants”. Law of public agency: defines our salary level. Higher because we have higher responsibility, i.e. transferring money (lots of stakeholders, data, etc.). It's stricter than a bank. From when we became an independent agency. Then there was a benchmark on salaries. General opinion that those public institutions dealing with the EU, applying EU regulations and acquis, have higher salaries.

Managing Authority measures have bigger salaries than rest of people. But everything is now EU. Ministry has law covering all ministries, which is less advantageous. Average salary difference: about 15% on average maybe?”

- MN 505: “We are public servants not civil servants. We are not employed through administrative procedures (very lengthy and complicated) but work contracts (through labor laws) → much more flexible, for instance to have many qualified staff in little time + higher salaries e.g. with bonuses on performance. We immediately set up excellence programmes when establishing the agency (bonuses, education, scholarships, etc. – for attracting and retaining talent). Done on the basis of Croatian resources, but with EU support for HRM (TA for training, etc.)”
- MN508: “When government changes, what people change? From operational staff up to heads of service: they stay. It’s rather ministers, state secretaries, etc. (political functions) who change.”
- MN509:”we should have 23 staff members (now 21), 15 people are “EU people” with 30% higher salaries, others not. Because the office is part of the “operational structure” of the ESF, i.e. accredited. In some ministries, for structural funds: people not receiving EU-related salaries are much less motivated to contribute on substance to EU programming for Cohesion Funds.” Salary increases came for favouring staff stability (vs. rotation) → Lesson: same salaries or percentage for all people. And easier and more flexible rules for recruiting (state rule are rigid).”
- MN201: “Staff employees have a slightly above average salary compared to other public sector institutions.”
- MN301: “top-up of salary of 22% because they otherwise go to private sector, e.g. consultancy firms that implemented EU support.”
- MN304: “Turnover: what did they do: they asked the Commission. They said you have to find something. Basically: tackle the salaries. Posed a problem. In some institutions, they have a top up. What working place could benefit. Also other advantages, education abroad, flexibility of working time. Is for people working with EU funds. Not only an issue of money. In smaller organization it is more possible to create this.”

I-2.2.2 Extent to which the involvement of staff in programme activities has directly or indirectly contributed to the strengthening/creation of staff competences as well as the ownership of the approach strategy.

See I-2.2.1 above.

Table 4 – Summary of the Data Collection Process for EQ 2

Judgement criteria information availability	
JC 2.1	4
JC 2.2	4
1= low – 5 = high	

EQ3 INSTITUTIONAL PROCEDURES AND STRUCTURES

To what extent did the EU pre-accession assistance contribute to improving institutional structures and procedures?

JC.3.1	Extent to which EU pre-accession assistance was specifically geared to improving different dimensions of institutional structures and procedures
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I.3.1.1 Strategy and projects (specific inputs and activities) aimed at establishing and/or improving institutional procedures²¹ & I.3.1.2 Strategy and projects (specific inputs and activities) aimed at improving dimensions of institutional structures.²²

EU pre-accession support to Croatia at strategy (Accession partnership), programming (MIPDs) and intervention levels set specific priorities and output objectives in terms of establishing and/or improving structures and procedures in their different dimensions as illustrated in the below table and further detailed in the next paragraphs.

²¹ Related for instance to: policy and financing, the legal framework (among other, to ensure respect i) for EU rules for EG/RoL / and ii) adopted national standards for PAR), Human Resources Management practices across the public service, stakeholder involvement, accountability and supervision, co-ordination mechanisms, clear definition of functions and responsibilities at all administrative levels, decision-making processes (evidence-based decisions) or mechanisms to provide effective controls over public organisations.

²² Related for instance to: new or strengthened units, reduction of organisational overlapping, or the adoption of a decentralized structure.

Area	Priorities related to structures	Priorities related to procedures
Political criteria - RoL	<ul style="list-style-type: none"> Fight against corruption – Establishment of specialist units for combating corruption within the appropriate services (Dimension: New or strengthened units). – Strengthening of the Office for the Prevention of Corruption and Organised Crime (USKOK) (Dimension: New or strengthened units). 	<ul style="list-style-type: none"> Judiciary and fight against corruption: – Codes of conduct/ethics introduced for officials and elected representatives (Dimension: mechanisms to provide effective controls over public organisations) – Improved court management systems (Dimension: mechanisms to provide effective controls over public organisations) – Appropriate administrative measures set in the relevant law enforcement agencies for combating corruption (Dimension: Policy and legal framework) – Coordination among anti-corruption bodies improved. (Dimension: Co-ordination mechanisms and stakeholder involvement)
Political criteria - PAR	<ul style="list-style-type: none"> – Efficiency and professionalism of the public administration improved – Administrative capacity of the Ministry of Public Administration improved – Capacity of public administration to manage decentralisation reforms improved (Dimension: Adoption of decentralized structures) 	<ul style="list-style-type: none"> – Reform measures on administrative procedures implemented (e.g. revised GAPA) (Dimension: Policy and legal framework) – Human resources management improved in all bodies of the public administration (Dimension: Human resources management practices across the public service) – Transparent procedures for recruitment and promotion used (Dimension: Human resources management practices across the public service)
Economic criteria - EG	<ul style="list-style-type: none"> – Transparent and efficient debt management capacity – Strengthened enforcement capacity of the tax and customs administrations, administrative capacity of the Agency for the Protection of Market Competition and of the Croatian Bureau of Statistics 	<ul style="list-style-type: none"> – Rules for market entry and market exit of enterprises simplified (e.g. registration procedures speeded up) – Procedures simplified and controls reinforced to effectively prosecute tax fraud – Customs rules applied (Dimension: Policy and legal framework)
Ability to assume obligations of membership	<ul style="list-style-type: none"> – Necessary administrative structures established or strengthened to ensure effective implementation of EU acquis across the various chapters (Dimension: New or strengthened units) 	<ul style="list-style-type: none"> – Administrative procedures for effective legislation enforcement established (Dimension: Policy and legal framework) – Administrative procedures for effective follow-up and control established (Dimension: mechanisms to provide effective controls over public organisations)
Supporting programmes	<ul style="list-style-type: none"> – Administrative structures for the management of EU structural funds reinforced and better coordinated (incl. reinforced technical capacity through equipment). 	<ul style="list-style-type: none"> – Working methods of beneficiary institutions enhanced – Set-up of management and control systems for the EC structural funds within those institutions

Sources: Accession partnership, successive MIPDs and intervention level review as further detailed below

Accession Partnership

The Accession Partnership (2004, 2006, 2008) include short and medium-term priorities geared to improve procedures and structures (see below tables).

Regarding structures, the objectives focused on ensuring that the necessary administrative structure was progressively put in place and developed so as to enforce the acquis in all the areas covered by the acquis

such as free movement of goods, agriculture, fisheries, competition, statistics, customs, regional policy, etc. They aimed to establish new structures or to strengthen existing ones. In the Rule of Law area, priorities focused on the establishment of specialist units for combatting corruption within the appropriate services and on the strengthening of USKOK. For PAR, the 2008 priorities focused on giving an organisation for procurement the task of guaranteeing a coherent and transparent policy and steering its implementation, in all areas related to public procurement. In EG, the priorities focused on strengthening the capacity of the tax and customs administrations, of the Agency for the Protection of Market Competition and of the Croatian Bureau of Statistics. The priorities linked to the capacity development of structures active in PAR and EG are developed under the ability to assume the obligations of membership and not under the political and economic criteria.

	Short and medium-term priorities linked to structures	
	European Partnership (2004)	Accession Partnership (2008)
Political criteria - RoL	<p>Anti-corruption:</p> <ul style="list-style-type: none"> -Establish specialist units for combating corruption within the appropriate services (MT) -Strengthen the administrative and operational capacity of the Office for the Suppression of Corruption and Organised Crime (USKOK). 	<p>Anti-corruption: Establish specialist units for combating corruption within the appropriate services</p>
Political criteria - PAR	/	/ see below under Public procurement
Economic criteria - EG	<p>Establish a transparent and efficient debt management capacity</p> <p>/ see also below under Taxation, Competition, Customs, Statistics</p>	/ see below under Taxation and Statistics
Ability to assume the obligations of membership	<p>Free movement of goods:</p> <ul style="list-style-type: none"> - Establish the necessary administrative structures to ensure a comprehensive approach to enhance food safety throughout the entire food chain <p>Free movement of persons</p> <ul style="list-style-type: none"> -Continue alignment with the EU acquis on mutual recognition of professional qualifications and diplomas, including education and training provisions, further develop the required administrative structures. <p>Agriculture</p> <p>Strengthen the administrative structures needed to implement market and rural development policies; establish a vineyard register in line with EU standards. Continue preparations for the establishment of a fully-functioning administration and control system and a paying agency in line with EU requirements.</p> <p>Fisheries</p> <ul style="list-style-type: none"> -Continue the establishment of adequate administrative structures and equipment to 	<p>Chapter 2: Freedom of movement of workers</p> <ul style="list-style-type: none"> – Reinforce administrative structures for the coordination of social security schemes <p>Chapter 4: Free movement of capital</p> <ul style="list-style-type: none"> – Complete the establishment of an effective anti-money laundering regime, in particular by ensuring that enforcement agencies are fully operational, adequately resourced and well coordinated with domestic and international counterparts. <p>Chapter 5: Public procurement</p> <ul style="list-style-type: none"> -Give an organisation for procurement the task of guaranteeing a coherent and transparent policy and steering its implementation, in all areas related to public procurement. <p>Chapter 11: Agriculture and rural development</p> <ul style="list-style-type: none"> – Strengthen the administrative structures and capacity needed to implement market and rural development policies, including collection and processing of agricultural data <p>Chapter 12: Food safety, veterinary and phytosanitary policy</p>

	<p>ensure effective implementation of the fisheries policy, including management of resources, inspection and control of fishing activities, market policy, structural programmes, a fishing vessel register and a management plan for the fleet capacity in accordance with available fish resources.</p> <p>Social policy and employment</p> <p>-Strengthen related administrative structures and those required for the coordination of social security.</p> <p>Regional policy and coordination of structural instruments</p> <p>-Set up partnership structures ensuring close cooperation between relevant stakeholders at national and regional level.</p> <p>- Ensure that the designated managing and paying authorities will progressively build up their capacity</p> <p>Taxation</p> <p>-Strengthen the capacity of the tax and customs administrations, particularly regarding collection and control functions; create a functioning and adequately staffed excise duty service</p> <p>-Start developing the necessary IT systems so as to allow for the exchange of electronic data with the EU and its Member States.</p> <p>Competition</p> <p>-Strengthen the administrative capacity and the independence of the Agency for the Protection of Market Competition, both in the fields of State aid and anti-trust.</p> <p>Statistics</p> <p>-Strengthen the administrative capacity of the Croatian Bureau of Statistics</p> <p>Customs union</p> <p>-Strengthen the administrative and operational capacity of customs services, in particular with regard to the control of preferential rules of origin.</p>	<p>-Strengthen the necessary implementing structures including control and inspection services.</p> <p>Chapter 13: Fisheries</p> <p>– Strengthen administrative and, in particular, inspection structures for fisheries policy and improve the collection of catch and landing data</p> <p>Chapter 16 Taxation</p> <p>-Significantly strengthen the enforcement capacity of the tax and customs administrations, particularly regarding collection and control functions and developing the necessary IT systems; continue the work on building a functioning and adequately staffed excise duty service.</p> <p>Chapter 18: Statistics</p> <p>– Strengthen the administrative capacity of the Bureau of Statistics, reform its regional offices and improve coordination with other producers of official statistics.</p> <p>Chapter 19: Social policy and employment</p> <p>– Further align with the acquis and strengthen the related administrative and enforcement structures, including the labour inspectorates, in association with social partners.</p> <p>Chapter 22: Regional policy and coordination of structural instruments</p> <p>– Ensure a clear distribution of responsibilities and strengthen the capacity of, and coordination between, designated implementing authorities/structures, including local authorities</p> <p>Chapter 28: Consumer and health protection</p> <p>–Ensure adequate administrative structures and enforcement capacity</p>
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Sources: EU Council, *Accession Partnership, 2004, 2006, 2008*

Regarding procedures, the objectives focused on the review or establishment of procedures to effectively enforce legislation (e.g. tax legislation), the simplification of administrative procedures (e.g. company registration procedures), and the use of transparent procedures for recruitment and promotion through public administration.

	Short and medium-term priorities linked to procedures	
	European Partnership (2004)	Accession Partnership (2008)
Political criteria – RoL	Introduce codes of conduct/ethics for officials and elected representatives (ST)	/
Political criteria - PAR	Take initial steps to ensure the use of transparent procedures for recruitment and promotion and to improve human resource management in all bodies of the public administration in order to ensure accountability, openness and transparency of the public service	Improve human resource management in areas of public administration Fully implement public administration reform measures on administrative procedures
Economic criteria - EG	Reduce barriers to market entry and exit: -Simplify the rules for market entry and market exit of enterprises. In particular, speed up registration procedures and improve the implementation of bankruptcy rules.	Continue to facilitate business entry by further reducing the time and procedures needed and the costs for establishing a business. Improve bankruptcy procedures to speed up market exit.
Ability to assume the obligations of membership	Free movement of goods: - Ensure that an effective and transparent public procurement regime becomes fully operational and adopt the necessary implementing regulations. Taxation -Start reviewing the administrative procedures in order to ensure effective enforcement of tax legislation. - Simplify procedures to effectively prosecute tax fraud. Financial control -Establish effective procedures for the detection, treatment and financial, administrative and judicial follow-up of irregularities affecting the Communities' financial interests. Small and medium-sized enterprises -Continue implementation of the European Charter for Small Enterprises. Further simplify company registration procedures. Regional policy and coordination of structural instruments -Ensure that the designated managing and paying authorities will progressively enhance financial management and control procedures	Chapter 16 Taxation: -Simplify procedures and reinforce controls to effectively prosecute tax fraud Chapter 29: Customs union: -Apply customs rules in a consistent and homogeneous manner across customs offices, notably in the areas of declaration processing, origin, simplified procedures, counterfeiting, selectivity of controls; ensure the application of modern and consistent risk analysis procedures in all offices

	<p>Customs union</p> <p>- Continue alignment with the EU Customs Code.</p>	
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Sources: EU Council, Accession Partnership, 2004, 2006, 2008

EU Financial Assistance

EU pre-accession assistance aimed to build the structures and capacity to effectively function as a Member State and to manage and implement EU assistance.

Regarding structures, EU pre-accession assistance focused on establishing or strengthening structures for thematic expertise (e.g. USKOK, MoPA) and on setting up departments/services/units for managing EU funds. EU pre-accession assistance under IPA TAIB Component focused on three main axes during the period under review (see below table): i) to reinforce the capacity of law enforcement institutions (in particular USKOK – which *‘should be made fully operational as soon as possible and needs to take on the leading role in the fight against corruption’* according to the Commission’s 2005 progress report -), ii) to support the improvement of the administrative capacity of the Ministry of Public Administration and the capacity of the public administration to manage decentralisation reforms, and iii) to support the reinforcement and coordination of the administrative structures for *acquis* transposition and implementation, including for the management of EU structural funds. The latter covered the set-up of management and control systems for the EU structural funds. This includes for instance support under IPA Component IV for the set-up of the Paying Agency in the field of Agriculture and Rural Development. EU pre-accession assistance under Components I, III, IV to V also aimed at supporting the national efforts to establish the administrative structures required for the management and control of EU funds.

Table 5 – Main priorities related to structures under the IPA TAIB Component as per the successive MIPDs

	MIPD 2007-2009	MIPD 2008-2010	MIPD 2009-2011	MIPD 2011-2013
Political criteria - RoL	Fight against corruption: ‘Support to strengthen the Office for the Prevention of Corruption and Organised Crime (USKOK) and other bodies involved in the implementation of the anti-corruption programme, particular emphasis on improving the coordination among them.’	‘In the fight against corruption and organised crime, setting appropriate legislative and administrative measures in the relevant law enforcement agencies for combating the latter’		‘Indicators to assess the impact of EU support may include: (..) <ul style="list-style-type: none"> - ‘Improved court management systems - Strengthened capacity of law enforcement institutions - Strengthened capacities of CSOs’
Political criteria - PAR	‘Implementation of a comprehensive strategic framework for public administration reform with a focus on (...) improving the efficiency and professionalism of the public administration.’	‘assisting the Croatian authorities in implementing their strategy for the reform of the public administration covering among other measures (..) support for the decentralisation process’		Main objectives include: ‘to support the capacity of public administration at central, regional and local levels to manage decentralisation reforms; to support the improvement of the administrative capacity of the Ministry of Public Administration’
Economic criteria	/	To improve public debt management		/
Ability to assume the obligations of membership	‘Institutional and administrative capacity building for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening process and subsequent negotiations in the different chapters of the acquis.’	‘To reinforce and coordinate the administrative structures including the setting up of the management and control systems for the EU structural funds’	Strategic choices: ‘Measures aimed at reinforcing and coordinating the administrative structures including the setting up of the management and control systems for the EC structural funds.’ ‘To reinforce and coordinate the administrative structures for them to be able to fully implement the acquis upon accession in accordance with the priorities	/

			<p>established in the proposed Accession Partnership, including the reinforcement of capacity for preparing the Community cohesion policy.’</p> <p>‘The administrative capacity of the Croatian ministries and institutions is reinforced in accordance with the priorities established in the proposed Accession Partnership’</p> <p>Output indicators such as for instance:</p> <p>- ‘As regards the reinforcement of the administrative capacity of the beneficiary ministries and institutions: technical capacity will have been updated by means of purchase of relevant, tested and installed technical equipment as well as management information system.</p>	
Supporting programmes	Provide for administrative capacity building for strategy development, project preparation and implementation, institution building support and SAA and acquis implementation. Capacity building may also be provided for the management of IPA projects and to reinforce institutional capacity for the management of EU structural funds.	Re-enforcement of institutional capacity for the management of EU funds: ‘flexible technical assistance facilities aimed at addressing specific needs identified in the course of the negotiations process and preparing projects pipeline for further funding, also with a view to reinforce the institutional capacity for the management of IPA funds’	Flexible TA will be provided to reinforce the institutional capacity of Croatian authorities for the management of IPA funds	/

In the area of preparation for participation in the Community's cohesion policy and rural development (IPA components III, IV and V), IPA assistance under the MIPD 2009-2011 aimed to develop the administrative and management capacity of those institutions implementing the relevant operational programmes by providing them with technical assistance support. It concerns the field of regional competitiveness, transport, environmental protection (IPA component III), human resources development (IPA component IV) and agriculture and rural development (IPA component V). In the field of regional development (Component III), the

MIPD recognises that ‘as part of further developing and implementing a comprehensive and coherent strategy of regional development, there is a significant need for strengthening administrative capacity and the institutional base of the bodies dealing with IPA funds.’

IPA assistance under the 2011-2013 MIPD also aimed to reinforce the administrative capacities of Croatian bodies. For instance, for support in Agriculture and Rural Development, the indicators retained ‘to assess the impact of EU support’ include: ‘Setting up of the paying agency to be fully operational by the date of accession’; ‘Strengthen administrative capacity, in particular with regard to the implementation of the control of food and feed establishments, animal by-products’.

Regarding procedures, EU pre-accession assistance aimed in the three focus areas i) to set administrative measures in law enforcement agencies to fight against corruption; ii) to streamline administrative procedures and improve human resources management across public administration, and iii) to reinforce exit procedures to improve competitiveness. More generally EU pre-accession assistance aimed to reinforce the administrative capacity of the beneficiary institutions (e.g. technical capacity through equipment and working methods enhanced according to best practices in the Member States' counterparts) and the capacity of these institutions to manage EU assistance (see below table).

Table 6 – Main priorities related to procedures under the IPA TAIB Component as per the successive MIPDs

	MIPD 2007-2009	MIPD 2008-2010	MIPD 2009-2011	MIPD 2011-2013
Political criteria - RoL	/	Fight against corruption: ‘setting appropriate legislative and administrative measures in the relevant law enforcement agencies for combating corruption and raising public awareness on the various modalities for recognising corruption practices and corruption as a criminal offence’		/
Political criteria - PAR	/	Assisting the Croatian authorities in implementing their strategy for the reform of the public administration covering among other measures the streamlining of administrative procedures, the efficiency of administrative disputes proceedings and the improvement of human resources management		Indicators to assess the impact of EU support may include: - Support to the ‘revised General Administrative Procedures Act (GAPA)’
Economic criteria	‘EU assistance will aim to improve competitiveness and the business environment, as well as the functioning of market entry and exit procedures and the enforcement of property and creditor rights.’	/	/	/
Supporting programmes		<p>Setting up of management and control systems for the EU structural funds within the administrative structures</p> <p>Output indicators such as for instance:</p> <p>- ‘As regards the reinforcement of the administrative capacity of the beneficiary ministries and institutions: working methods of the ministries and institutions will have been enhanced according to best practices in the Member States’ counterparts.’</p> <p>- ‘As regards the capacity building for the management of ongoing and future EC assistance, the backlog under on-going assistance will have substantially been reduced; administration and control systems for the management of on-going assistance will have been reinforced; administration and control systems for EC Structural funds will have been progressively built in’.</p>		/

Source: successive EU Multi-annual Indicative Planning Document for Croatia (2007-2009; 2008-2010; 2009-2011; 2011-2013)

The intervention level review shows that 69% of the selected interventions had their overall objective or purpose (specific objective) focused either on the improvement of institutional procedures or structures: 8 projects in the Economic Governance area (which represents 80% of EG projects analysed), 6 projects in the Rule of Law area (67% of ROL projects analysed), 3 projects in Public Administration Reform (60% of PAR projects analysed), one project on environmental protection (100% of projects in this area). All the successive financing instruments were used to support institutional procedures and/or structures, starting with CARDS projects (77%), followed by PHARE projects (66.67%) and finally by IPA projects (64.29%).²³ Interventions rather aimed at strengthening procedures than structures at overall objective or purpose level, with 65 % of the selected interventions aiming at (overall objectives or project purpose) strengthening different dimensions of the institutional procedures and 19% of them aiming to improve organisational structures.

At the milestones/(mandatory) results and activity level, 84% of the projects had a component oriented towards the strengthening of institutional procedures and structures, in particular the following ones: new or strengthened units, accountability and supervision, procedures and mechanisms leading to the alignment to the *acquis* and coordination mechanisms.

Regarding the 94 IPA projects, 12.7% of them aimed at developing institutional procedures dimensions such as accountability and supervision (4 projects), co-ordination mechanisms (4 projects), stakeholder involvement (2 projects) and legal framework (1). Concerning the distribution by priority axis, the following table shows that the projects having focused on objectives linked to institutional procedures often belonged to the following two axes: political criteria and ability to assume the obligations of membership.

Table 7 – Institutional procedures objectives in IPA projects classified by IPA Priority Axis

IPA Priority Axis	Number of projects	Percentage
Political Criteria	4	36.36%
Ability to assume the obligations of membership	4	36.36%
Public Administration Reform	2	18.18%
Economic Criteria	1	9.09%
Institutional procedures related objectives	11	

Source: Financial Agreement between the Government of the Republic of Croatia and the Commission of the European Communities concerning the National programme for Croatia under IPA-Transition Assistance and Institution Building Component (2007, 2008, 2009, 2010, 2011, 2012, 2013).

For instance, the ‘IPA 2008, Civil Society Facility – Enhancing the capacities of the civil society sector for the monitoring of implementation of the EU *Acquis*’ aimed to improve administrative procedures. It will ‘*support the Central State Office for Administration (CSOA) in developing a client-oriented public administration through implementing at all levels of public administrations the new General Administrative Procedures Act (GAPA) that aims at introducing several important innovations geared towards **simplification, streamlining and transparency of the administrative procedures** also impacting on the relationships of every citizen and the economy towards the public sector.*’

Source: Financial Agreement between the Government of the Republic of Croatia and the Commission of the European Communities concerning the National programme for Croatia under IPA-Transition Assistance and Institution Building Component 2008

²³ See annex 10 for detailed information about the project systematic analysis.

I.3.2.1 Documentary evidence and stakeholder views on the role of the EU pre-accession support in improving institutional procedures and structures.

The contribution of EU pre-accession support to establishing new structures or strengthening existing ones and to establish/review/simplify procedures has been mixed, depending on the structures/areas supported. Overall, structures and procedures were still in need of further strengthening towards the end of the evaluation period.

The 2012 CPIE notes that ‘overall with the help of IPA TAIB Croatia is generally on track in making their regulatory frameworks, systems and capacities conform to the requirements of the EU, but achieving effective enforcement on the ground still remains a big challenge following accession. Croatia still has much to do to secure the administrative structures and institutional capacities for such a purpose. The Phare/ IPA TAIB assistance under review is influential in promoting and supporting institutional change in an accession-related context by restructuring existing institutions, establishment of new institutions, alignment of legislation, and strengthening of administrative capacities.’

- Support to structures & procedures for managing EU funds

The 2011 ECA report notes that ‘EU assistance in the form of specific projects complemented the Croatian authorities’ own efforts to **strengthen ministries’ capacity and set up bodies specifically to manage future EU funding**. Even where projects did not include direct capacity building through technical assistance and twinning contracts, projects had an important ‘**learning by doing’ dimension** which provided the opportunity to gain **valuable practical experience of managing EU funding before the accession**.’

The 2012 CPIE notes that ‘in the area of preparation for structural funds **positive assessments** can be made on the basis of completed technical assistance and twinning arrangements in a number of institutions, including CODEF. They have **supported the relevant process of developing new institutions and their restructuring, developing stronger organisational structures, and they have encouraged the development of mechanisms and practical tools**. (...) The capacity in different beneficiary institutions to tackle increasingly complex projects remains uneven. Projects close to accession appear to be very much more complex with demanding and concrete application of the acquis. Despite clear improvements, there are **uneven technical capacities** in some beneficiary institutions, such as the MoPA’.

According to survey respondents, the most significant improvements around the theme of procedures and structures concern firstly the procedures and mechanisms leading to the alignment with the acquis, secondly the creation of new units or reinforcement of existing ones, and thirdly the set-up of operational training systems. For these three major areas of improvements, survey respondents consider that EU pre-accession support has either been a major trigger or played a role in these evolutions. Survey results indeed indicate the following:

- 88,24% of survey respondents (45/51) note that procedures and mechanisms leading to the alignment with the acquis improved during the pre-accession period. 92% of survey respondents note that EU pre-accession support was the main contributing factor (49%) or played a role (43%) in triggering these evolutions.
- 80,39% of survey respondents (41/51) note that new units were created / existing units were reinforced during the pre-accession period. 91,2% of survey respondents note that EU pre-accession support was the main contributing factor (41,2%) or played a role (49%) in triggering these evolutions.
- 78,43% of survey respondents (40/51) note that an increasing number of operational training systems existed during the pre-accession period. 88,3% of survey respondents note that EU pre-accession support was the main contributing factor (37,3%) or played a role (51%) in triggering these evolutions.

Paying agency

The 2011 Commission's Progress Report notes that 'good progress can be reported regarding the development of the capacity of the paying agency'. The 2011 ECA report notes that: '**Results in terms of building up the capacity of the Croatian paying agency to make proper use of pre-accession and post-accession funding have been mixed. Croatia had to build up sufficient management capacity for the Commission to grant it the necessary conferral of management powers for decentralised management without ex ante checks before it could start to implement pre-accession rural development measures. In the event of Sapard, conferral of management powers was granted for only two rural development measures in September 2006 instead of the four initially planned.**' Interviewees underlined that the establishment of an independent agency was a requirement for acceding to the EU. They noted that EU pre-accession support contributed to the establishment of this agency.

Ministry of Agriculture, Forestry and Water Management

The CARDS 2004 project, implemented from 2004-2007, entitled 'Operational Capacity Building within the Ministry of Agriculture, Forestry and Water Management'²⁴ sought 'to support the Department of Fisheries (DF) in the EU integration process and in adopting the *acquis* in fishery related areas.' Two reports were delivered "Desk studies on the level of harmonization and identification of key gaps between national legislation and CFP priorities in harmonisation" and "*Acquis communautaire* on the environmental issues of the Fisheries Policy, in particular the ones concerning the sector of Aquaculture". They contributed to the introduction of measures to prepare the administration and the operators for participation in the common fisheries policy. The Commission's progress reports 2006, 2007 and 2008 then note regarding fisheries that 'Croatia has reached a satisfactory level of alignment in its preparations for accession' and 'Preparations are well advanced with regard to quality policy where Croatian legislation has been amended with a view to harmonisation with EU *acquis*. Further efforts are needed with regard to the inspection system'.

- Support to structures & procedures for thematic/sector expertise

Rule of law

The 2007-2009 MIPD notes that '**CARDS assistance contributed to strengthening the judiciary capacities and structures through projects focused on training systems development, courts system operations and functioning.**' Interview findings converge in showing that EU pre-accession support contributed to **introduce an RoL mind set in Croatian institutions.**

Ministry of Justice:

The 2011 Commission's progress report notes: 'The Ministry of Justice underwent a major **reorganisation** with the aim of improving efficiency and making decision-making less politicised. However, Croatia needs to improve human resources planning, including for the long term needs of the judiciary, taking into account the impact of many on-going and planned reforms. Croatia has taken and implemented various measures leading to improved *efficiency* of the judiciary. The **merger of courts** as part of the court rationalisation process is enabling more efficient allocation of resources for handling case backlogs. As regards *independence* of the judiciary, Croatia has reformed and **strengthened the State Judicial Council (SJC) and State Prosecutorial Council (SPC)**. Other measures have been taken to allow these bodies to function professionally, impartially and without political or other interference. A new system for recruiting and appointing judges and state prosecutors has been established. Systems for the professional evaluation of judges and prosecutors have been introduced to improve career management. As regards *accountability* of the judiciary, legal changes adopted in May 2011 provide for improvements in the disciplinary system for judicial officials. There has been some progress as regards the *impartiality* of the judiciary, with the SJC becoming responsible for the system of assets declarations of judges. Croatia **needs to continue to build up a track record that demonstrates the recruitment and appointment of judicial officials based on merit.** The SJC and SPC should also proactively apply the improved disciplinary rules and procedures that have been put in place in an efficient, objective and transparent manner. The systematic and accurate checking of judicial

²⁴ Contract number 87691

officials' declarations of assets also needs to be assured. (...) Some challenges remain, especially relating to the further increase of judicial efficiency, and to the practical implementation of new measures relating to independence, impartiality and accountability of the judiciary, especially in terms of judicial appointments as well as disciplinary matters.' (...) 'The new Police Act adopted in March 2011 aims at making the police a more professional service and introducing some depoliticising measures.'

Interviewees noted that the EU pre-accession assistance enabled the **introduction of compulsory asset declarations for judges**. However, there were so far no real control mechanisms to verify the declarations after they are filed. EU assistance also introduced **merit-based recruitment standards for judges**, but interviewees suggested that they are being constantly undermined by the political leadership who appoints candidates along party lines. Interviewees also noted that EU financial funds were key to purchase the basic **IT equipment** of the Ministry of Justice (which was still in use in 2018) and to support the renovation of buildings (e.g. building of the Juvenile correctional institute near Zagreb; buildings of the State Attorney's office).

State Audit Institution:

Interviewees noted that SAI staff already had a vision well developed for the development path of their institution. The EU assistance contributed to **reinforce the processes and systems of the institution**. It contributed to strengthen the institution's ability to do regular strategic planning, as well as their ability to incorporate new themes/emerging trends from the international networks they are part of (INTOSAI, EUROSAI) into their institution's work. It also contributed to introduce performance management systems of the auditors, helping to adequately plan resources. It also contributed to the establishment of continuous training needs assessments processes within the SAI, including the SAI's ability to anticipate the training needs with regards to a considerable number of the current generation of staff of the institution retiring shortly. The fact that the Croatian SAI was in 2018 a technical assistance provider to candidate countries (Montenegro, Albania, North Macedonia) shows that the institution has built its capacity.

Judicial academy & school for judicial officials:

Interviewees stressed that EU pre-accession support contributed to the **set-up of the judicial academy**. They also noted that the academy is 'under resourced and underappreciated, with no career advancement possibilities'. They pointed the lack of interest, including at the political level, to make the JA function properly. A School for judicial officials has been set up and was not functioning at all in 2018 (there were no students).

Administrative courts

Interviewees noted that the EU intervention supporting administrative courts enabled the set-up of a High administrative court and of four regional courts (in comparison to one administrative court before the intervention).

USKOK:

The 2011 ECA Special Report indicates that '*pre-accession assistance has contributed to strengthening Croatia's administrative capacity in the fight against corruption and organised crime but significant challenges remain*'.

EU pre-accession support focused on the improvement of the functioning of the Office for Prevention of Corruption and Organised Crime (USKOK) which was set up in 2001. Several projects supported USKOK: 'Capacity Building for the Office for the Prevention of Corruption and Organised Crime (USKOK)' (CARDS 2005) and 'Strengthening Capacities of USKOK' (IPA 2007). Both projects achieved their expected outputs according to project documentation. These outputs were linked to the improvement of the institutional capacity and more efficient functioning of USKOK. The 2005 CARDS project, implemented in 2005-2006, focused on 'the improvement of USKOK capacity to fulfil its tasks and exercise its authorities in a more efficient manner'. Component 2 aimed to 'Develop and build the institutional capacity for USKOK, by developing internal procedures, procedures for cooperation with other relevant institutions regarding data exchange and access, and other forms of cooperation and harmonising legislation, with emphasis on data acquisition and protection.' The second project (IPA

2007) was approved with the aim of improving Anti-Corruption Inter-Agency Cooperation. The objective of this project was ‘to strengthen the rule of law through the effective implementation of the national anti-corruption strategy and further strengthening of inter-agency cooperation at national and local level. The activities foreseen aimed, inter alia, to strengthen the coordination body in charge of drafting and implementing the anti-corruption strategy and to contribute to the improvement of inter-agency cooperation by development of a modern information system with a central database application and secured access of involved parties. Raising awareness on corruption through development and implementation of a public awareness campaign was also part of this project.’

The Commission’s report 2007 notes that ‘the Office for the Fight against Corruption and Organised Crime (USKOK) has become more active and become involved in the investigation of some important corruption cases.’... ‘the number of cases prosecuted by the office increased substantially’. The 2011 Commission’s progress report and 2011 ECA Special Report point out that the **operational capacity of the Office for the Fight against Corruption and Organised Crime (USKOK) has been reinforced**. The 2011 ECA Special Report indicates that ‘*The overall number of cases being handled by USKOK has continued to increase and the indictments and convictions of high-ranking politicians indicate that USKOK is on the right track to tackle corruption at the highest level. Nevertheless, as the Commission’s 2010 progress report on Croatia emphasises, the recently upgraded legal and administrative structures remain to be fully tested in practice while USKOK’s capacity for dealing with sophisticated financial crimes is a particular challenge.*’ The 2011 Commission’s Progress Report notes that ‘*for most high-level corruption and public procurement cases the proceedings are still on-going and they have not yet reached the stage of court rulings. The track record of effective handling of organised crime and corruption cases needs to continue to be built up, especially in respect of high level corruption, local level corruption and including cases related to public procurement and the judiciary. (...) Further efforts are needed in improving the track system of USKOK and Courts to establish the average length of the cases.*’ It also highlights that regarding anti-corruption ‘*interagency cooperation has improved, including through the implementation of memoranda of understanding, which has contributed to improved financial expertise, but that cooperation mechanisms needed to be further strengthened.*’

Interview findings show that whilst USKOK became a powerful institution during the pre-accession process, the **situation changed since accession**, following a law which changed the initial mandate of USKOK away from dealing only with high profile cases of corruption to having to deal with all cases involving a public official and due to political interference with their work. As a result, on recent and high-profile corruption cases, USKOK dropped the investigations. Regional offices also became under-equipped (e.g. lacking chairs and computers). The local press also shows the lack of proper investigation by USKOK (article dated 23 October 2018) (https://net.hr/danas/hrvatska/hocemo-li-istinu-o-grupi-borg-kao-o-sanaderu-cekati-20-godina-najcudnija-skupina-moderne-hrvatske-dobila-je-neocekivanu-podrsku/?fbclid=IwAR3P0fmxkcv211uGZ_1yL6abv_nDl17BCiZezKIh15qCa7qDSakQTtO_-cM)

Independent institutions on RoL:

Interview findings suggest that **institutions have been set up to monitor the adherence to the rule of law independently fulfil their function** (e.g. ombudsman, freedom of information commissioner, commissioner for the prevention of conflict of interest). The 2011 Commission’s Progress Report notes that ‘*Measures have been taken to strengthen the position of the Ombudsman’s Office including creation of a mechanism for improved follow-up of his recommendations. Greater attention should therefore be paid to the Ombudsman’s recommendations to further enhance his role as an institutional counterweight defending the rights of citizens and combating maladministration.*’ However, interview findings suggest that the **institutional set up has not been robust enough to prevent political influence** on these institutions and their status was becoming precarious in 2018. The roles of the Ombudswoman, the special ombudspersons for gender equality and children’s rights were hanging in the balance. Local press articles indicate that no follow-up was given to 20 judges identified by security services as liability (articles dated July 2016 and November 2017) : <https://net.hr/danas/hrvatska/alarmantno-upozorenje-soa-e-dvadeset-hrvatskih-sudaca-ozbiljno-ugrozava-nacionalnu-sigurnost-zemlje/>; <https://www.index.hr/vijesti/clanak/soa-identificirala-suce-koji-su-sigurnosni-problem-zasto-je-sve-stalo-na-tome/1007853.aspx>

Public administration reform

The implementation of actions towards a non-politicised civil service is the area for which survey respondents note the most significant negative trends. 11,76% (6/51) of survey respondents considered that the implementation of merit-based standards decreased during the pre-accession period and 17,6% (9/51) of survey respondents have ‘no opinion’ on this specific matter. 35,3% (18/51) of survey respondents considered that the EU pre-accession support has had little or no role on the evolution observed regarding the implementation of actions towards a non-politicised civil service and 19,6% (10/51) of survey respondents have ‘no opinion’ on this issue.

The reduction of organizational overlapping, the implementation of merit-based standards and the alignment of practices related to staff recruitment to the competences needed are the three areas related to procedures and structures for which above the majority of survey respondents indicate that the situation remained unchanged. A significant proportion of survey respondents also consider that the EU has had no or little role in triggering observed evolutions regarding the implementation of merit-based standards and the reduction of organizational overlapping. Survey results indeed indicate the following:

- 64,7% (33/51) of survey respondents consider that the situation regarding the reduction of organizational overlapping remained unchanged during the period 2007-2013. 29,4% of survey respondents note that EU pre-accession support has had little or no role in triggering this evolution.
- 58,8% (30/51) of survey respondents consider that the situation regarding the implementation of merit-based standards remained unchanged during the period 2007-2013. 33,3% of survey respondents note that EU pre-accession support has had little or no role in triggering this evolution and 19,6% (10/51) of survey respondents have ‘no opinion’ on this issue.
- 51% (26/51) of survey respondents consider that the situation regarding the alignment of practices related to staff recruitment to the competences needed remained unchanged during the period 2007-2013.

MoPA:

The 2011 SIGMA Assessment reports the following critical points:

- *‘the **politicisation of the civil service, the unclear and inefficient organisation of the administration, poor service-orientation, inadequate managerial skills, and the insufficient capacity of many civil servants, heavy and formalistic bureaucracy, corruption and lack of transparency** continue to be characteristics of the Croatian public administration. This is to a great extent the result of slowness in implementing the General Administrative Procedures Act (GAPA) and of the fact that the Human Resources Development Strategy (HRDS) and Action Plan for the civil service are practically almost not implemented.’*

- *‘The **current performance evaluation system** is regarded as a **formal obligation** with no bearing on the actual promotion or demotion of civil servants. (...) Another resilient issue is the **depoliticisation of top administrative ranks** (state secretaries and directors), for which recruitment procedures and professional development requirements are less rigorous than for lower ranks.’*

- *‘The Global Competitiveness Report 2010-2011 highlights “**inefficient government bureaucracy**” as the most problematic factor for doing business in Croatia.’*

- *‘An **ethics infrastructure** exists for promoting integrity in the public administration (Code of Ethics, Ethics Commission, Ethics Commissioners, the Ethics Department in the Ministry of Public Administration [MoPA], etc.). However, it seems that these elements are in fact **not very proactive and do not work as a system**.*

- *‘Concerning the public administration, promoting integrity is mainly a task for the MoPA. However, its actions must be more incisive, proactive and visible. The **potential of the GAPA as a tool for changing the administrative culture does not seem to be clearly understood by the ministry**.’*

Source: OECD, SIGMA Assessment, 2011

The 2012 CPIE notes that MoPA staff *‘adapted to their changing role and are taking action to strengthen human resources and implement new procedures including oversight of staff appointments*

in line ministries. (...) In view of the massive support towards PAR under IPA TAIB before and after accession, without strong political support and leadership the expected benefits of all envisaged EU PAR support might not be fully exploited.'

Source: DFC, CPIE, 2012

The MoPA benefited from several EU interventions, including the following:

-The 2005 CARDS intervention 'Support to implementation of the civil service reform programme'²⁵ (implemented in 2006-2008) which aimed to 'strengthen institutional and administrative capacity for human resources management across the state administration' and 'to improve the implementation of administrative procedures'. According to the project documentation, all expected mandatory results were attained. One of them was the submission of a draft new law on general administrative procedures, aiming at supporting the establishment of a service-oriented and professional administrative practice. Interview findings also show that a **Civil Service Training centre** has been established through this support; it then became the National School for Public Administration. Specific support was also provided to HR departments with **state units being institutionalised** under the State Public Act.

- 'Support to strengthening administrative capacity through development of the competences framework in civil service'²⁶ (IPA 2010, implemented in 2014) which overall objective is to improve the efficiency and professionalism in civil service through human resources management enhancement. According to the project Final Report all mandatory results were accomplished.

- The IPA 2008 intervention on GAPA: it helped to improve the **general procedures** according to interviewees. The project included three components: i) methodological development for GAPA supervision; ii) technical specifications (used later to prepare an IT project – follow-up project); and iii) establishment of education materials for public servants and of a network of trainers.

Interview findings overall point to a lack of empowerment of the MoPA after significant EU support provided during the pre-accession period. In particular, **very little has been achieved in terms of human resources management across the public administration**. There is still **resistance in applying a merit-based personnel policy and career planning**.

State school for public administration:

The 2011 SIGMA Assessment reports that *'In December 2010 the government established the National School for Public Administration, with the main purpose of serving as an instrument for the in-service training of civil servants in the state administration, local and regional self-governments and public services. The provisional director and the governing board of the School have been appointed. Its statute has not yet been adopted, and several unanswered questions remain, for instance regarding its accountability to the MPA, its funding, and its compatibility with the Training Centre within the MPA.'* The 2011 Commission's progress report notes that the School *'is not yet fully operational as the necessary human resources have not yet been provided'*. Interview findings show that EU pre-accession support was **key in the institutionalisation of the State school for public administration** (the school has then been further strengthened through support from MATRA (Dutch) and Danish donor funds). The school then benefited from IPA projects which enabled it to gain further credibility and visibility as an actor.

²⁵ Contract number 115347

²⁶ Contract number: 2010-04-40-012801

Economic governance

Ministry of Finance:

EU pre-accession support aimed to reinforce public debt management capacity and to improve budgetary processes. The 2005 CARDS intervention ‘Development of Public Debt Management Capacity’²⁷, implemented from 2005-2007, aimed to ‘improve internal organisation and staff capacity for public debt management’. According to project documentation, the expected mandatory results were achieved. The Commission’s progress report 2008 pointed out that ‘procedures for recording public debt have improved and become more transparent’. The PHARE 2006 project ‘Improving Budget Processes in Croatia’²⁸ implemented from 2008-2010 aimed to ‘support the Government to build an efficient and sustainable budget management system designed and operating to European standards, through the modernization of budget processes and increasing capacity for budget management.’ According to the final report, its results were reached. Interviewees indicated that the project **fostered budget preparation and execution processes**, in particular through an improved budget classification, the introduction of key performance indicators, the preparation of a guidebook for budget processes, and the introduction of an IT application for budget justification and reporting. The 2011 Commission’s Progress Report points out that *‘key challenges remaining are to improve the budgetary process further, to strengthen fiscal discipline and to enhance the efficiency of public spending.’*

This report also notes that ‘As regards administrative infrastructure, the Department for Co-ordination and Management of EU Own Resources at the Ministry of Finance (Co-ordination Department) is gradually building up its administrative capacity to coordinate efficiently the overall system of own resources after accession, including through elaboration of an own resources manual and improved links between the various key institutions involved. However, sustained efforts are needed in order to further enhance its capacity so as to ensure the correct application of the EU financing rules on accession.’

CCA:

The 2005 Commission’s Progress Report points out that ‘attention needs to be paid on the fulfilment of obligations in the field of competition policy’ (...) ‘Croatia has continued to make some progress, both as regards anti-trust and State aid, but needs to intensify its efforts. There is a **need for** important further legislative alignment, **strengthening of administrative capacity** and more effective enforcement’. The 2005 CARDS intervention (implemented during 2005-2007) ‘Further strengthening of the Croatian Competition Agency and implementation of the competition law and policy’²⁹ aimed to approach Croatia legislation and administrative structures to the *Acquis Communautaire*. Component 2 explicitly focused on the **institutional and administrative capacity building of the Croatian Competition Agency**. According to the final report, the majority of the results were attained. The 2011 Commission’s progress report notes that ‘the main procedural principles of State aid control are in place and in line with the *acquis*’. Interview findings show that EU pre-accession support contributed to reinforce the CCA: for instance, a library has been established and IT systems (still functioning in 2018) for creating databases to report on state aid were provided.

Tax administration:

The 2011 Commission’s progress report notes that *‘Croatia is well advanced in its preparations for IT interconnectivity, but should continue strengthening the IT capacity of the tax and customs administrations.’* Interview findings show that EU assistance was critical for the establishment of a central liaison office, and the production of manuals and procedures to help streamline work processes (e.g. manual for tax administration).

²⁷ Contract number 105432

²⁸ Contract number 2006-0303-010101

²⁹ Contract number 106793

Customs:

The 2011 Commission's progress report notes that Croatia **continued to strengthen its administrative and operational capacity in the field of customs**. The operational capacity has been reinforced with the deployment of new equipment for customs controls. Further efforts are needed to ensure a sufficient number of qualified personnel for internal controls, mobile teams and post-clearance controls. The construction of the new customs laboratory premises was completed. Work has continued on the upgrade of the automated risk management system. The Croatian customs administration still has only limited in-house capacity to guarantee the continuity of its IT services and remains dependent on external companies.

Central bureau of statistics:

The 2011 Commission's progress report notes that 'the responsibilities of the Central Bureau of Statistics (CBS) in the compilation of the Excessive Deficit Notification should be significantly increase and CBS should be encouraged to take the leading methodological role in this exercise.'

I.3.2.2 Extent to which the involvement of staff in programme activities has directly or indirectly contributed to improving institutional procedures and structures as well as ownership of the approach.

No information available.

Table 8 – Summary of the Data Collection Process for EQ 3

Judgement criteria information availability	
JC 3.1	4
JC 3.2	3
1= low – 5 = high	

EQ4 CAPACITY OUTCOMES

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfill their mission (*to plan and implement their tasks, to monitor the results, to adapt to a changing environment, to collaborate with stakeholders and to be more accountable*)?

JC.4.1 Policy development initiative

I.4.1.1 Extent to which EU support directly or indirectly aimed at improving the capacities of key targeted Croatian institutions to generate and implement policies/strategies/ plans in line with their needs and financial circumstances

EU support provided within the framework of the Stabilisation and Association Process aimed at improving the capacity of Croatian institutions to develop and implement policies and legislation. This rested on the contractual relationships defined in the Accession Partnership, regular political and economic dialogue and EU financial assistance.

Accession Partnership

The Commission has provided ‘active support to the process of political, economic and other reforms linked to the accession process in Croatia, particularly in the context of the Stabilisation and Association Agreement which entered into force in February 2005’. The Commission proposes an Accession Partnership reflecting the main priorities identified in the Progress Reports. They translate the conditionality for progress towards the EU into concrete actions. EU assistance projects are designed around the same priorities.

Source: 2005 Enlargement Strategy Paper

The Accession Partnership (2004, 2006, 2008) indicates the main priority areas for Croatia’s preparations for further integration with the European Union. It differentiates short- and medium-term goals and priorities. Short-term priorities include the development and implementation of reforms, and more generally of the legal framework in key areas, with a view to continue alignment with EU legislation. Key priorities in the three focus areas evolved over time in line with Croatia’s progress (see below table).

Table 9 – Evolution of the key priorities of the Accession Partnership in the three focus areas

	European Partnership (2004)	Accession Partnership (2008)
RoL	<p>Judicial Reform: Develop a comprehensive strategy for judicial reform, including the adoption of necessary new legislation</p> <p>Anti-corruption: Ensure that the legal framework for tackling corruption is implemented and enforced and further develop a national strategy for preventing and combating corruption</p>	<p>Judicial Reform: Update and implement the strategy and action plan for judicial reform</p> <p>Anti-corruption: Update and accelerate implementation of the anti-corruption programme and related action plans and ensure more coordinated and pro-active efforts to prevent, detect and effectively prosecute corruption, especially at high level</p>
PAR	<p>Take initial steps to ensure the use of transparent procedures for recruitment and promotion and to improve human resource management in all bodies of the public administration in order to ensure accountability, openness and transparency of the public service</p>	<p>Rapidly adopt and implement a strategic framework for public administration reform</p>

EG	<p>Sustain prudent, stability-oriented macro-economic policies, including the development of market-based monetary instruments to enhance the effectiveness of monetary policy.</p> <p>Accelerate enterprise restructuring and privatization of large public enterprises.</p> <p>Continue structural reforms in public finance, particularly in the area of expenditure management. Establish a transparent and efficient debt management capacity.</p> <p>Competition: Continue alignment with the EU acquis, enforce anti-trust and State aid legislation and adopt relevant implementing regulations.</p>	<p>Improve the business environment and economic growth potential, in particular by reducing subsidies, restructuring large loss-making enterprises and increasing the efficiency of public spending</p>
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Source: EU Council, Accession Partnership (2004, 2008)

Political and economic dialogue

Regular political and economic dialogue took place between the EU and Croatia. It ‘focused on the main challenges posed to Croatia by the Copenhagen political and economic criteria and reviewed the progress made towards fulfilling the Accession Partnership priorities’. The EU provided guidance to the authorities on reform priorities under the Accession Partnership.

Source: EC, Commission Staff Working document Paper, Croatia 2011 Progress Report Accompanying the document Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2011-2012, COM(2011)666 final, 2011

EU Financial assistance

EU financial assistance supported institutional and administrative capacity building for acquis transposition since CARDS. The 2007-2009 MIPD notes that ‘due to the development of the relations between the Republic of Croatia and the EU since 2000, CARDS assistance increasingly focused on institution and administrative capacity building and legislative alignment with the acquis communautaire. (...) Phare essentially continued the institution building efforts begun under CARDS’. The strategic objective of the EU assistance within the framework of IPA assistance is ‘to support the country's efforts to comply with the accession criteria, i.e. the political and economic criteria, as well as the adoption, implementation and enforcement of the acquis communautaire’ (Source MIP 2007-2009) in view of the accession process with Croatia. IPA assistance (Transition Assistance and Institution Building Component) throughout the successive MIPDs aimed to focus on two broad areas of intervention: (i) implementation of sectoral reforms and (ii) acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis.

Source: successive EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2008-2010; 2009-2011; 2011-2013)

In the three focus areas, EU pre-accession assistance, in line with the Accession Partnerships, pursued the following intended capacity development outcomes:

- **Economic Governance:** the capacity of key institutions to continue designing and implementing prudent fiscal monetary and financial sector policies as well as restructuring reforms in line with EU rules and regulations under the European Semester.
- **Public Administration Reform:** the capacity of key institutions to design and implement the relevant policy and legal framework in order to build a modern, reliable, transparent and citizen-oriented public service. This includes the implementation of the human resources development strategy, the Civil Service Act and the General Administrative Procedures Act (GAPA), etc.
- **Rule of Law:** the evolution of the Croatian institutions’ ability to design and implement successive judicial reform and anti-corruption strategies.

Sources: successive EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2008-2010; 2009-2011; 2011-2013; Accession Partnerships (2004, 2006, 2008)

The project level review shows that the majority of projects under review (19 cases out of 30) aimed at strengthening the capacity of Croatian institutions to generate and implement policies/strategies/plans. A few examples are proposed below. In Rule of Law, the project “Enhancement of mediation as an alternative to court based dispute settlement” aimed at providing recommendations for a draft Code of Ethics. A Code of Ethics for mediators is a necessary step to ensure a functioning legal framework structuring the development of mediation in Croatia. In Economic Governance, the project “Further Strengthening of the Croatian Competition Agency and Implementation of the Competition Law and Policy” focused on improving the institutional and administrative capacity of the Agency to enable it to align Croatia’s competition policy with EU standards and best practices, and implement the related articles of the Stabilisation and Association Agreement (SAA).

I.4.1.2 Further to the EU pre-accession support, targeted institutions have generated respectively³⁰:

- **Plans.**³¹
- **National policies and strategies, particularly in the three focus areas.**

& I.4.1.5 Documentary evidence and/or stakeholder views allow linking of the existence of such plans to EU pre-accession support

(Note: beyond the generation of policies/strategies/plans, we also examine under these indicators the extent to which the policies/Strategies/plans generated have actually been implemented).

Croatia made good progress overall throughout the period in terms of the political, economic and acquis criteria and implementation of its Stabilisation and Association Agreement. It made progress over the years in adopting and implementing EU legislation and progressively completed its alignment with the *acquis*. The Croatian Government adopted the following main national strategies and policies:

- A national development strategy entitled Strategic Development Framework 2006-2013 in August 2006, which identifies a series of priorities that should promote Croatia’s social and economic development
- Four Pre-Accession Economic Programmes (PEPs) covering the period 2005-2012 which are part of the pre-accession fiscal surveillance procedure aiming at preparing the candidate countries for the participation in the multilateral surveillance and economic policy co-ordination procedures currently in place in the EU as part of the Economic and Monetary Union;
- Economic and Fiscal Policy Guidelines covering a two-year period and prepared each year during the period 2007-2014
- The Programme of the Government of the Republic of Croatia for the adoption and implementation of the *acquis* for 2012

³⁰ A plan should be understood as a document in which an institution defines its strategy to accomplish its tasks (objectives, responsibilities, timeline, etc.). A national policy defines the objectives to be reach in a sector and how to reach them. In that sense, a national policy strategy can be an indicator of the enhanced capacities of an institution.

³¹ Quality plans are realised through effective public and inter-ministerial consultation as well as genuine dialogue between parties, based on comprehensive needs assessments, are in line with financial resources, are according to the sector strategies, are realistic and in line with Government priorities and evolving circumstances, include reform objectives; actions, targets, responsible institutions and costs, and duly included in planning documents.

- The Economic Programme of Croatia³² in 2013, prepared within the framework of informal participation of Croatia in the European semester³³ (Croatia is officially participating in the European semester for the first time in 2014);
- National Reform Programmes which are prepared each year since 2014 by Croatia as a member state of the European Union
- Two Convergence Programmes for the period 2014-2016 and 2017-2020

Sources: EC, 2009 Annual report on PHARE, Turkey Pre-Accession Instruments, CARDS and the Transition Facility COM(2010) 793 final, 2010; EC, Commission Staff Working document Paper, Croatia 2011 Progress Report Accompanying the document Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2011-2012, COM(2011)666 final, 2011; EC, SWD on Croatia's state of preparedness, 2012; All strategies and programmes listed above; Interviews

EU pre-accession support contributed to the development and implementation of the legislative and policy framework, including in the three focus areas.

The 2009 external Country Programme Interim Evaluation notes that 'In general, initiatives addressing specific accession requirements related to the *legislative and policy framework* have been comparatively more successful than those aimed at strengthening beneficiaries' administrative capacity on the whole. In many cases, the draft legislation and strategy plans elaborated within the framework of EU funded twinning and technical assistance projects were either fully endorsed by the Commission and national authorities, or significantly contributed to the policy-making process. Concrete examples in this respect can be drawn, for instance, from the Home affairs sector, in particular (...) PHARE 05 Strengthening of Human Resource Management contributed to the drafting of a Reform Strategy adopted by the Ministry of Interior. Similarly, the establishment of the Paying Agency for Agriculture, Fisheries and Rural Development (PAAFRD), and its action plan. Other areas where immediate objectives of assistance were successfully achieved include, inter alia, Market surveillance, Land administration, Taxation, Custom Unions, support to Civil Society, and in part the reform of the Judicial system.' Source: Economisti Associati, 2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia, 2010. The 2009 Annual report on the implementation of the IPA indicates that 'EU programs were partly used to draft or update the strategic framework in key areas of the accession process, while at the same time assisting Croatian institutions in their concrete implementation.'

The Enlargement Strategy Papers, Progress Reports and Sectoral Monitoring Reports note that good progress has been made in the three focus areas:

- RoL: Judiciary: The Commission's 2011 Progress Report on Croatia notes that 'Croatia has made good progress regarding the judiciary. Reform of the judiciary has continued with the adoption of new legislation further strengthening judicial independence and a further reduction of the case backlog.' This is reinforced by the 2011 OECD SIGMA assessment which notes that 'The new legal framework aimed at increasing the independence of the judiciary is almost completed and is being gradually implemented. The 2010 constitutional amendments also paved the way towards a more reliable justice system. The effectiveness of the judicial system is also steadily increasing. The backlog of civil and criminal cases is being reduced. The investigation capacity related to criminal cases is improving as well'. For anti-corruption, the Commission's 2011 Progress Report on Croatia notes that 'there has been substantial progress in the fight against corruption. Anti-corruption efforts have been accelerated with positive results; legislation has been improved and the relevant authorities strengthened. For instance, the new Police Act - adopted in March 2011 - aims at making the police a more professional service and introducing some depoliticising measures. Law enforcement bodies are addressing the widespread corruption in Croatia.' Similarly, the 2011 OECD

³² It consists of elements of the Convergence Program and the National Reform Program, as well as key strategic documents required of Member States in the context of EU economic governance.

³³ it is process of ex-ante economic policy coordination among member states.

SIGMA Assessment notes that ‘intense legal activity has been carried out for improving transparency and ethics in the public administration. In spite of some remaining weaknesses, the recently adopted legislation related to conflict of interests and funding of political parties and electoral campaigns represents relevant improvements in this field’. (...) ‘Anti-corruption policy and strategy are largely influenced by the EU accession process’.

- PAR: The Commission’s 2011 Progress Report on Croatia notes that ‘Progress can be reported in the field of public administration reform. The Ministry of Public Administration (MoPA) continued to implement the State Administration Reform Strategy (2008-2011). The Civil Service Human Resources Development Strategy (2010-2013) is being implemented and a new Code of Ethics was adopted regulating the role and responsibilities of the ethics units and commissioners within the state administration. (...) In order to allow full application of the General Administrative Procedures Act (GAPA), the process of harmonising the relevant sectoral legislation has continued, with the majority of acts now adopted by the Croatian Parliament.’
- Economic criteria: The Commission’s 2011 Progress Report on Croatia notes that ‘the EU recognises that Croatia is a functioning market economy. Croatia should be able to cope with competitive pressures and market forces within the Union, provided that it implements its comprehensive reform programme with determination in order to reduce structural weaknesses. Substantial progress has been achieved in competition policy, in particular by the approval of restructuring plans for the shipyards. However, none of the privatisation contracts for the shipyards has been signed. A high level of legislative alignment has been achieved.’

The 2009 Annual report on the implementation of the IPA notes that ‘As regards competition policy, one of the major indicators of success in this area was the adoption by the Croatian Parliament of the new Competition Act, largely drafted with the assistance of a PHARE 2005 twinning project. This twinning aimed ‘to improve competition and state aid policy in the Republic of Croatia by the effective implementation of the relevant Croatian rules, in line with the EU rules and practice. In the area of state aid, project activities were focused on the establishment of a comprehensive state aid list; the review of the regional aid and the establishment of a regional aid map; consultations on restructuring of enterprises in difficulty in the shipbuilding and steel sector and their privatisation; training of judges and local administration representatives. The project produced the desired results and successfully assisted the Croatian experts in the areas concerned.’

The 2011 OECD SIGMA assessment notes that ‘important reforms in both public expenditure management (PEM) through the Treasury Strategy and public internal financial control (PIFC) through the PIFC Strategy (2009-2011) are being implemented consistently.’

Reform efforts in the key areas of judicial and public administration reform, the fight against corruption and economic reform have been a constant area of attention through the accession negotiations. The successive Enlargement Strategy Papers, Progress Reports and Sectoral Monitoring Reports indicate that constant efforts are needed in key areas of concern.

- RoL: The 2011 OECD SIGMA assessment notes that ‘the legal framework still suffers from a persistent formalistic and detailed approach, which reduces management effectiveness, increases costs for the administration and citizens, and creates legal loopholes which require continuous amendments.’ (...) Respect for the rule of law remains a source of concern and needs to be continuously scrutinised’. The Commission’s 2011 Progress Report on Croatia notes that ‘judicial reform requires constant attention, especially concerning judicial efficiency and the practical implementation of new measures relating to independence, impartiality and accountability of the judiciary.’ It further stresses that ‘the track record of effective handling of corruption cases needs to be further developed, especially covering high level corruption, local level corruption and including cases related to public procurement and the judiciary. Further experience is needed on implementing the newly adopted preventive legal framework in practice and the implementing structures remain to be further strengthened’.

- PAR: The 2011 OECD SIGMA assessment notes that ‘despite improvements in recent years, the quality of policy development and law drafting in ministries remains variable and overall is poor. There is recognition that policy development and legislative drafting skills need to be developed much more comprehensively in the public service’. It notes that ‘reforms are moving at a very slow pace’ for civil service and administrative law. The Commission’s 2011 Progress Report on Croatia notes that ‘in the area of public administration reform, further efforts are needed to consolidate efficient implementation of the legal framework in order to complete building a modern, reliable, de-politicised and citizen-oriented public service.’ ‘The legal framework for developing a merit-based professional civil service has still to be completed. The drafting of the law on salaries in the public sector, which is expected to cover the public service, state bodies and local and regional self-government, has been further delayed. Dismissal procedures need to be further developed. The administrative capacity of MoPA to implement and monitor the complex and demanding public administration reform still remains insufficient.’ The 2011 OECD SIGMA assessment notes that ‘the General Administrative Procedures Act (GAPA) is being implemented without visible enthusiasm nor effectiveness and the capacity of the Ministry of Public Administration (MPA) for leading the reform remains to be established’. In 2013, the use of the GAPA was not uniform and the process of harmonization of procedural acts with the GAPA slow (connected with budgetary constraints in increasing quality of administrative services)³⁴.
- Economic criteria: The Commission’s 2011 Progress Report on Croatia notes that ‘some progress, albeit limited, was achieved on structural reforms within the framework of the Economic Recovery Programme. However, in overall terms the speed of structural reforms remained slow, not least with respect to privatisation and the restructuring of loss-making enterprises. The investment climate continued to suffer from a heavy regulatory burden, unpredictability of administrative decisions in particular at local level and numerous non-tax fees. Planned reforms of the highly rigid labour market were narrowly circumscribed and the already low employment and participation rates declined further. Social transfer payments, which represent a relatively high share of public budgets, remained not well-targeted. Considering the need to achieve medium- term fiscal sustainability, the budgetary process could be improved further. (..) Further efforts are required to continue developing the Croatian Competition Agency's enforcement record against cartels following the entering into force of the new Competition Act.’

Sources: EC, Enlargement Strategy Paper COM(2005) 561 final, 2005; EC, Enlargement Strategy & main challenges 2006-2007 COM(2006) 649, 2006; Enlargement Strategy & main challenges 2008-2009 COM(2008) 674 final, 2008; EC, Annual report on the implementation of the instrument for pre-accession assistance (IPA), COM(2010)687, 2010; EC, Commission Staff Working Paper, Croatia 2011 Progress Report accompanying the Communication from the Commission to the European Parliament and the Council "Enlargement Strategy and Main Challenges 2011-2012", 2011; OECD, SIGMA Assessment Croatia, 2011; MRDEUF – DS, Integrated Monitoring System Croatia, Report N°: PARPFPP/2013/01, SMSC: Public Administration Reform, Public Finance and Public Procurement, 2013; Integrated Monitoring System Croatia, Ministry of Regional Development and EU Funds, Report N°: JFS/2013/1, SMSC: Justice, Freedom and Security, 2013

The project level review shows that all 18 projects (out of 19) that aimed to strengthen the capacity of Croatian institutions in policy development initiative registered positive effects (for one project, there was no results documentation available). For instance, in Economic Governance, the project “Further Strengthening of the Croatian Competition Agency and Implementation of the Competition Law and Policy” contributed to increase the knowledge and skills related to the implementation of competition policy among the Croatian stakeholders through the organization of training and awareness raising

³⁴ Source: MRDEUF – DS, Integrated Monitoring System Croatia, Report N°: PARPFPP/2013/01, SMSC: Public Administration Reform, Public Finance and Public Procurement, 2013

events and a wide dissemination of information. The project helped to strengthen the internal capacity of the CCA to implement and apply the legislative framework under its responsibility.

Interviews held with representatives of key beneficiary institutions in Croatia show that EU pre-accession assistance has had positive effects on the enhancement of their policy development capacities. For instance, EU pre-accession assistance supported: the revision/development of new legislation in the judiciary (e.g. law on administrative disputes through CARDS; new criminal proceeding act through IPA; new Judiciary reform in 2012) and in anti-corruption; the launch of the strategic planning process within the Ministry of Finance (PHARE 2006) and state aid legislation through support to the CCA; the adoption of a new general administration procedure act (GAPA) in 2010 (IPA 2008). In addition, 84,3% of survey respondents agree that EU pre-accession assistance contributed to developing the capacity of Croatian institutions to generate policies/strategies/plans in line with needs. However, interview findings converge in underlying that reform implementation has been lagging behind during the evaluation period. This is especially the case for PAR, for which interviewees stressed that the public administration strategies have not been implemented (e.g. strategies were prepared without being necessarily followed by action plans).

I.4.1.3 Ability to prepare smoothly and without delay the documents under the Economic and Monetary Union legislation after joining the EU (notably stability and convergence programmes, the NRP, etc.) & I.4.1.4 Extent to which EU pre-accession assistance contributed to strengthening the capacity of key targeted institutions to implement EU legislation after accession

The 2011 OECD SIGMA Assessment notes that: ‘concerns expressed in previous assessments remain about policy capacities of government and ministries beyond the adoption of the European acquis. There is little evidence that the system is prepared to function as a member of the European Union as distinct from the system being able to cope with the challenge of becoming a member of the European Union.’ (..) ‘Policies not affected by membership of the European Union are not pursued with enough rigour. The mechanism envisaged in the 2008 Strategy for the Reform of State Administration for planning and monitoring work not related to European integration has not been introduced. Issues, such as the need to reform public service pay and labour law, remain stalled in the decision-making process. Many proposals for policy reform, such as the reform of Sunday opening hours, rationalising the pay structure for the public service and even the policy to ban smoking in public places, are diluted in response to pressure from trade unions and other interest groups.’

Interview findings converge in underlying that the effects of EU support in terms of strengthened capacity to implement EU legislation after accession are limited. Since Croatia joined the EU in 2013, the effects of EU support on capacity strengthening related to policy development have been diluted, mostly because the reform agendas are not at the forefront any longer since accession. Interviewees have stressed that strategies are not necessarily applied as per agreed plans and are not systematically updated/revised. They also noted that: very little has been achieved in terms of professionalism of the civil service; the Alternative Dispute Resolution does not work, resulting in a continued overburdening of the court system; access to justice for citizens remains an issue; no substantial macroeconomic reforms have been undertaken since accession. The drop of the political momentum to drive reform after accession, the insufficient administrative capacity to implement strategies and plans and clientelism are the main explanatory factors.

An EU representative (MN002) indicated that when Croatia became a member state, the administration faced difficulty during the first cycle in drafting the national reform program, the convergence program and taking part to the whole process. It was a burden for the administration; it was facing administrative capacity constraints. The overall impression of the interviewee is that the country was not well prepared. Whilst the situation improved over time, the overall perception is that ‘it is a very big and inefficient system.’

The IMF also notes in its 2016 Article IV that ‘The Directors highlighted the need to advance privatization and enhance the efficiency of the public sector, while removing bureaucratic impediments to doing business. In this regard, they underscored the need to reduce red tape and streamline overlapping layers of government and public agencies’; ‘No major additional progress has been made

on structural reforms since the 2015 Article IV consultation, with the exception of the new Consumer Bankruptcy Law that came into force in January 1, 2016’ ; ‘Substantial structural and fiscal reforms have been lagging, undermining the business climate and placing Croatia on an unsustainable debt path.’ (Source: IMF, Article IV Consultation, 2016).

The EC notes in its Recommendation for a Council recommendation on the 2018 NRP of Croatia notes that:

- RoL: ‘lengthy court proceedings and sizeable backlogs continue to weigh on the quality and efficiency of the justice system and consequently the business environment. The observed decrease in backlogs was mainly driven by a lower inflow of new cases rather than faster resolution of cases. Despite improvements, electronic communication in litigation and insolvency proceedings remains underused.’; ‘the anti-corruption action plan 2017–2018 needs to be fully implemented in order to deliver on the objectives of the anti-corruption strategy 2015–2020. Several key elements still require improvement, particularly asset and conflict-of-interest disclosures, raising awareness of whistle-blowing reporting channels, and an effective control of risks in public procurement, which remains vulnerable to corruption due to a large share of in-house contracting by state-owned entities.’
- PAR: ‘the fragmentation of the public administration weighs on efficiency in public services’; ‘The territorial fragmentation of Croatia's public administration and the wide distribution of competences across levels of government weigh on the efficiency of public service provision and public expenditure. Many small local units lack adequate financial and administrative capacity to carry out decentralised functions. Indicators of public administration efficiency show performance below the EU average, which hinders the design and implementation of public policies and a more efficient use of European Structural and Investment Funds. The planned reduction of the number of local branch offices of the central administration and the streamlining of the system of state agencies have been further postponed. Lack of coherence in the wage-setting frameworks in the public administration and public services impede equality of treatment and government's control over the public wage bill. The planned legislation for their harmonisation has been further postponed to mid-2018.’
- EG: ‘State-owned enterprises maintain their large presence in the economy. Measures to improve their governance have advanced slowly, and they continue to operate at low levels of productivity and profitability. Adoption of new legislation governing the management and disposal of state assets has been further delayed, which weighs on the advancement of key policy measures aimed at opening up state-owned enterprises to private capital and activation of other assets’.

There is no information on the timeliness of the preparation of the documents under the EMU legislation after joining the EU.

Also see above I.4.1.2 and I.4.1.5

Sources: OECD, SIGMA Assessment Croatia, 2011; EC, Recommendation for a Council recommendation on the 2018 NRP of Croatia (COM(2018)410 final); IMF, Article IV Consultation, 2016; Interviews.

JC 4.2	Results based decision-making and adaptation
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I.4.2.1 Extent to which EU support directly or indirectly aimed at improving the capacities of key targeted Croatian institutions to monitor the results of their activity and to adapt to a changing environment

The objectives of EU assistance as defined in the successive MIPDs did not explicitly emphasize the enhancement of monitoring capacities of key targeted Croatian institutions.

The project level review shows that a minority of projects (7 out of 30) aimed to strengthen the capacity of Croatian institutions to monitor the results of their activity and adapt to a changing environment. In Rule of Law, the project “Improving Court and Case Management at the High Misdemeanour Court and

Selected Misdemeanour Courts” aimed at strengthening the capacity of the High Misdemeanour Court and selected pilot courts to monitor and harmonise case law. In Public Administration Reform, the project “Development of Regulatory Impact Assessment (RIA)” aimed to develop a system for monitoring the quality and effectiveness of regulations or the level of compliance with them by building administrative capacities of the Government Legislation Office (GLO) and key ministries. In Economic Governance, the project “Improving Budget Processes” aimed at introducing globally a set of performance indicators to enable an objective assessment of the performance of particular programmes and contribute to the establishment of accountability systems measuring achieved results.

Interviewees met in Croatia and in EU headquarters also stressed that the EU support generally did not tackle the set-up / improvement of M&E systems within the beneficiary Ministries and institutions.

Sources: successive EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2008-2010; 2009-2011; 2011-2013), Interviews, Annexes 6 and 7.

I.4.2.2 Further to the EU pre-accession support, targeted institutions have put in place operational monitoring systems³⁵ & I.4.2.4 Documentary evidence and/or stakeholder views allow linkage of the existence of such systems to EU pre-accession support.

Since M&E has not been a strong focus of EU support, the EU pre-accession support has had overall little effects on the M&E systems within the Ministries/institutions targeted. This is confirmed by the survey: 29,4% of survey respondents disagree that EU pre-accession assistance contributed to developing the capacity of Croatian institutions to results-based decision making.

The project level review shows positive effects on the capacity of Croatian institutions regarding results based decision-making of all the projects having focused on this aspect. In Rule of Law, the project “Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts” contributed to the introduction of monthly monitoring of court performance indicators in the High Misdemeanour Court’s (HMC) business process. This monitoring was done by a permanent body (working group chaired by HMC president). This enabled the conduct of basic benchmarking and identifying which MCs did not perform according to expected results. The working group proposed concrete measures to improve the situation in MCs that were not performing well are then proposed by to the HMC president. The final report presents a graph showing a decreasing number of backlog cases in the first instance MCs from January 2008 to September 2009. In Public Administration Reform, the project “Development of Regulatory Impact Assessment (RIA)” contributed to the development of the administrative capacity of the Government Legislation Office and key ministries in impact assessment. In Economic Governance, the project “Improving Budget Processes” contributed to the introduction of procedures for developing, implementing, monitoring and reporting on performance indicators in the Planning and Budgeting Guidebook. The project documentation does not show that performance monitoring has actually been carried out.

There is no overarching M&E system in place within the government.

National strategy documents increasingly referred over time to the need to put in place M&E systems as an essential part of the strategic planning process. The examination of available documentation does not show that such systems have been established, including after accession. The Strategic Development Framework for 2006-2013 indicates that it *‘will serve to define a separate document that will establish a control mechanism for monitoring the achievement of the goals that have been set. The control mechanism will define the indicators of success in achieving the goals, and the critical values which will be used to define the degree to which they have been achieved (so-called referential values or benchmarking).’* The 2011 OECD Assessment report notes that *‘under the current arrangements, there is no obligation to monitor the delivery of policy outcomes. There are no plans in place to change this situation.’* M&E systems were not in place in 2016. For instance, the 2016 NRP notes that *‘for the purpose of continuous improvement, a system of budget planning and better expenditure control will be*

³⁵ Allowing recording of performance targets in relation to national developmental results, including feedback mechanisms to ensure self-renewal (adaptation), used in practice on a continuous basis, providing quality and timely information.

*introduced, as will obligatory ex-post facto evaluations of the effects of selected State Budget programmes, activities, or projects. Evaluation will become an essential part of the strategic planning cycle*³⁶.

Interviewees met in Croatia underlined that some ministries started to introduce monitoring principles in the follow-up of their activities: this is the case of the Ministry of Finance, which set Key Performance Indicators during the introduction of strategic planning process principles and used them to follow budget execution. However, interview findings converge in showing that there is no overarching M&E system in place within the government.

The documentary review of key Croatian and EU strategy documents shows that the overall monitoring capacity of the Croatian institutions presented weaknesses, despite the set-up of dedicated councils/committees/commissions within some institutions:

- RoL: The Ministry of Justice organised and adequately staffed the Department for the implementation of the judicial reform strategy and reinforced the Council for monitoring the implementation of the judicial reform strategy. In its 2011 Progress Report, the EU notes that the ‘national council for monitoring the anti-corruption strategy continued to be proactive and held regular public debates and hearings’³⁷. It further stresses that ‘an umbrella network of 15 NGOs has been very active in monitoring and reporting on fundamental rights. However, in particular at the local level, the analytical and financial capacities of CSOs, for monitoring political developments and government decisions continue to be weak. CSOs tend to remain excluded from the policy-making process.’³⁸
- PAR: In its 2011 Progress Report, the EU notes that ‘the administrative capacity of MoPA to implement and monitor the complex and demanding public administration reform still remains insufficient.’
- EG: The 2014-2017 Convergence Programme indicates that in March 2011 ‘the government established a Fiscal Policy Committee, consisting of non-governmental experts, to monitor the implementation of the Fiscal Responsibility Act (entered into effect on 1 January 2011) and the application of fiscal rules. The Fiscal Policy Committee held six meetings in 2013 and published three positions and one press release. Due to the need to strengthen the independence of the Committee, in line with the provisions of Council Directive 2011/85/EU, and the strengthening of the role of the Committee as a supervisor over the implementation of the Fiscal Responsibility Act, the Croatian Parliament passed the decision establishing the Fiscal Policy Commission as a second working body of the Croatian Parliament. The members of the Commission were appointed in February 2014’.

Within the framework of the European Semester, strategic and budget planning have been revised to ensure better coordination. The European Semester - surveillance mechanism within the Europe 2020 strategy - integrates monitoring of national fiscal and structural policies. The Act on Amendments to the Budget Act adopted in 2015 aligns the budget process in Croatia with the European Semester, since Croatia, as EU Member State, has to annually adopt two key documents - the Convergence Programme and the National Reform Programme. The Croatian strategic planning process has been reviewed ‘to shape the strategic plans as a solid basis for the development of national strategic documents in the process of the European Semester’³⁹. This includes changes in presentation, coverage, timeline and reporting. The strategic plans shall be adapted to present reform measures as required by the National Reform Programme. The objectives set under the strategic plans of ministries, as well as success in

³⁶ Source: 2016 NRP. The 2017 NRP and 2018 NRP are only available in Croatian.

³⁷ Source: EC, Communication from the Commission ‘Opinion on Croatia’s Application for Membership of the European Union’ COM(2004) 257 final, 2004; EC, Commission Staff Working document Paper, Croatia 2011 Progress Report Accompanying the document Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2011-2012, COM(2011)666 final

³⁸ Ibid

³⁹ Source: Republic of Croatia, Convergence Programme of the Republic of Croatia for the period 2016-2019, 2016 and Republic of Croatia, National Reform Programme 2016, 2016

meeting strategic objectives from the previous period, shall both be applied to ensure better budget preparation and clearer connection between reform objectives of the National Programme. The timeline of the process of national strategic planning needs shall be adapted to the pace of preparation of the National Reform Programme. These efforts to simplify and strengthen the process of national strategic planning shall also result in termination of semi-annual and annual reporting on the implementation of strategic plans which will become redundant. The 2016 NRP also foresees the adoption of a Strategic Planning Act end 2016 and the establishment of strategic planning unit under the various ministries, as well as capacity strengthening for the establishment and implementation of the strategic objectives.

Sources: OECD, SIGMA Assessment Croatia, 2011; Republic of Croatia, National Reform Programme 2016, 2016; Republic of Croatia, Convergence Programme of the Republic of Croatia for the period 2016-2019, 2016; Interviews; Annexes 6 and 7.

I.4.2.3 Policy-making changes and adjustments result from the information provided by monitoring, evaluation and feedback mechanisms.

See above I.4.2.2. Additional documentary evidence could not be found for this I.

JC 4.3	Accountability⁴⁰ and networking
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I.4.3.1 Extent to which EU support directly or indirectly aimed at improving the capacities of key targeted Croatian institutions to collaborate with stakeholders and to be more accountable

As per the successive MIPDs, EU assistance aimed to enhance the coordination of administrative structures, particularly for actors related to PAR. It also aimed to enhance accountability in the judiciary and law enforcement as well as to foster participation from stakeholders in policy design.

The project level review shows that about one third of the projects under review (11 out of 30) aimed at strengthening the capacity of Croatian institutions to collaborate with stakeholders and be more accountable. A few examples are provided. In Rule of Law, the project “Capacity building for USKOK” aimed at developing the capacity of USKOK to enhance cooperation with other relevant institutions regarding data exchange and access, and other forms of cooperation and harmonising legislation. Similarly, the IPA 2007 intervention ‘Improving Anti-Corruption Inter-Agency Cooperation’ aimed ‘to strengthen the rule of law through the effective implementation of the national anti-corruption strategy and further strengthening of inter-agency cooperation at national and local level.’ In Public Administration Reform, the project “Support to the implementation of the GAPA” aimed at improving the administrative capacity of the MoPA to act as the central body for coordination, management and supervision of the implementation of the new GAPA. In Economic Governance, the project “Strengthening of capacity to manage and enforce EU competition and state aid policies” aimed at strengthening the capacity of the Croatian Competition Agency to improve the management and workflow in the Agency and towards external stakeholders, and at improving report and information flows from state aid institutions (including regional and local governments) to the Agency.

Sources: successive EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2008-2010; 2009-2011; 2011-2013), Annexes 6 and 7.

I.4.3.2 Further to the EU pre-accession support, targeted institutions work in a coordinated and efficient manner as part of a wider network of interested stakeholders (e.g. develop, implement and report on policies through a participatory stakeholder involvement process-incl. public and inter-ministerial consultation; are recognized by their stakeholders for their citizen-orientation, openness and transparency) & I.4.3.4 Documentary evidence and/or stakeholder views allow linkage of the existence of such coordinated stakeholder work and to EU pre-accession support

⁴⁰ *Accountability is understood in its ‘broader scope including the organisation of the administration, openness and transparency, internal and external accountability and oversight institutions’ – Source: OECD SIGMA, The Principles of Public Administration, 2014*

Interview findings show that EU pre-accession support contributed to foster stakeholder consultation during the strategy making processes in the pre-accession period as well as exchanges between stakeholders and interoperability. In Rule of Law, EU support (IPA2007) fostered the development of the cooperation between law enforcement bodies in Croatia (e.g. between the repression authority (USKOK) and detection authorities (police, customs administration, intelligence, etc.)). Interviewees also pointed that EU support enhanced systematic stakeholder consultation during the strategy making processes in the pre-accession period. This included the involvement of all relevant stakeholder institutions for consecutive anti-corruption strategies, as well as consultation of the Ministry of Justice with other law enforcement bodies when drafting strategies. In PAR, EU support contributed to foster regional and international cooperation (e.g. the Croatian civil service took part to ReSPA in the region). In Economic Governance, EU support contributed to enhance cooperation between stakeholders in the field of anti-fraud and anti-corruption by stimulating the establishment of cooperation between the tax administration and other government bodies (customs administration, Ministry of Interior, State Attorney's office).

78,43% of survey respondents agree that EU pre-accession assistance contributes to developing the capacity of Croatian institutions to collaborate with (internal and external) stakeholders during policy decision-making and implementation.

The project level review shows that about a third of the projects (12 out of 30) contributed to strengthening the capacity of Croatian institutions in accountability and networking. For instance, the project "Strengthening of capacity to manage and enforce EU competition and state aid policies" contributed to fulfilling Croatia's obligation as set down in Art 70 (5) of the Stabilisation and Association Agreement, namely to ensure transparency in the area of State Aid and to provide a regular annual report following the methodology and the presentation of the Community survey on State Aid on the basis of reliable data. The project also provided a large number of recommendations for improving the internal working methods and the organisational structure of the CCA, as well as the cooperation between the CCA and external stakeholders. In Public Administration Reform, the project "Support to Implementation of the Civil Service Reform Programme" contributed to a continuous dialogue between the Central State Office for Administration (CSOA) and Department 5 (the Human Resource Management, Planning and Development Department) concerning the implementation of new HRM procedures and the dissemination of these procedures throughout the Civil Service. In Rule of Law, the project "Strengthening Anti-Corruption Inter Agency Co-operation (Awareness raising campaign)" aimed to ensure wide, open and transparent consultative process and as a result to come up with a widely accepted message of the Anti-Corruption Awareness Campaign. This was achieved through involvement of various stakeholders representing public administration and NGOs working in the field of fight against corruption. Round tables on the topic "The fight against corruption at local level" with representatives of central and local institutions and NGOs were organized.

The 2013 Ex-post Evaluation of CARDS programmes in the Western Balkans notes that 'CARDS projects stimulated inter-institutional cooperation at the national and EU levels that was a prerequisite for accession. For example, CARDS 2003 Preventing and Combating Money Laundering – Strengthening the Capacity of Croatian Institutions involved in the Fight against Money Laundering improved inter-institutional co-operation between key Croatian state agencies in this field. Furthermore, international cooperation with financial intelligence units and law enforcement agencies in EU and partner countries was put in place. This was part of Croatia's efforts to meet their Acquis chapters 4 and 24 obligations.' (p.63).

Sources: EPRD for the EU, Ex-post Evaluation of CARDS programmes in the Western Balkans, 2013; Interviews; Survey; Annexes 6 and 7 of the current evaluation report.

Policy planning tended to be centralised, fragmented, politicised and gripped by short-termism. Policy coordination has been uneven across Ministries.

The 2004 EC 'Opinion on Croatia's Application for Membership of the European Union' notes that 'there is no single body responsible for providing a coordinated overview of policy to decision-makers. Since there are multiple structures, the policy planning and coordination tends to be rather politicised and fragmented'. Similarly, the 2011 OECD SIGMA Assessment report notes that 'the organisation of

the administration remains complex and fragmented, procedures continue to be complicated and formalistic, and decision making is still highly centralised and politicised'. (...) 'The politicisation of the civil service, the unclear and inefficient organisation of the administration, poor service-orientation, inadequate managerial skills, and the insufficient capacity of many civil servants, heavy and formalistic bureaucracy, corruption and lack of transparency continue to be characteristics of the Croatian public administration. This is to a great extent the result of slowness in implementing the General Administrative Procedures Act (GAPA) and of the fact that the Human Resources Development Strategy (HRDS) and Action Plan for the civil service are practically almost not implemented.'

Interview findings indicate that policy-making has usually rather been politically driven; the administration works with reactive stands on a short-term horizon. They also show the 'fragmentation of public administration', with for instance lack of clarity on the way the State infrastructure is organized (e.g. there is no law explaining what each State agency is doing) (e.g. MN002). This fragmentation is more generally characterised by a lack of central policy coordination and inter-connection between strategies, *'each Ministry working as a little kingdom'*. This fragmentation can be observed both at national and local levels. Several interviewees noted that the administration was politicised and that it was difficult to make information circulate from an institution to another because of excessive formalities. An interviewee also stressed that coordination was rather low in the early days and uneven across ministries, some ministries being more coordinated (e.g. Ministry of Finance, Ministry of Justice) than others (MN003).

The 2011 OECD SIGMA Assessment report notes that the responsibility for policy planning and co-ordination is divided between the General Secretariat of the Government, the Ministry of Finance, and the Central Office of Development Strategy and Coordination of EU Funds (CODEF). 'The Ministry of Finance is having an increasingly active role in strategic planning. CODEF has a small core of strategic planning expertise, in particular for the wider economic policy. However, the restrictive remit of the General Secretariat of the Government and the general weakness of the centre of government constitute a major capacity gap.' It further states that 'Co-operation between these central organisations seems to be working reasonably well' but (...) 'it is not always clear who should take the lead in developing the overall policy-making framework'.

Across areas:

- RoL: The 2011 EU Progress Report notes that 'coordination of anti-corruption efforts needs to be further strengthened'.
- PAR: The 2013 Ex-post Evaluation of CARDS programmes in the Western Balkans notes that 'significant progress with PAR and wider public sector reform suffered from the lack of a coherent framework or central driver. Consequently the sector was characterised by agencies which, between them, covered many of the necessary functions but which did not deliver results because of inadequate human and financial resources, constant changes in staffing and inadequate training of newcomers and, most importantly, of lack of political support to effectiveness: the government being willing to create EU-accession-required bodies, but not willing to have them operate as they should where this would be uncomfortable for the status quo of current governance.' The 2011 OECD Assessment notes that 'In order to achieve tangible results, the MPA should play a stronger and more dynamic role in leading the reform and in ensuring effective co-ordination between the key stakeholders at central, regional and local levels.' The 2013 ECORYS Meta evaluation of IPA assistance also notes that there is a need to 'strengthen leadership and coordination in respect to PAR at the highest political decision-making level, for instance by temporarily appointing a deputy prime minister in charge of the Ministry of Public Administration.'
- EG: The 2011 EU Progress Report notes that 'continued efforts to improve economic policy coordination would be beneficial'. The 2011 OECD SIGMA Assessment report notes that for PEM and Control, 'co-operation is good between departments in the MoF as it is also between various government bodies (e.g. between the MoF and the Central Office for Development Strategy and Co-ordination of EU Funds), which is an asset in a demanding reform environment'.

The 2008 and 2009 JMC Synopsis Reports recommend that 'institutions involved in programming cycle ensure good and constructive cooperation to ensure timely procurement and start of implementation of

projects as well as effective and efficient implementation phase’ whilst the 2010 Synopsis Report of the JMC recommends ‘to ensure good and quality cooperation and timely response on any request related to the preparation of documents among all stakeholders in the process of programming, tendering and implementation’.

The EC notes in its Recommendation for a Council recommendation on the 2018 NRP of Croatia that ‘Even though the social dialogue structure in Croatia is in place, the actual interaction between the authorities and stakeholders in the policy preparation process is limited and mostly confined to the provision of written feedback on the government proposed measures. In addition, the fragmentation of trade unions limits their overall capacity to engage in social dialogue.’ See also above quoted under I-4.1.3 on the fragmentation of public administration.

No further information on the effects in terms of transparency and openness of targeted institutions could be retrieved.

Sources: EC, Communication from the Commission ‘Opinion on Croatia’s Application for Membership of the European Union’ COM(2004) 257 final, 2004; EC, Commission Staff Working document Paper, Croatia 2011 Progress Report Accompanying the document Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2011-2012, COM(2011)666 final, 2011; OECD, SIGMA Assessment, 2011; EPRD for the EU, Ex-post Evaluation of CARDS programmes in the Western Balkans, 2013; ECORYS, Meta evaluation of IPA assistance, 2013; CODEF, JMC Synopsis Report 2008, CODEF, JMC Synopsis Report 2009, CODEF, JMC Synopsis Report 2010; EC, Recommendation for a Council recommendation on the 2018 NRP of Croatia (COM(2018)410 final); Interviews

I.4.3.3 Further to the EU pre-accession support, targeted institutions have put in place functional accountability mechanisms:

- Applying rules and laws to regulate oversight bodies
- Allowing oversight institutions and the public to exercise scrutiny on administration bodies
- Introducing effective corruption prevention measures (incl. removal of discretion; monopoly in decision making’ and introduction of transparency redress mechanisms to challenge decisions).

Documentary evidence points towards a lack of culture of accountability. For instance, the MIPD 2009-2011 notes that ‘a culture of accountability is lacking in the fields of judiciary including fight against corruption and organised crime’.

Measures have been taken, and Action Plans and Acts adopted to improve accountability. The 2011 Progress Report notes for the three focus areas that:

- ‘Numerous measures have been taken to strengthen the independence, accountability, impartiality and professionalism of the judiciary, in particular through the implementation of amendments to the Constitution in July 2010 and further amendments to the relevant legislation. (...)As regards accountability of the judiciary, legal changes adopted in May 2011 provide for improvements in the disciplinary system for judicial officials.’ (...) ‘Judicial reform requires constant attention, especially concerning judicial efficiency and the practical implementation of new measures relating to independence, impartiality and accountability of the judiciary’
- ‘With regard to administrative capacity, the Department for the Public Procurement System (DPPS) at the Ministry of Economy, Labour and Entrepreneurship (MELE) together with the other key institutions continued to efficiently implement the public procurement policy. The up-dated Action Plan of the Strategy for the Development of the Public Procurement System was successfully implemented. The transparency and accountability of the system has been enhanced through improved co-ordination mechanisms and training events for key players in the sector. Contracting authorities and entities (in particular the state-owned companies) and economic operators need to further improve capacities and implement procedures efficiently at all levels.’

- Further progress has been made in the area of implementation of the legal framework related to public internal financial control (PIFC) and the PIFC Development Strategy (2009-2011). An Action plan for further development of a financial management and control system adopted by the Government in December 2010 provides for improved managerial accountability and a better definition of the role of the financial units. The Fiscal Responsibility Act entered into force in January 2011 and aims to strengthen the overall financial management and control system in Croatia. A revised Internal Audit Manual was adopted in November 2010, together with the Instruction on continuous professional training for internal auditors in the public sector. The number of internal auditors has increased and the Central Harmonisation Unit (CHU) has organised regular training sessions for financial controllers and internal auditors, but their professional skills need to be further enhanced through practical experience and continuous training.

Promoting greater efficiency and transparency of the public sector remains one of the four reform areas identified for 2016-2017 in the NRP 2016. The improvement of the strategic framework and implementation framework for the fight against corruption is one of the major axis of intervention. Key reform measures to combat corruption in the public sector include the ‘strengthening of prevention, accountability, and transparency of priority areas. For this purpose exclusively, a Register of public companies in majority ownership of local and county (regional) self-government units will be established; anti-corruption programmes for public companies in the ownership of local and county (regional) self-government units and state, codes of conduct within the framework of political system and normative framework for the establishment of ethical system will be adopted; the area of the protection of “whistle-blowers” will be analysed and conditions for the verification of financial disclosure forms of judicial officials will be applied’.

Sources: EC, Commission Staff Working document Paper, Croatia 2011 Progress Report Accompanying the document Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2011-2012, COM(2011)666 final, 2011; Republic of Croatia, National Reform Programme 2016, 2016 ; Republic of Croatia, Convergence Programme of the Republic of Croatia for the period 2014-2017, 2014

See also above I-4.3.2 and I-4.3.4 for findings related to the project level review.

Table 10 – Summary of the Data Collection Process for EQ 4

Judgement criteria information availability	
JC 4.1	4
JC 4.2	3
JC 4.3	3
1= low – 5 = high	

EQ5 ON SUSTAINABILITY

To what extent has the EU support continued to impact the Croatian capacity development after the EU accession of Croatia?

JC.5.1	Extent to which the EU support was geared to generating longer lasting effects after 2013
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I-5.1.1 Extent to which the EU strategy and the support interventions aimed at generating effects in the longer run (this may be through aiming at generating structural changes, and/or initiatives to favour ownership by Croatian partners)

The rationale of pre-accession support is to aim at structural changes with effects beyond accession.

The accession of Croatia to the EU required support for reforms that were of a structural nature, as specified for instance in the 2007-2009 Multi-indicative planning document for Croatia: *“The main objective of the Instrument for Pre-Accession Assistance (IPA) is to help the beneficiary country to implement the reforms needed to fulfil EU requirements and progress in the Stabilisation and Association Process and to lay the foundations for fulfilling the Copenhagen criteria for EU membership”* (Commission decision C(2007)2566 of 20/06/2007 on a Multi-indicative planning document 2007-2009 for Croatia, p. 2.).

Some documents refer to the post accession period and to conditions that would need to be fulfilled to ensure longer lasting effects, but not often and not in detail.

Documents examined, both at strategy and at project level, do mostly refer to the accession objectives and also sometimes to the post accession period (not really at project level though). In some cases such references are quite explicit, such as for the MIPD 2007-2009, which states that: *“the renewed focus on achieving a greater ownership of cohesion policy on the ground is reflected in the provisions for a more open and on-going dialogue across the partnerships developed both within the national and regional context as well as with the relevant Commission services”* (Commission decision C(2007)2566 of 20/06/2007 on a Multi-indicative planning document 2007-2009 for Croatia, p. 2.). Another example can be found in the 2009-2011 MIPD: *“concerning the ability to assume the obligations of membership (third area of intervention), IPA assistance will continue to support the institutional capacity building for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis. Finally, institution building will also continue to be provided through the supporting programmes (fourth area of intervention) for the management of IPA projects, the re-enforcement of institutional capacity for the management of EC funds as well as Croatia’s participation in Community Programmes”* (Multi-indicative planning document 2009-2011 for Croatia, p. 2.). See also the 2005 progress report for instance (p. 48): *“In all areas of the acquis, Croatia must bring its institutions, management capacity and administrative and judicial systems up to EU standards, both at national and regional level, with a view to implementing the acquis effectively and, if necessary, in good time before accession. At the general level, this requires a well-functioning and stable public administration built on an efficient and impartial civil service, and an independent and efficient judicial system.”*

- Some documents refer to the ownership: “to strengthen ownership by the beneficiary countries, the commission will increasingly use a more sector-based approach in its planning of pre-accession assistance” (Communication from the Commission to the European Parliament and the council. Enlargement Strategy and Main Challenges 2010-2011).
- There is also some reference to increasing ownership: “the renewed focus on achieving a greater ownership of cohesion policy on the ground is reflected in the provisions for a more open and on-going dialogue across the partnerships developed both within the national and regional context as

well as with the relevant Commission services” (Commission decision C(2007)2566 of 20/06/2007 on a Multi-indicative planning document 2007-2009 for Croatia, p. 22.).

- The 2009-2011 version of the MIPD highlights support for civil society, which is a way to increase stakeholders’ ownership in the partner country. Under IPA Component I the core activity of which is Institution Building, the priorities as regards the political area (first area of intervention under this MIPD) which were envisaged in the previous MIPD 2008-2010 is maintained *“Support for civil society will continue to benefit from a reinforced emphasis and will aim at assisting the Civil Society organisations in developing, implementing and monitoring public and acquis related policies as well as raising awareness on the challenges of EU accession through integration into local, regional, national and transnational networks.”*
- Again, the institution building is very much situated in the light of the acquis and managing community funds, and not so much explicitly for its own right.
- Concerning the ability to assume the obligations of membership (third area of intervention), IPA assistance will continue to support the institutional capacity building for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis. Finally, institution building will also continue to be provided through the supporting programmes (fourth area of intervention) for the management of IPA projects, the re-As enforcement of institutional capacity for the management of EC funds as well as Croatia’s participation in Community Programmes.
- But also the fact that the management has been decentralized in 2006 is underlined as something that should allow promoting ownership, p. 7: *“Since 2006 the management of EC assistance has been decentralised thus increasing Croatia's ownership on the assistance deployed and preparing itself for the management of the structural funds”*.
- Conferrals of management powers on Croatia were granted on 28 October 2008 as regards IPA component I, on 29 October 2008 as regards the environmental and regional competitiveness programmes under IPA component III, on 3 November 2008 as regards the transportation programme under IPA component III, on 14 November 2008 as regards IPA component II2 and on 1 December 2008 as regards IPA component IV, thus paving the way for the effective kicking-off of the activities under the referred components and programmes.
- However, Croatia still needs overall to strengthen its management and control systems. As a consequence of the above, the Commission expects that the Croatian authorities take the necessary measures in order to increase its ownership of the EC assistance through

See also the 2011-2013 MIPD:

- The Commission has taken a number of steps to enhance the strategic nature of this process over the last few years and to strengthen the link between the priorities established in the progress reports and the programming of assistance. To better illustrate this focus, and to strengthen ownership by the beneficiary countries, where possible under the lead of the national authorities, the Commission will increase its use of a sector-based logic in its planning of pre-accession assistance.
- P; 7: on consultation with stakeholders: The Commission, together with the support of the EU Delegation in Zagreb, organised in November 2010 consultations on this MIPD with the National IPA Coordinator (NIPAC), as well as of EU Member States' embassies, local branches of International Financing Institutions (IFIs) and Civil Society Organisations (CSOs).
- See also p. 12: As regards the support to civil society, DG Enlargement's Civil Society Facility has been supporting the dialogue between Croatian civil society organization (CSOs), Croatian state administration and CSOs in the EU Member States, and provided CSOs with relevant knowledge, skills and experience required for strengthening their role as relevant actors in the EU accession preparations process.

I-5.1.2 Stakeholder views on the extent to which EU CD support was geared towards generating effects in the long run

Many stakeholders explained that EU CD support was geared towards generating effects in the long run.

The vast majority of survey respondents strongly (24%) or rather (65%) agreed that pre-accession pre-accession capacity development assistance during the period 2007-2013 was geared towards generating longer lasting effects after 2013. Similarly, close to 75% of respondents stated that they agreed (24% strongly and 55% rather) EU pre-accession assistance rightfully took into account conditions that needed to be fulfilled to ensure longer lasting effects after 2013.

The following type of elements were underlined by interviewees in this respect:

- The gradual decentralization by the Commission of the design and implementation of the projects from the very beginning is underlined by several interviews as a good practice in terms of learning process and being geared towards generating capacity development in the long run.
- Two assumptions and elements that are important in terms of CD 1) development of institutional set up to last until after accession; 2) dealing with DGs that will inherit (employment, regional, agriculture) in the way that they will do the job.
- The timeline stretching a decade is necessary and: a country has to go through more than one round of conferral management;
- Sustainability was a huge point: very important to start early to manage as it will be done afterwards, i.e.: teach people during pre-accession to manage funds in the same way as they will have to do it afterwards;
- Preparation for management of funds: “biggest success they have ever had”.
- Conferral management was essential: it means that the EC once it granted the money, the country had the full responsibility of the implementation as a policy. That was decided because SAPARD was implemented in that way.

A substantial number of stakeholders were however more critical when it came to judging whether EU CD support was geared towards generating effects in the long run.

Although as explained above the majority of stakeholders stated that EU CD support was geared towards generating effects in the long run, a number of stakeholders disagreed with this. As an example, 10% (5 on 51) of survey respondents “rather disagreed” that this was the case. About 16% (8 on 51) explained that they rather disagreed that the EU pre-accession capacity development assistance rightfully took into account conditions that need to be fulfilled to ensure longer lasting effects after 2013.

Several key issues in this respect were raised by interviewees:

- Several interviewees explained that overall there was in the country a lack of awareness between what would happen after accession in terms of management of EU funds, and notably that the magnitude of funding would be a multiple of the pre-accession funds. They argued that the support and development of capacity of EU funds was geared towards managing the pre-accession funds, without taking sufficiently account of the fact that much more capacities would be required in the longer run to manage the much bigger amount of Cohesion funds. One interviewee explained in this respect that the change of mind from being a beneficiary of EU funds to managing them was the biggest challenge in this respect.
- More specifically, it was argued by some that there was a separation in the administration between the people that worked on pre-accession funds, and the bulk of staff that worked on national funds, the latter being not at all prepared for managing EU funds, nor aware of the magnitude of the post accession funds. In this respect, a survey respondent stated that *“the main objectives of pre-accession assistance should be strongly linked with obligations of countries to harmonize and implement the acquis, but also to prepare them for the use of the ESIF funds. EU should assist the*

countries to strategically plan the engagement of adequate human resources and to invest in the sustainable retention policy of qualified staff.”

- Another issue mentioned was the lack of focus on specific issues that would be important in the long run. This concerned notably the importance of understanding better and being prepared to EU State Aid rules, for instance by receiving Technical Assistance to deal with these issues. Another item mentioned in this respect was the issue of unresolved property rights, which in the end showed to have still consequences up to today. A survey respondent noted in this respect that *“due to the complexity and importance of different subjects (e.g. state aid, public procurement, etc.), it is of utmost importance to ensure continuous training/ capacity building of administrative staff on the central and local level”*.
- Several interviewees also explained that support was not sufficiently geared towards senior or middle management, whereas this would be needed to make sure the system can work and work in the long run. Senior or middle management can also be a factor of stability in a context of political change.

JC.5.2	Direct effects of the EU support provided over the period 2007-2013 were/are still visible after the accession
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I-5.2.1 Documentary evidence on the effects of EU support after 2013

No relevant information found.

I-5.2.2 Stakeholder views on the effects of the EU support

A number of elements suggest that effects of the EU support are still visible today.

The vast majority of survey respondents (90%) indicated that they agreed strongly (29%) or rather (61%) that the effects of EU pre-accession capacity development support were still visible in 2018.

There are also examples of institutions that were strengthened during pre-accession with long lasting effects up to today (the Government Legislation Office, the Croatian Competition Agency, and the Government Office for Human Rights and Rights of National Minorities, etc.).

But there are also several factors that indicate that after the accession, effects of support deteriorated or disappeared. Many interviewees underlined that after accession in many cases the reform momentum dropped steadily, with diminishing efforts and even a rollback on some of the effects of the pre-accession support:

- At sector level the following can be globally noted in terms of lack of sustained effects:
- Difficulties in terms of sustainability were mainly mentioned for the Rule of Law sector, where problems were highlighted in terms of budgets of some institutions that dramatically decreased, turnover of staff and cuts in staff, decreasing influence of some judicial bodies, the independence of the judiciary from political influence, the investigation on corruption. Interviewees explained that there is a considerable deterioration across all rule of law components in Croatia, which started at the point of accession of Croatia to the EU. Some interlocutors were however also rather positive on the reforms, underlining that judicial reform overall was a success in Croatia.
- In the sectors of Public Administration Reform, the fact that there was no real crosscutting approach posed a problem in terms of sustainability.
- In terms of Economic Governance, Croatia which has had excessive macroeconomic imbalances since 2014, has been subject to the Excessive Deficit Procedure during the period 2014-2016 and

did not register significant progress on key macroeconomic and fiscal reforms since accession⁴¹. This is an indication of lack of sustainability.

- The statement that reforms slowed down or stopped when Croatia joined the EU was made by many of the stakeholders met, using formulations such as “*reforms stopped immediately when Croatia joined the EU*”, “*nothing has moved further since accession*”, etc. Some explained that as long as the EU followed up things closely, reforms were undertaken, but when the spotlight was off, government and institutions slacked off.
- A number of interviewees suggested that such deterioration was also possible because no measures were imposed by the EU to deal with such slow down or diminishing of reforms. They argue that a certain conditionality or a special monitoring function after the accession would be useful. Some also explained that strategies on specific sectors or subjects had expired, and that it was not clear what the plans were in terms of renewing them.
- Several interviewees also underlined that pockets of capacity remained.

Stakeholders invoke several factors that have hampered sustainability of results:

- The fact that with the accession the **momentum** for capacity development disappeared was considered by many as a key factor, in terms of lack of sustained effects;
- This should be linked to the issue of **leadership and ownership** by the Croatian authorities and **political stability and support**, which are good indicators on the likeliness to obtain sustainable results:
- The majority of survey respondents considered that the Croatian authorities had a leadership role in terms of deciding on the priorities of the EU pre-accession support for capacity development (63% rather or strongly agreed), and even more on their leadership role in terms of implementation of the support (about 77% rather or strongly agreed). But nevertheless close to ¼ (24%) also rather disagreed with this statement (about 14% for implementation)
- Many interviewees were however more critical on these issues, referring to a lack of ownership, especially after the accession. Even more strongly, many of them stated in this respect that after accession there was a lack of political support and a lack of political stability, whereas they considered this to be essential conditions of sustained development of capacities.
- With a view to better deal with instability due to political changes, several stakeholders pointed to the importance of targeting middle management, so as to obtain sustained capacities and continuity;
- **Staff turnover** was invoked by most of the stakeholders interviewed as a major challenge to the sustained development of capacity. In some cases capacities of people leaving remained within the public service as these persons moved from one service to another one, but in other cases they were “lost” to the private sector or to EU institutions (after accession). To deal with this top-up of salaries where offered to a number of staff managing EU funds, so as to motivate them to stay. A number of interlocutors met underlined that this approach was effective, but others explained that it was counterproductive as it created a further (see below) distance between staff working on EU funds and the bulk of the administration that was working on national funds.

⁴¹ The Commission notes the following in this respect in its Council recommendation COM(2018) 410 final: “*The Commission’s analysis leads it to conclude that Croatia is still experiencing excessive macroeconomic imbalances, although they are being reduced. Vulnerabilities are linked to still high levels of public, private and external debt, all largely denominated in foreign currency. The level of non-performing loans remains high, in particular for non-financial corporations. Croatia’s potential growth remains insufficient to enable a durable adjustment and overall there has been little progress in implementing policy measures to address the chronically low labour utilisation and slow productivity growth*”

JC.5.3	Extent to which the GoC adopted (or further developed) the EU capacity development approach
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I-5.3.1 References in documents to the adoption/ownership by GoC of the EU capacity development approach

No relevant information found.

I-5.3.2 Stakeholder views on the adoption/ ownership of the GoC of the EU capacity development approach

Overall, it seems that little progress was made in the adoption by the GoC of the EU capacity development approach:

- The capacity that was developed to manage pre-accession funds are in some cases still present, although as mentioned under JC 5.2, part of these also disappeared through turnover of staff for instance.
- A key issue in this respect, mentioned under JC 5.2, is the lack of linkage and continuity between pre-accession support and cohesion funds. As explained, the EU capacity development approach was geared on the people managing pre-accession funds, but this was not extended to the bulk of staff in the public service, in charge of managing Croatian funding. As a result the rest of the administration was insufficiently aware of the upcoming challenge of managing Cohesion funds, and of the difference of magnitude of this funding. In this sense, the EU capacity development approach was not adopted by the bulk of the administration.

Stakeholders explain that as a consequence, Croatia is lagging behind in terms of absorption and implementation of cohesion funds. The capacities to deal with these funds is insufficiently present.

EQ6 EXPLANATORY FACTORS

What were the factors that facilitated or hampered the contribution of EU pre-accession assistance to the development of the capacities of Croatian institutions?

JC.6.1	Extent to which the EU pre-accession and implementation practices affected the capacity of EU actions to achieve the expected results
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I-6.1.1 References in documents (final reports, evaluations) on the impact of the EU pre-accession programming approach and implementation procedures

Success factors

The Commission drew on the lessons of previous enlargements to design its framework for managing pre-accession funds in Croatia. Various aspects linked to the EU pre-accession programming approach and implementation procedures facilitated the achievement of expected results:

- EU added value:

Interview and survey findings converge in showing that the technical know-how brought by EU expertise both during accession negotiations and through specific interventions has been a key success factor. According to survey respondents, the technical expertise brought by the EU was the most significant added value brought by the EU through its pre-accession support. 84,3% of survey respondents agree that the technical expertise on capacity building was a specific added value brought by the EU through its pre-accession support. The experience in other candidate countries was the second most significant EU added value according to survey respondents (with 54,9% of survey respondents agreeing that experience in other candidate countries was a specific added value brought by the EU through its pre-accession support). The expertise of the *acquis communautaire* was the third most significant EU added value according to survey respondents. Furthermore, the leadership of the EU in driving the accession process was another type of added value (see also EQ1).

- Introduction of benchmarks:

The 2011 ECA Special Report notes that the Commission introduced benchmarks to be met before the opening and closure of chapters to strengthen the link between the planning and implementation of EU pre-accession assistance and the pre-accession negotiation process. ‘This new approach has been applied to the chapters where there is EU pre-accession funding, notably Chapter 11 (Agriculture and rural development) and Chapter 22 (Regional policy and coordination of structural instruments), and has led to a greater focus on Croatia’s progress in building up its capacity in these areas with the help of EU pre-accession assistance.’

In addition, interviewees from targeted beneficiary institutions met in the field generally stressed that the benchmarks speeded up the process. Moreover, 68,6% of survey respondents mentioned that the introduction of benchmarks facilitated the generation of capacity development results by the EU pre-accession support. However, several stakeholders interviewed also noted that benchmarks led to a ‘ticking the box’ approach not conducive to foster capacity development as a whole – see EQ1.

- Coherent framework for managing pre-accession assistance with IPA:

The Commission brought together all pre-accession financial assistance (Phare, ISPA and Sapard) under one instrument (IPA) in 2007. The 2011 ECA Special Report notes that it ‘considerably facilitated the planning of EU assistance’. It further stresses that the programming procedures under IPA are well-designed: under IPA, the Commission introduced multiannual operational programmes akin to those used under the Structural Funds that were annual. The 2011 ECA Special Report notes that ‘this has both improved the possibilities for ‘learning by doing’ by establishing planning procedures closer to those applicable post-accession and also enabled better planning of specific capacity-building interventions.’ The ECA Special Report also notes that ‘a more coherent system’ was put in place within

the Commission for coordinating IPA assistance: ‘within the Commission, the Directorate-General for Enlargement (Enlargement DG) has been assigned the lead role in coordinating IPA assistance with three other directorates-general: the Directorate-General for Regional Policy (Regional Policy DG) for Component III (Regional development); the Directorate -General for Employment, Social Affairs and Inclusion (Employment, Social Affairs and Inclusion DG) for Component IV (Human resources development) ; and the Di rectorate -General for Agriculture and Rural Development (Agriculture and Rural Development DG) for Component V (Rural development).’

In addition, 80,4% of survey respondents mentioned that the use of a single instrument (IPA) to manage pre-accession assistance facilitated the generation of capacity development results by the EU pre-accession support.

- Setting-up of M&E systems that improved over time:

Mechanisms have been established under the Stabilisation and Association process to follow up of the European Partnership. This includes notably the establishment of the Stabilisation and Association Council and the Stabilisation and Association Committee and its subcommittees as bodies for monitoring the application and implementation of the SAA, and as forums for issues related to the process of harmonising legislation, and the preparation of regular annual reports by the Commission on Croatia's progress in the process of accession to the EU (Progress Reports), starting with 2005. The Commission has closely monitored the fulfilment of commitments undertaken by Croatia to complete the work on the benchmarks set out in the negotiating chapters.

Various joint committees have been established comprising officials from the Commission services and Croatia to monitor the implementation of EU-funded assistance programmes. They include: the IPA Monitoring Committee (IPA MC) to monitor the overall implementation of all components of the IPA programme; Sector Monitoring Sub-Committees (SMSCs) with operational support from NIPAC services to monitor the implementation of individual components or operational programmes meeting twice a year; the Technical Assistance and Institution Building SMC (IPA TAIB SMC) to monitor the implementation of Component I; Joint Monitoring Committees (JMCs) to monitor the implementation of Component II.

Under IPA TAIB Component, six Sectoral Monitoring Sub-Committee (SMSC) were first established before the introduction in March 2010 of a new structure and scope of the SMSCs (see below table).

SMSCs	SMSCs after the 2010 Reform
Public Administration Reform, Public Finance & Statistics (PARPFS)	Public Administration Reform, Public Finance and Public Procurement
Justice and Home Affairs (JHA)	Justice, Freedom, Security
Internal Market, Competition and Agriculture (IMCA)	Internal Market and Economy
Economic and Social Cohesion (ESC)	Regional Development and Cohesion Policy
Environment and Energy (EE)	Environment, Transport and Energy
Social Sector, Civil Society and Minority Rights (SOC)	Agriculture, Fisheries and FVP policies

External assessments evidence that the monitoring system has generally been satisfactory albeit some weaknesses (see below under limitations). The 2011 ECA Special Report notes that ‘the Commission has a well-designed monitoring system which is being implemented by the Croatian authorities’. The 2012 CPIE notes that the ‘sectoral and project monitoring is performed largely satisfactorily. The

biannual SMSCs monitor the technical and financial progress (commitment, contracting, disbursement, etc.) of on-going projects.’

The M&E reporting improved over time so that monitoring reports and sector monitoring reports focus more on the measurement of the achievement of project results. The 2009 CPIE notes that MR were of ‘limited utility in providing a good sense of how things are developing’ because they devoted too much space in describing the project background as well as the project preparation and design, whereas very little (if any) attention was devoted to the discussion of prospects. Project implementation and the achievement of project objectives/purposes were ‘described in a rather mechanical manner’ and were rarely accompanied by a more accurate description of the results concretely achieved. It further underlines that ‘the value added of SMR was rather limited’ because they suffer from the limitations of the underlying MR, the limited coherence of the sectors covered by the SMSC, limitations linked to the structure of the reports. Together with the reform of the SMC, the structure of the Monitoring Report (MR) and of the Sectoral Monitoring Report (SMR) templates has been reviewed in 2010 so that they ‘focus on the project implementation and performance measures, on achievement of the project result and sustainability of the project results and prospect for the achievement of the project purpose’⁴².

The Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report, 2019) also notes that ‘support from the EU (and in particular the EUDs), both from a management and a strategic point of view, together with a dedicated and pro-active National Contact Point (NCP), were considered essential for generating interest in Twinning and facilitate project implementation’.

Interviewees from targeted beneficiary institutions generally noted that the high quality (external and internal) monitoring performed by the EUD in the first place and then in close cooperation with the EUD/CODEF/CFCA under the DIS was a key factor of success.

Sources: EU Council, European Partnership, 2004; Republic of Croatia, Croatia on the Road to the European Union, 2009; EC, Enlargement Strategy & main challenges 2008-2009 COM(2008) 674 final, 2008; EC, Enlargement Strategy & main challenges 2010-2011 COM(2010) 660 final, 2010; CODEF, JMC Synopsis Report 2010; Economisti Associati, ‘2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia’, 2009; European Policy Evaluation Consortium (EPEC), Evaluation to support the preparation of pre-accession financial instruments beyond 2013, 2011; European Court of Auditors, Special Report n°14, ‘Has EU assistance improved Croatia’s capacity to manage post-accession funding?’, 2011; DFC for the EU, Country Programme Interim Evaluation, 2012; GDSI for the EU, Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report), 2019; Interviews; Survey.

- Twinning: suitable instrument to enhance administrative capacities

Several EU Annual Reports and external evaluations evidence the relevance and effectiveness of Twinning to support the development of administrative capacities and promote legislative changes in Croatia.

In its 2009 Annual Report on the implementation of the IPA, ‘the Commission considers twinning to be the most suitable instrument for the development of administrative capacities and promotion of legislative changes in Croatia. In general, the twinning instrument continues to be the preferred implementation modality for all transposition or legal approximation-related projects where the relevant expertise lies within the Member States. The relevance of twinning is set to further increase with the accession of Croatia to the EU. According to a thematic interim evaluation on twinning in Croatia finalised at the end of 2008, the performance assessment of running and finalised twinning implementation was “satisfactory to good” in Croatia, notably in the sectors of home affairs, customs and taxation, internal market and competitiveness, free movement of goods and statistics.’

The 2010 ADE CPIE indicates that ‘twinning provides the support needed to understand the acquis correctly and translate it into operational practice. The EU member state administrations are able to share their experience and effectively assist with the setting up of systems and structures for Croatia.

⁴² Source: CODEF, JMC Synopsis Report 2010

The investment support secures provision of complementary funds to cover the supply and construction of identified priorities. Twinning is very successful in facilitating networks and confidence building. Apart from the various outputs and guaranteed results realised by twinning, one of the most valuable, if intangible, side benefits is the establishment of personal contacts with other partner administrations and EU administrators in the same expert field. In this sense, twinning arrangements are found to be superior to technical assistance.’

The 2015 B&S Evaluation on IPA support to the fight against corruption indicates that in the area of anti-corruption ‘the use of Twinning has been appropriate to the needs and capacities of the beneficiaries and has the advantage of direct contacts with EU Member States. The use of European peer organisations as service providers (exemplified by Twinning), which has been very useful in promoting the transfer of EU best practices, has been cost efficient. In terms of money and financial management the projects delivered results within the originally planned budgets.’

Interviewees from targeted beneficiary institutions generally stressed that twinning provided specific knowledge to the civil servants of the public administration that was not available on the market and that it enabled to establish permanent connections with institutions from the EU. Interviewees also noted that overall twinning had been very useful for closing chapters. In a couple of situations, interviewees however noted that the assistance provided through twinning was not adequate (the CV based assessment used to select the expertise does not necessarily entail that the adequate level of expertise is provided). In addition, replacement is often delicate as it is often understood as an issue with the country instead of with the expert provided.

74,5% of the survey respondents mentioned that the use of twinning facilitated the generation of capacity development results by the EU pre-accession support.

Sources: EC, 2009 Annual Report on the Implementation of the Instrument for Pre-Accession Assistance (IPA), COM(2010) 687 final, 2009; ADE for the EU, Country Programme Interim Evaluation Croatia, 2010; B&S for the EU, Thematic evaluation on IPA support to the fight against corruption, 2015; Interviews; Survey.

- Systematic approach to adequately assess capacity building priorities:

Key capacity needs have been well identified and updated through a systematic approach: the 2011 ECA Special Report notes that it was ‘top-down from the accession partnership and bottom-up with project proposals from the potential beneficiaries, mainly Croatian ministries.’

- Focus on the strengthening of Croatia’s administrative capacity for better post-accession management of funding by Croatia:

The Commission introduced a more rigorous approach to ensure Croatia has a better capacity for managing its pre-accession funding than was the case for previous candidate countries. The 2011 ECA Special Report notes that the Commission developed a planning system ‘for assessing Croatia’s capacity-building needs and identifying the necessary assistance to meet these needs, in order to be able to introduce decentralised management, first with *ex ante* checks by the Delegation and subsequently without these *ex ante* checks’.

Source: European Court of Auditors, Special Report n°14, ‘Has EU assistance improved Croatia’s capacity to manage post-accession funding?’, 2011

Limiting factors

Various aspects linked to the EU pre-accession programming approach and implementation procedures have also constrained the achievement of expected results:

- Lengthy preparatory periods and EU procurement procedures:

Interviewees from targeted beneficiary institutions met during the field mission often stressed that the length of time during programming and contracting negatively impacted the relevance of EU pre-

accession projects due to a lack of flexibility (EU procedures) to adapt the project design to changes in context (see also last paragraph under JC1.2).

- Quality of the experts provided sometimes problematic:

Interviewees from targeted beneficiary institutions met during the field mission sometimes stressed that the quality of the experts provided through twinning and other modalities was not up to standards. Whilst a range of beneficiaries was satisfied with the assistance received, several interviewees also pointed to models/solutions proposed by the EU experts which were not fully suitable for the Croatian context (see also I-3.1.1 & I-3.1.2).

- Insufficient focus on the regional level:

The 2011 ECA Special Report notes that ‘assistance has largely been directed to central bodies who would be responsible for managing post-accession funding and much less to the regional level, although regional bodies have an important role to play in the implementation of post-accession funding. There is a risk that bodies at regional level will not have had adequate experience in implementing EU assistance by the time of the accession.’

- Intervention logic design flaws:

The intervention level review shows that the overall objective of half of the 30 interventions under review focuses on the ‘output’ level and not on the ‘result’ level. For instance, the overall objective ‘An efficient public debt management system and policy is developed in the Republic of Croatia in accordance with the best practice in the EU Member States’ targets the ‘output’ level. Similarly, the project purpose (or specific objective) targeted by the interventions most often focused on the ‘output’ level and not on the ‘result’ level. This was the case for the vast majority of the interventions under review (26 out of 30 projects) and for 83,8% of the project purposes examined for the 30 interventions under review. For instance, the project purpose ‘To support and enhance operation and functioning of the High Misdemeanour Court and selected misdemeanour courts’ of the project ‘Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts’ targets the ‘output’ level. In addition, the Objectively Verifiable Indicators⁴³ defined at project purpose level to follow the extent of achievement of objectives rather focused on the ‘output’ level. This was the case for 74,7% of the OVI examined for the 30 interventions under review. The intervention level review also shows that the indicators, results, project purposes and overall objectives were often defined in too broad terms and/or were not sufficiently well articulated throughout the results chain.

The 2007 JMC Synopsis report notes that ‘although there are positive exceptions, most of the monitored projects still suffer from poor design in terms of objectives and results. This includes the Phare 2005 and 2006 projects. This is largely because of the fact that the formulation of the overall objectives and the project purpose leaves to be desired.’ The 2008 PARPFS SMR invites the ‘PIUs to adopt a more engaged approach towards monitoring, including quality project preparation as a pre-condition for monitoring quality.’ The 2009 CPIE Evaluation notes that ‘sometimes projects did not deliver at the extent expected, simply because objectives were excessively ambitious. Reportedly, this has been the case with some projects in the field of SME development and in the Home affairs sector’.

The Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report, 2019) also indicates that ‘The quality of Twinning project design is affected by weak intervention logic. (...) Many Twinning Project Fiches were based on a weak intervention logic with mandatory results expressed in broad and vague terms and without robust indicators of achievement. (...) The Twinning Manual 2017 emphasis on results rather than activities, and the clarification that ‘mandatory results’ means concrete operational results, which should be expressed in measurable terms, are both helpful and appropriate.’

- Time required for the conferral of management powers allowing for decentralised management

⁴³ The logframes used at intervention level refer for the indicators either to ‘benchmark’, ‘objectively verifiable indicator’ or ‘indicator of achievement’.

The 2009 Annual Report on the implementation of the IPA indicates that exercising decentralised implementation requires a stable institutional set-up, which will continue to exist after accession, as the new national structures will be used for the EU Cohesion and Rural Policies. Croatia took a number of important steps to address weaknesses identified by the Commission in the decentralised management of pre-accession aid during the years 2007 and 2008. Implementation of IPA programmes under Components I to IV could only start after the adoption by the Commission of decisions on conferral of management powers allowing for the ‘decentralised management of assistance’. These decisions were adopted by the Commission at the end of 2008 for all five components. Contracting and disbursements under the various IPA components only started in 2009. By end 2009, contracting and payment rates under the five IPA Components were still relatively low.

Similarly, the 2011 ECA Special Report notes that implementation delays for IPA were mainly due to the time required for the conferral of management powers before implementation could begin. Under PHARE, SAPARD and ISPA, ‘the Commission extended the implementation deadlines by 1 year’. ‘Longer deadlines were introduced by the Commission for IPA Component I. However, for IPA Components III, IV and V the disbursement deadlines based on the ‘N+3’ rule represent a significant challenge.’

This is further evidenced by the 2013 ECORYS Meta evaluation of IPA assistance which notes that as was shown in Croatia, ‘the effective decentralisation of IPA management needs both strengthening of national administrative systems and time for these actors to gain experience. Comparison between countries using the centralised and the decentralised system shows that contracting speed is likely to substantially slow down once decentralised management is conferred. Even after conferral of management, the European Union Delegations (EUD) are often called upon to provide substantial unofficial input into the preparation of project documentation whilst also having an ex ante control function. This is a pragmatic solution to management difficulties but it maintains a situation of low beneficiary ownership’. It further stresses that ‘the delivery of outputs of IPA assistance within the centralised management system has been largely successful – principally due to the resources and capacity deployed by the Commission Services’. Under DIS, timely contracting is an issue, ‘especially in the case of Croatia where programme extensions were needed to avoid loss of funds’. It also notes the difficulty of applying the sector based approach under DIS in the two sectors in which it has been introduced (justice and home affairs, public administration reform). The report does not give additional details. The Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report, 2019) also notes that ‘The implementation of projects under indirect management appeared to have been more burdensome given the tendency of contracting authorities to take an overly strict interpretation of rules’.

- Weaknesses in programme M&E systems:
 - Lack of proper analysis in the early days: The 2008 JMC Synopsis Report notes ‘a lack of proper analysis of cause and effect in some monitoring reports’. The 2009 CPIE points to a number of deficiencies (see above).
 - Insufficient use of RACER and SMART objectives and indicators:

The 2011 ECA Special Report notes that ‘SMART’ objectives and related indicators were insufficiently used; this often made it difficult to assess project results, though the follow-up improved for IPA projects in comparison to pre-IPA projects. It further stresses that ‘the audit found that on occasion the monitoring reports tended to underestimate the problems faced by projects.’ Similarly, the 2012 CPIE notes that ‘Over the years, IPA TAIB assistance was better designed in later years, generally better structured and often built on outputs and recommendations of previous assistance, but many indicators of achievement still lacked quantification, timescale and baselines.’

Drawing on the practices and standards presented in the 2016 DG NEAR Guidelines on Linking Planning/Programming, Monitoring and Evaluation, *‘measuring progress in relation to the expected outputs, outcomes and impact of an intervention should be done by means of RACER and SMART indicators related to a baseline situation, defined during planning/programming.’*

RACER principles for the definition of indicators as per the Better Regulation are as follows:

Table 11 – RACER principles as per the Better Regulation⁴⁴

Relevant	Closely linked to the objectives to be reached. They should not be overambitious and should measure the right thing
Accepted (by staff and stakeholders)	The role and responsibilities for the indicator need to be well defined
Credible	Unambiguous and easy to interpret. Indicators should be simple and robust as possible. If necessary, composite indicators might need to be used instead – such as country ratings, wellbeing indicators, but also ratings of financial institutions and instruments. These often consist of aggregated data using predetermined fixed weight values. As they may be difficult to interpret, they should be used to assess broad context only.
Easy	To monitor (e.g. data collection should be possible at low cost). Built, as far as practicable, on available underlying data, their measurement not imposing too large a burden on beneficiaries, on enterprises, nor on the citizens
Robust	Against manipulation (e.g. administrative burden: If the target is to reduce administrative burdens to businesses, the burdens might not be reduced, but just shifted from businesses to public administration). Reliable, statistically and analytically validated, and, as far as practicable, complying with internationally recognised standards and methodologies

SMART principles for the definition of indicators as per the 2016 DG NEAR Guidelines are as follows:

Table 12 – SMART principles

Specific	Target a specific area for improvement
Measurable	Quantify or at least suggest an indicator of progress
Attainable/Achievable	Make sure that it can be reached
Realistic	State what results can realistically be achieved, given available resources
Time-bound	Specify when the result(s) can be achieved

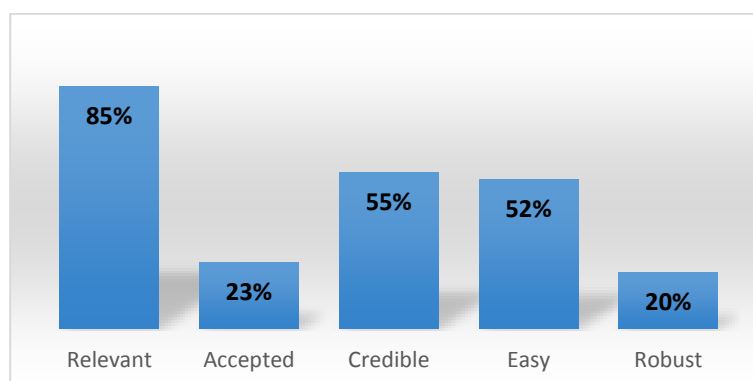
Around half of the indicators defined at project purpose (or specific objective) level⁴⁵ to follow the degree of achievement of objectives for the 30 interventions under review met 3 out of the 5 RACER or SMART principles. Only 8% of the indicators met all 5 RACER principles whilst only 3% of the indicators met all 5 SMART principles. An example of indicator meeting both all RACER and all SMART principles is: ‘Minimum 20 public procurement professionals trained and certified by the end of the project’. An example of indicator not meeting any of the RACER and SMART principles is: ‘Improved and more efficient functioning of USKOK as well as of all other LEAs in Croatia (in longer term) and efficient implementation of the National Anti-Corruption Strategy’. This indicator is worded similarly to the project purpose of the project and includes two different aspects: the more efficient functioning of USKOK and the implementation of the national anti-corruption strategy.

Regarding RACER principles (see below figure): The indicators defined at project purpose level were most of the time relevant, that is closely linked to the project purpose. Above half of them were both credible and easy to monitor. Only around 20% of them were robust and accepted (i.e. defining roles and responsibilities).

⁴⁴ Source: EU, DG NEAR, *DG NEAR Guidelines on Linking Planning/Programming, Monitoring and Evaluation*, 2016

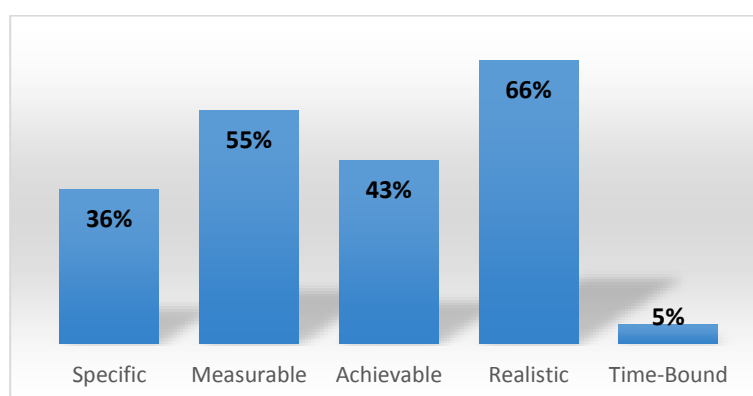
⁴⁵ The indicators used at project purpose level are listed in Annex 6

Were project purpose related indicators RACER?



Regarding SMART principles (see below figure): Above half of the indicators were realistic and measurable. 43% were achievable. However, they were most often not specific enough and not time-bound.

Were project purpose related indicators SMART?



The logframes of the interventions did not include associated baseline, milestone or target to the indicators proposed.

- Insufficient exploration of sectoral and horizontal issues during the SMSCs - The 2012 CPIE stresses that ‘despite the partial move to the sector-based programming approach, wider sectoral and horizontal issues remain largely unexplored by the various SMSCs. (...) In many cases it is still the EUD that drives the identification of lessons learnt and recommendations during the SMSC discussions.’
- Acceptance of programme monitoring as a management tool remained limited - The 2012 CPIE notes that ‘with the exception of CODEF and Central Finance and Contracting Agency (CFCA) and a few beneficiary institutions, the widely held view seems to be that monitoring is considered more as a duty than a management tool, and there appears to be largely the same attitude in beneficiary institutions to evaluation. All this is evidenced by the moderate success in implementing corrective actions from the monitoring or evaluation recommendations, particularly where policy or horizontal issues are concerned. The sectoral monitoring sub-committees need to further encourage beneficiaries and stakeholders to develop their own specific recommendations, based on a realistic analysis of project and sector-related issues.’
- Reporting is not sufficiently performance and result oriented: The IPA I Component Implementation Report (2014) stresses that ‘In their respective MRs, the beneficiaries should make further efforts to measure the performance of their projects, in the context of giving a clearer rationale and giving more consideration to what results have been achieved, what has actually already been done and what remains yet to be done within the scope of the projects, whilst avoiding unnecessary repetition

of information related to contracting, for instance. The beneficiary institutions should further continue with their efforts in becoming more performance and result oriented, both in their reporting and throughout the whole project cycle.’ The IPA Component I Implementation Report (2016) stresses the same limitations: ‘Beneficiary institutions should become more performance and results oriented in their monitoring reports. Furthermore, monitoring reports should contain more information concerning long-term sustainability of project results and more information on potential risks that could affect the achievement of results’.

Sources: CODEF, JMC Synopsis report, 2007; CODEF, JMC Synopsis Report 2008; CODEF, Integrated Monitoring System Croatia, Report N°: SMSC/PF/08/02, SMSC: Public Finance, Public Administration Reform and Statistics, 2008; EC, 2009 Annual Report on the Implementation of the Instrument for Pre-Accession Assistance (IPA), 2009; Economisti Associati, ‘2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia’, 2009; European Court of Auditors, Special Report n°14, ‘Has EU assistance improved Croatia’s capacity to manage post-accession funding?’, 2011; DFC for the EU, Country Programme Interim Evaluation, 2012; ECORYS, Meta evaluation of IPA assistance, 2013; MRDEUF, IPA Component I Implementation Report, 2014; MRDEUF, IPA Component I Implementation Report, 2016; GDSI for the EU, Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report), 2019; Interviews; ADE qualitative and quantitative analysis based on project documentation data presented in Annexes 6 and 7 of the current evaluation report

Stakeholders also pointed that the use of benchmarks led to a ‘ticking the box’ approach in the *acquis* areas but fell short of capturing the core issues and complexity of capacity development.

A few interviewees from key beneficiary institutions also referred to the following two additional factors:

- Lack of continuity between projects: in particular, pilot projects were highlighted as problematic, as there was not enough funding to roll out them country-wide.
- Dealing with a multiplicity of programmes: beneficiaries have had to deal with a variety of programmes and systems at the same time: OBNOVA, PHARE, IPA, SAPARD, and EU structural funds as of July 2013. This has not facilitated a proper and quick appropriation.

I-6.1.2 Stakeholder views on the impact of the EU pre-accession implementation practices.

See above I-6.1.1: interview and survey findings have been directly introduced above under the relevant sub-sections.

JC.6.2	Extent to which other internal or external factors have affected the capacity of EU actions to achieve the expected results
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I-6.2.1 References in documents on the role played by other factors

Whilst the prospect of EU membership acted as a catalyst, the financial and economic crisis hampered the contribution of EU assistance to capacity development objectives.

Prospect of EU membership as a key driver for reform

The prospect of joining the EU has had a positive impact on the readiness of Croatia to implement the necessary changes.

The 2011 OECD SIGMA assessment recognizes that ‘the EU accession process has been one of the main driving forces for reform in Croatia’. A remarkable legislative activity has been striving to fill the gaps for fulfilling the criteria for EU accession. In the civil service and administrative law area, ‘the perspective of closing the negotiations related to EU accession intensified legislative activity in Croatia. In June 2010, the Parliament approved relevant constitutional amendments which are mainly related to the completion of the EU accession process. This is the fourth time since 1990 that the constitution is amended. The 2010 amendments facilitate holding the referendum on joining the EU, allow for further strengthening judicial independence, and facilitate direct application of EU laws by local courts. Another novelty is that the election of Constitutional Court judges will require a two-thirds majority in Parliament, instead of a simple majority. Also relevant are changes allowing Croatia to extradite its citizens to other countries to stand trial for crimes’. (...) ‘the ‘anti-corruption policy and strategy are largely influenced by the EU accession process’.

The WB notes in its Country Partnership Strategy for 2013-2017 that ‘the EU accession presented a remarkable opportunity to address Croatia's many needs, by providing strong impetus to adopt reforms, harmonizing legislation with the EU *acquis communautaire*.’ Under the so-called “screening” process, both sides had already examined and outlined what needed to be done for Croatia’s environment policies to be in line with the EU’s

The 2013 EPRD Ex-post evaluation of CARDS programmes in the Western Balkans notes that ‘in Croatia, assistance benefitted substantially from the imminence of EU membership and the dynamics of the accelerating accession process.’

Sources: OECD, SIGMA Assessment Croatia, 2011; WB, Country Partnership Strategy for 2013-2017, 2013; EPRD, Ex-post evaluation of CARDS programmes in the Western Balkans, 2013

Economic crisis (2009-2014)

Croatia was adversely affected by the financial and economic crisis of 2008. It underwent a protracted six-year recession before returning to growth in 2015. The economic crisis has inevitably impacted negatively on the capacity to reform in general and the capacity to reform the policy-making process in particular. The EU has regularly indicated that ‘macroeconomic policy has, by and large, been appropriate to address the challenges of the recession given the existing constraints’. Since 2014 (and until 2018), Croatia is classified as a country with excessive macroeconomic imbalances and is subject to specific monitoring under the Macroeconomic Imbalances Procedure. According to the WB (April 2018), ‘potential growth remains low and some vulnerabilities need to be addressed, as the country faces high debt levels in the state and private sectors, a low employment rate, unfavorable demographic trends, and a cumbersome investment climate.’

Sources: EC, EU Multi-annual Indicative Planning Documents for Croatia (2007-2009); EC, Commission Staff Working document Paper, Croatia 2011 Progress Report Accompanying the document Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2011-2012, COM(2011)666 final, 2011; OECD, SIGMA assessment, 2011; EC, SWD on Croatia’s state of preparedness, 2012, World Bank website (<http://www.worldbank.org/en/country/croatia/overview>); IMF, 2016 Article IV consultation,

Capacity and political issues within the Croatian administration have reduced the progress made through pre-accession assistance in building up Croatia's administrative capacity before accession.

Lack of political commitment

The MIPD 2007-2009 indicates that 'the key lessons learned from the implementation of CARDS and pre-accession instruments assistance projects in Croatia is that greater political support is needed. (...) Proper staffing of the units charged with implementing projects and support from the top management and political level in ministries is necessary for successful project results.'

The 2011 OECD SIGMA assessment notes that 'changing the administrative culture – a major challenge for Croatia – requires strong political commitment, qualified and motivated human resources, effective co-ordination etc. Without these conditions, effective reform will not happen, in spite of all of the interesting developments of the administrative legal framework and of the commitment of some isolated reformers. For the time being, it seems that reforms in the public administration have not yet reached maturity and have not created solid roots.' It also indicates that 'a further constraint on reform is that the public service remains very hierarchical with little scope for operational initiative and inadequate delegation of powers. All of these factors combined together limit the capacity for reform and development of capacities in policy-making.'

The 2013 Ex-post Evaluation of CARDS programmes in the Western Balkans notes that 'significant progress with PAR and wider public sector reform suffered from the lack of a coherent framework or central driver. Consequently, the sector was characterised by agencies which did not deliver results because of (...) lack of political support to effectiveness: the government being willing to create EU-accession-required bodies, but not willing to have them operate as they should where this would be uncomfortable for the status quo of current governance.' The 2013 ECORYS Meta evaluation of IPA assistance also notes that there is a need to 'strengthen leadership and coordination in respect to PAR at the highest political decision-making level, for instance by temporarily appointing a deputy prime minister in charge of the Ministry of Public Administration.'

Lack of strategic planning capacity leading to implementation delays:

The 2013 ECORYS Meta evaluation of the IPA notes that 'the time between the programming and the start of assistance is very long, taking at a minimum two years and in many cases longer. From concept to completion is in the order of five years. (...) The scale of ongoing IPA assistance in Croatia, which is now a member state, is indicative of this issue. Most beneficiary institutions do not have the strategic planning capacity or multi annual financing perspective to be able to plan for the smooth integration of substantial IPA assistance several years in advance. To be effective in a sectoral context, assistance needs to arrive when it is needed and this requires a simplification of procedures to reduce the time from concept to implementation.'

The 2011 OECD SIGMA assessment differentiates capacity levels across areas: it notes a 'deficient law-drafting capacity in ministries and administrative bodies' in the rule of law area, leading to an insufficient quality of the legislation. It also stresses that 'the capacity of the MPA to lead public administration reform does not seem to be sufficient. The MoPA does not have the necessary visibility, resources and skills for such a role. Moreover, its capacity is even diminishing as a result of the high staff turnover'. It notes that 'the capacity, especially within the Ministry of Finance, to initiate and launch reforms is present, but the question is whether there is a sufficient capacity throughout the public sector to absorb all of the proposed reforms simultaneously.'

In addition, 84,2% of survey respondents agree that the lack of strategic planning capacity of the Croatian partners hampered the reaching of results.

Lack of procurement capacity leading to implementation delays:

The MIPD 2007-2009 notes that ‘the key lessons learned from the implementation of CARDS and pre-accession instruments assistance projects in Croatia are that weak administrative absorption capacity in Croatia’s public administration bodies is reducing the effectiveness of EC assistance’.

The 2009-2011 MIPD also reports absorption capacity issues regarding the programming of IPA component I assistance. ‘As regards Croatia’s absorption capacity of the EC assistance as measured by the timeliness and quality of the projects prepared as well as the tendering and contracting documents, Croatia is still facing considerable challenges’. There are delays observed in ‘the preparation and adoption of investment strategies, sector analyses, and preparation of tender documents’. ‘Thus the degree of maturity of projects will become a crucial criterion when deciding on funding them. Before any financing agreement is signed the National IPA Coordinator should satisfy the Commission that draft twinning fiches, terms of reference and technical specifications have been prepared to allow each project to be launched immediately. Evaluations have also underlined the need for an enhanced strategic approach in some areas (ex. agriculture and fisheries, border management or public administration reform) to improve impact and sustainability of interventions’. (...) the Commission expects that the Croatian authorities take the necessary measures in order to improve the quality of the projects/operations submitted for co-financing; adhere to deadlines for submission of tender and contract documents; increase the quality of tender and contract documents submitted to the Delegation for *ex ante* control’.

The successive JMC Synopsis Reports indicate a ‘lack of trained and skilled staff able to prepare project documentation’ leading to long preparatory periods (i.e. often in excess of 18 months) for CARDS and PHARE programming and tendering. They stress that this is indicative of the ‘low absorptive capacity within many beneficiary institutions’ and ‘unfamiliarity with the relevant CARDS and PHARE procedures amongst beneficiary entities’ staff, high staff-turnover rates and administrative restructuring’. The 2008 & 2009 JMC Synopsis reports evidence ‘that Croatian institutions engaged in preparation, implementation and management of programmes/projects still improved their capacities, especially in terms of project ownership and education of their PIU members.’ The 2008 JMC Synopsis report also indicates that the transformation of the Implementing Agency from CFCU into CFCA is completed and recognises CFCA as a ‘dynamic and flexible institution’, with improved management methods. The 2009 JMC Synopsis report notes that PIUs have received continuous support from the CFCA and CODEF (e.g. trainings) to enhance their capacities. In 2010 the Government of Croatia adopted a Decision to recruit new employees in the PIUs with a view to obtain the accreditation for decentralised management of EU pre-accession funds, without *ex ante* controls from the EUD (Source: CODEF, JMC Synopsis report, 2010).

The 2008 and 2010 PARPFS SMR note that the PIUs in the majority of institutions under this cluster ‘need further enhancement; a pre-condition for all improvement in programming, implementation and monitoring are adequate human resources on the beneficiary’s side’. Subsequent PARPFS SMR (201, 2012, 2013) do not include recommendations to foster monitoring capacities.

The 2011 ECA Special Report notes that ‘the Phare, ISPA and Sapard programmes all experienced difficulties in implementing funds according to the original timetables’. Under IPA, slow implementation remained an issue, particularly for IPA III and IPA V’. Delays have often been caused by projects not being sufficiently mature and a lack of procurement capacity.’ It also stresses that ‘there remains a particular need to focus assistance on helping to build up Croatia’s procurement capacity. The Court’s financial audits in the framework of its annual Statement of Assurance on the EU budget consistently find that procurement is a major source of irregularities in EU Member States in the area of cohesion.’

Sources: EC, EU Multi-annual Indicative Planning Documents for Croatia (2007-2009); CODEF, JMC Synopsis report, 2007; CODEF, JMC Synopsis report, 2008; CODEF, JMC Synopsis report, 2009; CODEF, JMC Synopsis report, 2010 ; CODEF, Integrated Monitoring System Croatia, Report N°: SMSC/PF/08/02, SMSC: Public Finance, Public Administration Reform and Statistics, 2008; CODEF, Integrated Monitoring System Croatia, Report N°: PARPFPP/2010/01, SMSC: Public Administration Reform, Public Finance and Public Procurement, 2010; European Court of Auditors, Special Report n°14, ‘Has EU assistance improved Croatia’s capacity to manage post-accession funding?’, 2011; OECD, SIGMA assessment, 2011; ECORYS, Meta evaluation of IPA assistance, 2013

Croatia experienced serious difficulties regarding procurement and contracting in the early days of the Decentralised Implementation System (DIS).

The 2009 CPIE notes that ‘in the early days of the Decentralised Implementation System (DIS), Croatian institutions experienced serious difficulties in the handling of assistance, and the accumulation of a major backlog in procurement led the HQ to temporarily suspend the endorsement of contracts under the PHARE program. This prompted a major overhaul of the institutional framework, with the transfer of the management of assistance from the Central Financing and Contracting Unit (CFCU), a subdivision of the Ministry of Finance, to the newly established CFCA. Since then, the situation with procurement and contracting has shown signs of improvements, although significant problems remain at various stages of the process.’

Similarly, the MIPD 2009-2011 notes that ‘Croatia still needs overall to strengthen its management and control systems even though progress was registered in 2008. (...) ‘As regards the management and control systems put into place, Croatia has during the year 2008 taken a firmer grasp on the situation through a set of measures tackling mainly the reinforcement of the CFCA and the deeper supervision by Minister of Finance himself on pre-accession assistance as well as by the newly appointed National Authorising Officer and the PAO (Head of CFCA). In the field of rural development Croatia has also made good progress thanks to the experience gained under SAPARD through the setting-up of a monitoring system, the establishment of the requisite legislation as well as the appointment of the managing personnel. (...) The Commission expects that the Croatian authorities take the necessary measures in order to increase its ownership of the EC assistance through the development of its institutional capacity for the management of each IPA component (under IPA component III for each Operational Programme); underpins this staff reinforcement by a coherent decision-making process in order to rectify shortcomings as well as to ensure sustainability in the implementation of pre-accession assistance; deepen the involvement of the CFCA and other concerned institutions in the process of monitoring of contract implementation; report more thoroughly on identified cases of fraud and irregularity; intensify the conducting of its own audits on CARDS and PHARE, ISPA and IPA; address all outstanding findings as identified in the audits conducted in 2008 by the EC (ELARG, REGIO and EMPL) in view of the conferral of management powers for each of the IPA components. The conferral audit mission for Component V is foreseen for the first semester of 2009.’

The 2010 CPIE notes that ‘capacity and performance of the CFCA, in the past a matter of concern, has significantly improved and professionalization of the CFCA services is evident. There are rarely serious problems any more between CFCA and EUD, and most stakeholders agree that cooperation is now very good’.

The 2011-2013 MIPD notes that ‘the effective implementation of IPA programmes under Components I to IV could only start once the "decentralised management of assistance" was decided by the Commission at the end of 2008’. Decentralised management is the management mode which most closely corresponds to the way in which EU funding is managed after accession. The CARDS programme was predominantly managed centrally by the Commission.

Sources: Economisti Associati, ‘2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia’, 2009; European Court of Auditors, Special Report n°14, ‘Has EU assistance improved Croatia’s capacity to manage post-accession funding?’, EC, EU Multi-annual Indicative Planning Documents for Croatia (2007-2009; 2009-2011; 2011-2013)

I-6.2.2 Stakeholder views on the role played by other factors

Interviewees stressed the following external factors:

Prospect of EU membership as a key driver for reform

Interviewees met during the field mission generally stressed that the accession negotiations acted as a strong catalyser. For instance, the requirements of chapter 23 were the driving factors for reform in the rule of law area. In addition, 80,4% of survey respondents mentioned the prospect of EU membership facilitated the generation of CD results.

Interviewees stressed the following internal factors:

Strong ownership of the projects by the beneficiaries, which ensured that the projects were well calibrated as of design stage.

Political changes:

According to survey respondents, the political context is the most important hampering factor out of 13 factors proposed in the questionnaire.

Interviewees met during the field mission and in headquarters stressed that changes in the political context were significant explanatory factors. Croatia experienced several changes of government (e.g. in 2007 and in 2011) during the period under review. These changes held back progress in the accession process and negatively impacted policy implementation, notably due to turnover / redesign within ministries and changes in policy orientations. Interviewees also underlined the lack of continuity in pursuing one strategic vision beyond the election cycles.

Political commitment

Interviewees met during the field mission stressed that there was a strong political support for accession during the pre-accession period. There was readiness to implement all necessary reforms in order to access the EU. The momentum for policy reform however dropped after accession. Interviewees also underlined that this drop in the momentum for policy reform reflects the lack of true commitment to reforms in Croatia. The following quotes illustrate this point: *“Reforms were undertaken as long as the EU looked closely. The moment the spotlight was off, the government and the institutions only pretended to do reforms.”*; *“‘We are now a Member’ is an excuse not to try anything.”* A range of interviewees also pointed to the fact that the *‘quality of the reforms was not good enough, and the reforms have not been rooted in the institutions’*. They stressed that this had particularly been the case for reforms in the public administration and related to chapter 23 (judiciary and fundamental rights), where there has been a lack of genuine political will and of strategic vision of the Government during the pre-accession period to conduct fundamental reforms. This led to the creation of institutions that do not work well such as the State School for Judicial Officials.

Administrative capacity to implement the EU projects proved to be problematic

Interview findings converge in showing that there was insufficient administrative capacity to implement EU programmes. This relates in particular to i) the limited number of people available to implement the programmes within the Croatian administration and institutions, hence resulting in an important workload, ii) turnover; and iii) difficulty with the EU procedures (the staff not being EU project manager experts). The staff was indeed managing the EU programmes on top of their regular work.

Economic crisis

Several EU representatives noted that Croatia has known a recession during the period 2009-2015. It took more time to Croatia to go out of the recession compared to other countries in the euro area because Croatia did not implement structural reforms early enough (and did not implement the unpopular measures) to be prepared before the crisis arrived. Public investment in infrastructure was the main driver of growth before the crisis. *“It was an “addiction” of investment as a driver of growth; an investment based model instead of an exporting model”*. Since 2014, Croatia is classified as a country with excessive macroeconomic imbalances (level of public debt above 60% of GDP and deficit above 3% of GDP).

Sources: Interviews and survey to key beneficiary institutions

Table 13 – Summary of the Data Collection Process for EQ 6

Judgement criteria information availability	
JC 6.1	4
JC 6.2	4
1= low – 5 = high	

ANNEX 10 – FINDINGS AT JUDGEMENT CRITERIA LEVEL PER EVALUATION QUESTION

This annex presents the findings at judgement criteria level for each evaluation question. It draws in particular on the information provided in Annex 9 (Evaluation matrix), as well as on the information provided in Annex 5 (Survey), Annex 6 (Intervention fiches), Annex 7 (Intervention systematic analysis) and Annex 8 (Review of the objectives of IPA I TAIB interventions).

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EQ1 Country momentum and design of EU pre-accession assistance

To what extent did the design and implementation of the EU pre-accession assistance for capacity development sufficiently take into account the country momentum, reform records, and institutional needs, while conferring a leadership role to the Croatian partners?

Scope: This question focuses on the design of the EU pre-accession assistance for capacity development. It explores the extent to which i) the EU analysed the country's political, economic and institutional environment and the reform records of the Government (JC4.1); ii) this analysis informed the design of the EU pre-accession support (programming and implementation procedures/modalities) (JC4.2); and iii) key targeted Croatian partners had a leadership position in the relevant sector reforms and in the choice and management of the EU pre-accession assistance (JC4.3).

JC.1.1

EU analysis of the country's momentum, reform records and institutional needs

At strategy level, the EU made a thorough analysis of the country's political and economic situation, including reform records, and of the administrative capacity in place as well as of the necessary amendments for effective implementation and enforcement of the acquis through the production of regular reports within the framework of the Stabilisation and Association Process and of accession negotiations. These analyses did not include in-depth assessments related to the costing of reforms, hence showing that no specific attention was put on the assessment of the consistency of reform agendas with the Government's financial circumstances.

These analyses were included in particular in the 2004 Commission's Opinion, the screening reports (2005/2006), the annual Progress Reports, and the 2012 EC Staff Working Document on Croatia's state of preparedness.

In its **2004 Opinion on Croatia's application**¹, the Commission provides an assessment and a general evaluation of Croatia's situation and prospects regarding the political and economic criteria for accession and of Croatia's capacity to adopt the obligations of membership:

- Regarding the political criteria, the Commission indicates that 'Croatia has stable democratic institutions which function properly' and that 'there are no major problems over assuring the rule of law and respect for fundamental rights. It also notes a number of areas where efforts are required: Croatia has 'to take measures to ensure that the rights of minorities, in particular of the Serb minority, are fully respected', 'to make substantial improvements in the functioning of the judicial system', to further strengthen the effectiveness of the fight against corruption, to maintain full cooperation with the International Criminal Tribunal for the Former Yugoslavia, and to sustain efforts in regional cooperation (e.g. border issues with neighbouring countries).
- Regarding the economic criteria, the Commission notes that 'the Croatian economy has achieved a considerable degree of macroeconomic stability with low inflation. Enhanced economic stability and structural reforms undertaken so far permit the working of market mechanisms'. It also recognises that 'the working of market mechanisms still needs some improvement'. In particular, efforts are required regarding enterprise restructuring and privatisation which has been slower than expected and reforms of the fiscal and social security systems as well as the public administration need to be vigorously pursued.
- Regarding the ability to assume the obligations of the membership, the Commission concludes that 'Croatia has made significant efforts to align its legislation with the acquis, particularly in areas related to internal market and trade. (...) Administrative capacity is uneven and enforcement of legislation needs to be improved'. It requires a strengthening of the administrative and judicial structures for the effective implementation and enforcement of the acquis. Areas where further efforts (e.g. Company law, Financial control) or considerable efforts (e.g. Justice and Home Affairs)

¹ Source: Commission, Opinion on Croatia's application, 2004

to align Croatia's legislation with the *acquis* are identified. The analysis of the ability to assume the obligations of membership is structured around 29 negotiating chapters², each covering a specific policy area. For each chapter, the Commission proposes an analysis of the legislative framework and of the administrative capacity in place as well as of the necessary amendments to become fully in line with the *acquis* and administrative capacity strengthening.

In this Opinion, 'the Commission recommends that negotiations for accession to the European Union should be opened with Croatia'.

The Commission undertook a formal process of examination of the *acquis*, called **screening**, during the period October 2005-October 2006. Through the screening, the EU *acquis* and the state of preparation of Croatia for opening negotiations in specific areas are explained. For each negotiating chapter, the Commission issued a specific screening report. This report analyses the level of country alignment with EU *acquis* and the implementation capacity. It includes an assessment of the policies/strategies, legal framework and institutional structure.

The Commission has closely monitored Croatia's progress in all areas through annual **Progress Reports** during the period 2005-2011. The Progress Reports analyse the situation in Croatia in terms of the political and economic criteria for membership and review Croatia's capacity to assume the obligations of membership. They also highlight areas in which immediate and intensive efforts are needed to achieve readiness for full membership. For instance, in the 2011 Commission's Progress Report³, the section on the political criteria examines progress made: i) in the democracy and rule of law area, including public administration reform (PAR), the judicial system and the anti-corruption policy; ii) in human rights and regarding the protection of minorities; and iii) regarding the compliance with international obligations and the participation of the country in regional cooperation. The section on the economic criteria includes: i) a brief overall assessment of the Pre-accession Economic Programme (PEP); ii) a detailed analysis of recent macroeconomic trends; iii) an analysis of the financial sector; and iv) an analysis of the capacity to cope with competitive pressure and market forces within the Union with an overall assessment of the appropriateness of the macroeconomic policy, restructuring, etc. The section on the ability to assume the obligations of membership is structured along the 35 *acquis* chapters. The assessment covers the country's progress during the reporting period and summarises the country's overall level of preparation⁴.

The Commission also issued an **EC Staff Working Document on Croatia's state of preparedness in 2012** where it provides a comprehensive assessment i) of the progress made by Croatia in its preparations for accession during the period October 2011-September 2012, ii) of the level of preparedness for membership, and iii) of the areas in which further efforts are necessary in order for Croatia to be ready for membership on 1 July 2013. It concludes that 'Croatia has continued to make progress in adopting and implementing EU legislation and is now completing its alignment with the *acquis*'. It also identifies issues where increased efforts are required: 'i) the preparations for future EU structural funds in order to ensure their proper management; ii) the restructuring of the Croatian shipbuilding industry; iii) the strengthening of the rule of law through continued implementation of Croatia's commitments to further improve public administration and the justice system, iv) preventing and fighting corruption effectively, as well as v) the management of external borders'.

At intervention level, the Commission also generally undertook a thorough analysis of the country momentum. For all 26 interventions for which the design documentation was complete and in English, the Commission carried out a deep (18 cases) or moderate (8 cases) analysis of the political, economic

² In the 2004 Opinion, the analysis was structured around 29 negotiating chapters. For the 5th enlargement, the *acquis* was divided into 31 chapters (the 29 chapters, plus chapters 30. Institutions and 31. Others). As of the 6th enlargement, the *acquis* has been divided into 35 chapters.

³ EC, Commission Staff Working document Paper, Croatia 2011 Progress Report Accompanying the document Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2011-2012, COM(2011)666 final, 2011

⁴ See Annex 11 for additional details on the content of the 2011 Commission's Progress Report

and institutional contexts and needs of the respective beneficiaries (see Annex 7). The situation is similar across the different areas under in-depth review (Rule of Law, Public Administration Reform and Economic Governance).

In addition, the stakeholders consulted generally underlined the relevance and depth of EU analyses. The representatives of key beneficiary institutions met in Croatia generally stressed that EU analyses were relevant, i.e. reflected well the political, economic and institutional context, the reform records and were useful to identify areas where capacity development support was needed. Moreover, the vast majority of survey respondents rather agree (68,6%) or strongly agree (17,6%) that the EU pre-accession assistance for capacity development was based on a thorough understanding by the EU of the Croatian context.

JC.1.2	Extent to which the design of EU pre-accession assistance reflected the analysis of the country momentum
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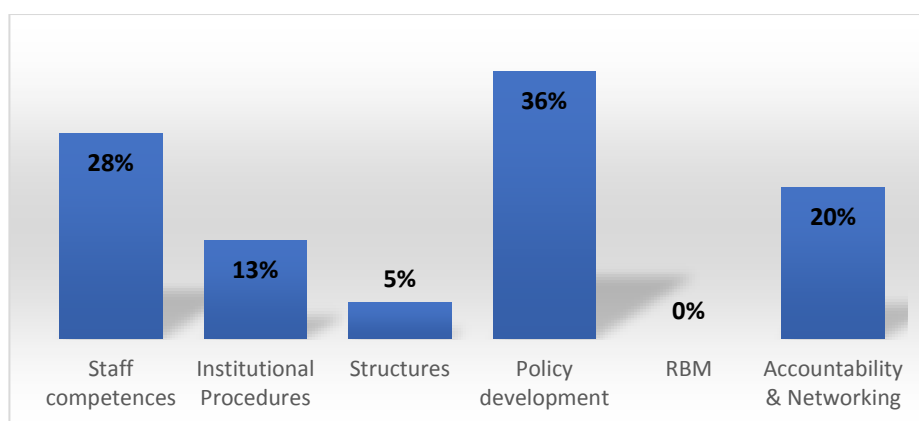
The above-mentioned analyses made by the EU were used to fix the priorities of the EU pre-accession assistance at strategy, programming and intervention levels.

- The main priority areas delineated at strategy (Accession Partnership, Enlargement Strategy Papers, benchmarks) and programming (MIPDs⁵) levels reflect the Croatian political, economic and institutional context and needs of the beneficiaries. For instance, in the 2004 European Partnership, the Council notes: ‘The European Partnership indicates the main priority areas for Croatia’s preparations for further integration with the European Union, based on the analysis in the Commission’s Opinion on Croatia’s application for membership. The priorities listed in this European Partnership have been selected on the basis that it is realistic to expect that Croatia can complete them or take them substantially forward over the next few years.’ The benchmarks laid down by the Council for the provisional closure and, where appropriate, for the opening of each chapter also reflect the EU analysis of the country momentum. The definition of the benchmarks has built on the 2004 Commission’s Opinion on Croatia’s application for membership, on subsequent Regular Reports and on information obtained by the Commission during screening. The benchmarks either ‘refer to legislative alignment with the acquis and to a satisfactory track record in implementation of key elements of the acquis demonstrating the existence of an adequate administrative and judicial capacity’ or ‘include the fulfilment of commitments under the Stabilisation and Association Agreement, in particular those that mirror requirements under the acquis’ as per the 2005 EC Negotiating Framework. In the 2007-2009 MIPD, the Commission notes that the MIPD ‘is based on the assessment of needs and challenges as well as priorities identified in the Progress Report and Accession Partnership, taking into account past and ongoing EU assistance as well as the National Programme for the Integration of the Republic of Croatia into the European Union.’ (.) Pre-accession assistance under IPA Component I – Transition Assistance and Institution Building Component (TAIB) will support institutional capacity building for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis’.
- The intervention level review shows that the 30 interventions have been designed to respond to the needs identified through the contextual analyses. The design documentation often discusses the issues faced by the Croatian institutions that called for support to increase their capacity, in particular to be compliant with EU standards and practices. The (overall or specific) objectives of all 30 interventions under review make explicit reference to the development of capacity regarding one or several of the following areas: staff competences, institutional procedures, structures, policy

⁵ The basic policy documents for setting down the priorities for programming of assistance under IPA are the Accession Partnership, the Enlargement Strategy Paper presenting the Commission’s overall enlargement policy, as well as the annual Progress Reports. The Multi-annual Indicative Planning Document (MIPD) is the strategic document for IPA: it is established for a three-year rolling period, with annual reviews.

development, results based decision making and/or accountability. The indicators defined at project purpose level to follow the extent of achievement of objectives for the 30 interventions under review systematically target one of the capacity development areas listed above except for results based decision making. More precisely, indicators have most often targeted policy development (36% of the indicators), staff competences (28%) and accountability and networking (20%) whilst they have less often covered structures (5%) and institutional procedures (13%) and not tackled results based management (see below figure).

Were project purpose related indicators explicitly linked to CD dimensions?



- 92,2% of survey respondents agree i) that the EU contextual analyses made within the framework of the Stabilisation and Association Process and of accession negotiations have been useful to fix the priorities of the EU pre-accession assistance for capacity development and ii) that the selected priorities for the EU pre-accession support for capacity development fitted well the capacity development needs of Croatia. The vast majority of survey respondents agree that the EU pre-accession capacity development support sufficiently took into account the country momentum, and in particular (by decreasing order of importance): the economic situation of Croatia (86,26%), the alignment with the reform agendas of Croatia (84,31%); the understanding of the capacity development needs of Croatia (82,35%); and the institutional context of Croatia (80,39%). NIPAC interviewees mentioned that the institutional capacities within the Ministries, and in particular the readiness of the institution to implement the interventions, were carefully assessed when defining priorities to be supported. Survey respondents also indicate elements that were not sufficiently taken into account: this was particularly the case for the absorption capacity of Croatian partners and the financial crisis of 2008.

The EU accession agenda contributed to create a momentum for reform. EU pre-accession assistance - as delineated in the Accession Partnership, Enlargement Strategy and MIPDs - **aimed to support Croatia to get up to the standards of the EU acquis and to meet the benchmarks.** It focused i) on consolidating and accelerating sectoral and structural reforms in key areas as well as supporting institutions directly concerned by these reforms, and ii) on institutional capacity building for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis.

The IPA TAIB Component has been the main vehicle for institutional capacity building in Croatia. Assistance under this component focused on consolidating sectoral reforms in the key areas of public administration reform, judicial reform, and anti-corruption policy and on ensuring their effective implementation. It also focused on structural reforms in public finance, economic restructuring, business environment with a particular focus on SMEs, agricultural and economic statistics and labour market reform. In relation to the accession negotiations, assistance under the MIPD 2007-2009 aimed to give ‘priority to sectors: (1) where basic political issues still need to be addressed; (2) where the legislation to be harmonised is particularly difficult; (3) where the implementation capacity is particularly weak; (4) where a track record of implementation will be required prior to accession; and (5) where harmonisation requires costly investment over several years.’

The strategic priorities selected in the successive MIPDs (2007-2009; 2008-2010; 2009-2011; 2011-2013) have largely been maintained over the years, each MIPD acknowledging that the priorities remained relevant and in line with the Accession Partnership and the accession negotiations. Under all MIPDs, the focus of IPA Component I is on the key areas of judicial and public administration reform, the fight against corruption, economic reform and in relation to the accession negotiations. In 2011, the Commission decided to concentrate its efforts on targeted sectors in all IPA beneficiary countries to increase the impact of IPA assistance and to give greater focus to results and impact. According to the 2012 DFC CPIE, this ‘helped to reinforce the need to think in terms of a longer-term perspective and placed a higher value on specific purposes rather than on outputs’. In the case of Croatia, increased attention was put in the MIPD 2011-2013 on Justice and Home Affairs as well as on PAR. This is in line with the Commission’s analyses (see Enlargement Strategy and Main Challenges 2010-2011 and 2010 Progress Report) showing that reform was needed to be consolidated in the judiciary field and that considerable further efforts were needed to finalise the legal framework and to implement it efficiently for PAR.

Under the three focus areas, key priorities, selected areas of assistance and expected results to measure the results of EU assistance for IPA Component I during the period under review included capacity development effects (see below table).

Table 1 – Summary of the priorities of the Accession Partnership, and of selected areas of assistance and expected results as per the MIPDs

Accession Partnership short-term and medium-term priorities	Selected areas for EU assistance as per MIPDs	Expected results to assess the impact of EU support as per MIPDs
Rule of Law		
<ul style="list-style-type: none"> - Strengthen the judicial system: update and implement the strategy and action plan for judicial reform; measures to reduce the backlog of cases in all courts; rationalise the organisation of courts; ensure the regular and effective enforcement of court decisions; establish an open, fair and transparent system of recruitment and career management system; enhance professionalism through high quality training - Improve the fight against corruption and organised crime, incl. legal framework, administrative and operational capacity of USKOK, national strategy, coordination among the relevant government departments, awareness raising, training, establishment of specialist units for combating corruption 	<p>Support the implementation of the Judicial Reform Strategy and the fight against corruption</p>	<ul style="list-style-type: none"> - Judiciary functions more effective and proper access to justice - Reduction in the length of court proceedings and reduction in the backlog of cases - Improved court management systems - An integrated set of measures for fighting corruption is in place and progressively implemented - Strengthened capacity of law enforcement institutions, including improved inter-agency
Public Administration Reform		
<p>Introduce and then implement reforms to improve the effectiveness of the public administration generally (incl. administrative procedures, human resources management, etc.)</p>	<p>Assist in implementing a fully comprehensive public administration reform, incl. the development of a professional and non-politicised civil service</p>	<ul style="list-style-type: none"> - Legal framework developed and implemented efficiently - Administrative procedures are streamlined and human resources management is improved - Enhanced co-ordination and administrative capacities of main stakeholders
Economic Governance		
<ul style="list-style-type: none"> - Continue to implement prudent fiscal, monetary and financial sector policies (incl. structural reforms in public finance to enhance fiscal transparency and improve the efficiency and transparency of public debt management) - Further improve conditions for the creation and development of private enterprises (incl. progress in the privatisation process) 	<ul style="list-style-type: none"> - Support structural reforms and economic development (e.g. public finance, economic restructuring, etc.) and as of 2011 support further alignment in the fields of public procurement, taxation, statistics, customs, budgetary reforms, and public internal financial control (PIFC) - Improve the business environment 	<ul style="list-style-type: none"> - Progress made in structural reforms in public finance (fiscal transparency, public debt management and budget reporting), economic restructuring, and investment promotion

External reviews and stakeholders of key beneficiary institutions met in Croatia also evidence a high degree of relevance of specific interventions, the interventions having addressed capacity building priorities in relation to accession priorities. The 2011 ECA Special Report notes that ‘EU assistance in the form of specific projects complemented the Croatian authorities’ own efforts to strengthen ministries’ capacity and set up bodies specifically to manage future EU funding. In general, the specific objectives of the 16 audited projects were very much in line with the capacity-building priorities set out in the accession partnership. Even where projects did not include direct capacity building through technical assistance and twinning contracts, projects had an important ‘learning by doing’ dimension which provided the opportunity to gain valuable practical experience of managing EU funding before the accession.’ Similarly, the 2009 CPIE notes that ‘the vast majority of projects show a high degree of relevance, in the sense that they are well aligned with the multiple needs of accession. In some cases, assistance specifically addressed negotiations requirements for specific *acquis* chapters (i.e. opening and closing ‘benchmarks’). In remaining cases, assistance was directed to the strengthening of Croatia’s capabilities for the absorption of funding under structural instruments.’

The EU pre-accession approach at strategy, programming and intervention levels remained relatively piecemeal and insufficiently geared towards a whole-of-government approach. Stakeholders of key beneficiary institutions met in Croatia and EU representatives mentioned the fragmentation of the EU support. Several elements show this:

- At programming level, EU approach for capacity development remained relatively piecemeal: it rather followed a *silos* approach around the *acquis* chapters instead of tackling the capacity development needs of the country as a whole.
- The strategic orientations defined in the MIPDs do not explicitly refer to or make the link with the accession benchmarks;
- A portfolio of multiple and small size interventions showing an input-output philosophy, with interventions in line with the *acquis* but not sufficiently well-circumscribed to key policy reform priorities to be supported over time in a sequenced manner;
- Transversal issues such as PAR were not addressed through a comprehensive and coherent approach. This partly results from the fact that PAR - which is horizontal - was treated under the political criteria with no *acquis* to apply. In turn, PAR was not the subject of negotiations and therefore not comprehensively dealt with. A number of PAR related areas were dealt with but rather in isolation and not in a coordinated way between sectors and ministries.
- The focus of the assistance has mainly been put on the central level, without sufficiently considering the sub-national levels (regional and local levels). The 2011 ECA Special Report also regrets that the projects ‘focused on the central authorities with only limited support to regional bodies so far’ (see also EQ6).

The time lapse between programming and contracting negatively impacted the relevance of EU pre-accession interventions due to a lack of flexibility to adapt the intervention design to changes in context. The 2012 CPIE notes that the excessive length of the project cycle has reduced the relevance of the assistance. Similarly, the Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report, 2019) notes that ‘*Twinning’s value is undermined by the large time gap between design and implementation despite shorter deadlines for the selection and contracting processes introduced by the new Twinning Manual. In many cases, part of the Twinning Project design was no longer relevant when the implementation started, including where the Partner Country administration could not wait and moved ahead either through their own initiative or with another support*’. Stakeholders of key beneficiary institutions met in Croatia often stressed that during the 2 to 3-year time lapse between programming and contracting, either a range of activities foreseen by the interventions could have already been implemented and/or the Croatian priorities could have evolved. The lack of flexibility (EU procedures e.g. length of approval procedures for project fiches) to change the intervention design made it difficult to adapt to current circumstances. This was for instance the case of several interventions having supported USKOK, the MoPA and the Ministry of Justice.

JC.1.3**Engagement of Croatian partners in the relevant sector reforms and in the planning and management of EU pre-accession assistance**

The documentary review shows that the **programming and management of EU pre-accession assistance involved various entities**. As far as programming is concerned, the Central Office for Development Strategy and Coordination of EU Funds (CODEF) was primarily responsible. Commission services were also extensively involved, with DG ELARG primarily responsible for the programming of assistance. The Croatian authorities drew up relevant intervention proposals and, together with the Commission, short-listed and refined the proposals into mature interventions ready for implementation. Overall responsibility for financial implementation rests with the Central Financing and Contracting Agency (CFCA), in charge of tendering, contracting, and payments, the latter in collaboration with the National Fund at the Ministry of Finance. The technical implementation of interventions is the responsibility of beneficiary institutions, through a series of Project Implementation Units (PIU). The European Union Delegation was exerting the ex-ante controls before decentralised management was in place early 2009.

The leadership of Croatian authorities in the planning of EU pre-accession assistance is questioned. Indeed, 23,5% of survey respondents rather disagree that Croatian authorities had a leadership role in terms of deciding on the priorities of the EU pre-accession support. Whilst there was a strong political support of the Government and of Croatian institutions for accession (see EQ6), it is rather the EU accession agenda which contributed to create a momentum for reform (see JC1.2 above). As a result, the reforms supported were strongly geared towards accession priorities. This is illustrated by the following quote from an interviewee: *'In Croatia, nothing is reformed unless there is Acquis.'* The situation is different when looking at the implementation of the EU pre-accession support for capacity development for which the vast majority of survey respondents rather agree (58,8%) or strongly agree (17,6%) that the Croatian authorities had a leadership role.

EU pre-accession assistance has been programmed and implemented in consultation with the Croatian authorities, but with noticeable variations. Whilst interviewees met in Croatia often stressed that the assistance had been designed and implemented in conjunction with beneficiaries, they also highlighted a few cases where consultation had been insufficient. In several instances, the models/solutions proposed at design stage were not fully suitable for the Croatian context: this was for example the case of the introduction of the French model of the State School of Judicial Officials (as part of the Judicial Training Academy). This partly resulted from the existence of a certain vacuum on the Croatian side where there was insufficient strategic vision to steer certain solutions, or at least to challenge the proposed solutions offered by the interventions. In terms of modalities to be used, twinning has been introduced in CARDS following a strong demand from the Croatian authorities. Interviewees often stressed that there has been an EU push for twinning when deciding the modality to be used at intervention level. The Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report, 2019) notes that *'the quality of Twinning project design is affected by insufficient assessment, consultation and dialogue'* (...) *'There is hardly any evidence of institutional capacity assessment being carried out before or at the onset of a project to calibrate the level of support and focus activities on the most pressing needs'*. There are also cases where consultations with the Croatian partners were insufficient during implementation. For instance, the technical assistance provided to the State Commission for the supervision of public procurement procedures focused on the translation of the EU acquis into the Croatian law without sufficiently aiming at fitting well the Croatian legal system.

EQ2 Staff Competences

To what extent did the EU pre-accession assistance contribute to enhancing staff competences?

Scope: This question focuses on the EU pre-accession assistance interventions' outputs in terms of improved staff skills of key targeted Croatian institutions. It aims at analysing the extent to which the design of EU pre-accession assistance foresaw specific objectives in this regard (directly or indirectly) (JC2.1), and to what extent staff competences have effectively increased as a result (JC2.2).

Staff competences are understood in this evaluation as “new staff with new expertise, or new competences among the existing staff, with a view to responding better to the institution’s mission”⁶ and to perform new functions or improve the existing ones. CD interventions aiming to enhance staff competences may include promoting or facilitating the staff recruitment, training and upgrading (new sectoral/thematic competences), exchange of experience, better career opportunities and so forth. While this EQ2 focuses on staff competences, EQ3 addresses procedures and systems. Aspects at the crossroads of both, such as human management systems or training centers are briefly evoked in this EQ2 but primarily addressed in EQ3.

JC.2.1	EU pre-accession assistance being specifically geared to strengthening staff competences directly or indirectly
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The EU pre-accession support, at the strategic level, aimed at reinforcing different dimensions of staff competences in the Public Administration Reform, Economic Governance and Rule of Law areas and at strengthening the administrative capacities for acquis transposition.

Area	Staff competences related results
PAR	<ul style="list-style-type: none"> – Reinforcing the HRM staff – Developing professional skills of civil service – Improving the administrative capacity skills at the Ministry of Public Administration and other bodies
EG	– Reinforcing public debt management and employment competences
ROL	– Strengthening law enforcement competences
Ability to assume obligations of membership	– Strengthening administrative skills for acquis transposition

The objectives in terms of staff competences at the short term (ST) and the medium term (MT) remained almost the same across the three Accession Partnerships signed (2004, 2006 and 2008) as shown in the following table:

⁶ Refer to http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/reports/2012/1310_en.pdf

Table 2 – Staff competences priorities in the Accession Partnerships⁷

	European Partnership (2004)	Accession Partnership (2006)	Accession Partnership (2008)
RoL	<p>Establishment of a career management system which also includes an open, fair and transparent system for recruitment, evaluation and mobility. (ST)</p> <p>Enhance professional skills in the judiciary by ensuring adequate State funding for the training institutions for judges and other judicial officials, allowing it to develop high quality training for judges, prosecutors and administrative staff. (ST)</p> <p>Provide for adequate initial and vocational training schemes. (ST)</p> <p>Enhance training in EU legislation (MT)</p>	<p>Establish an open, fair and transparent system of recruitment, evaluation and promotion. (ST)</p> <p>Enhance professionalism in the judiciary by ensuring adequate State funding for high quality training for judges, prosecutors and administrative staff. (ST)</p> <p>Introduce reforms to improve the effectiveness of the public administration generally. (MT)</p> <p>Continue implementation of judiciary reform, including training. (MT)</p> <p>Enhance training in EU legislation. (ST)</p>	<p>Establish an open, fair and transparent system of recruitment, evaluation, promotion and <i>disciplinary measures in the judiciary</i>.</p> <p>Enhance professionalism through high quality training supported by adequate financing of the Justice Academy, including in EU law.</p>
PAR	<p>Take initial steps to ensure the use of transparent procedures for recruitment and promotion. (ST)</p>	<p>Fully implement public administration reform measures on recruitment, promotion and training (ST)</p> <p>Improve HRM in all bodies of the public administration in order to ensure ... a high level of professionalism of the public service. (ST)</p>	<p>Fully implement public administration reform measures on administrative procedures and on recruitment, promotion, training and depoliticisation.</p>
EG	<p>Establish a transparent and efficient debt management capacity. (ST)</p>	<p>Establish a transparent and efficient debt management capacity. (ST)</p>	

Source: EU Council, Accession Partnership (2004, 2006, 2008)

Since 2002, the EU support to Croatia included in the financial instruments elements of staff competences development, especially CARDS (for programming years 2002-2004) and PHARE (for programming years 2005 and 2006). The capacity building objectives, in particular those related to strengthen staff competences, continued with the introduction in 2007 of IPA as the only financial instrument for pre-accession assistance, as pointed out in the MIPDs. This related in particular to IPA Component 1 “Assistance for transition and institution building”.

⁷ For ease of reference, the 2004 “European Partnership” and the 2006 and 2008 Accession Partnerships are jointly referred to in this evaluation as the “Accession Partnership” or the “Accession partnership (2004, 2006, 2008)”

More than a half of the (analysed) projects financed by the EU pre-accession assistance⁸ intended to reinforce staff competences in their overall objective and/or purpose. Sometimes, references to staff competences strengthening were only made at the level of milestones/activities. However, the project design did not explicitly differentiate among the types of staff competences.

As described in the inception report, the selection of the sample of interventions for systematic analysis includes 30 projects covering the 2004-2013 period. It covers contracts under CARDS (11), PHARE (3) and IPA (16). Some difficulties were encountered while reviewing the project documentation and looking for capacity development explicit objectives and results due to (i) the suitability (existence) of capacity development specific objectives, (ii) the matching of indicators and objectives and (iii) the differentiation between EU pre-accession support and Croatian efforts.

Among the set of projects analysed, 65 % (17 projects) aimed at strengthening staff competences⁹ according to the defined overall objectives or project purpose. 6 projects in the Economic Governance area (which represents 60% of the EG projects analysed), 5 projects the Rule of Law area (55% of ROL projects), 4 projects regarding the Public Administration Reform (80% of PAR projects), one project in the Environmental protection (100% of projects in this area) and one project concerning agriculture (100% of projects in this area). There is a differentiation regarding the financing instrument used as staff competences objectives/purpose are mainly included in CARDS projects (77%), followed by IPA projects (64%) and PHARE (33%) (See Annex 9 for detailed information regarding the project systematic analysis).

From 2007 and 2013, 94 projects were approved through the yearly financial agreements concerning the National programme for Croatia under the IPA I – Transition Assistance and Institution Building Component¹⁰ (See Annex 10 to consult the entire list of projects). 43% of them included in the main objective a capacity development component in terms of strengthening of staff competences or the improvement of institutional procedures and/or structures.

Among the projects oriented towards capacity development, 75% (29 projects) aimed at developing staff competences dimensions such as professionalism of HRM services across the public service, existence of an active training system and improvement of the administrative capacity¹¹.

Interviews confirm that lots of efforts were done for staff competences. This resulted from a strategic concern for capacity development of people for disposing of technical skills at EU standards (cf. the *acquis*), and for disposing of programming and administrative skills for managing EU assistance.

EU support to enhancing staff competences was mainly geared at the central level, with limited attention to the lower levels. EU support often focused on central-level staff at ministries, state agencies, and other organisations. As a result, competences of staff at a lower, local level have much less been enhanced. This is seen as a major issue by several interlocutors as the local level is nowadays more involved in EU assistance (notably Cohesion Funds). Exceptions include reportedly the agriculture sector and the State School of Public Administration, where beneficiaries at the local level were actively involved.

⁸ According to the selection of a sample of interventions for systematic analyses, detailed in the Inception Report. Based on the availability of information/translation time, 26 out of 30 projects were analysed; The rest will be included in the final report

⁹ This includes projects with CD objectives covering CD overall or several types of CD including staff competences.

¹⁰ Source: Financial Agreement between the Government of the Republic of Croatia and the Commission of the European Communities concerning the National programme for Croatia under IPA-Transition Assistance and Institution Building Component (2007, 2008, 2009, 2010, 2011, 2012, 2013).

¹¹ The improvement of administrative capacities is a transversal dimension of capacity building which seeks mainly to develop staff competences but also to improve procedures and structures. Projects that mentioned as objectives to ‘improve institutional capacity’, ‘strengthen the administrative capacity’ ‘reinforce the administrative capacity’, ‘strengthen the administrative and organisational capacity’, were classified under the staff competences category.

The main instruments used for enhancing staff competences were twinning projects, followed by training programmes. Twinning in particular was often considered very useful, and even more so when it included staff from a recent EU MS (see box 1 below). Different types of other trainings were provided or supported by the EU, be it through direct support to training programmes or support through strengthening of training centers or schools (e.g. Judicial Academy). As a matter of example, an interviewee summarised well the variety of training types supported by the EU in his ministry: *“Programmes varied from traineeship programmes to managing the civil service. All state bodies were included in the projects. Training modules focused on: i) introductory programme for civil service trainees & civil servants employed for the first time; ii) specialized programmes: on political system, strategic planning, planning and development of HR; programmes dealing with the EU; etc. iii) personal development: communication and IT skills; foreign language courses; programmes for managing civil servants; and training-of-trainers programmes.”* **Recruiting was much less used for enhancing competences,** notably since the 2008-2009 international financial and economic crisis and the change in government in 2011, and relating ban on employment.

Box 1 – Twinning

Croatia has reportedly benefited from the highest number of twinning projects compared to other countries, with about 210 projects since 2000. Lots of them were « twinning light » projects. Most of them had a capacity development component such as trainings, training-for-trainers, roundtables, visits, etc., on top of its learning-by-doing dimension which is its essence (training on the job).

Twinning projects have been widely appreciated in the different sectors. They were for instance valued for their transfer of knowledge and know-how, day-to-day advisory on different subjects, awareness on a number of EU accession and membership related priorities, access to EU MS networks, and long-standing contacts.

Twinning was repeatedly found particularly useful when it associated staff from recent EU MS. This was notably the case for accession management, although also on the substance. It brought indeed (in particular for accession :

- experience in establishing new procedures and in the accession process, including on negotiations;
- experience in specific rules for new EU MS (such as on the Common Agricultural Policy);
- good understanding of the Croatian mentality, law structure, institutional culture, perspective from a small country (such as for Estonia or Lithuania), and better understanding of the national/regional context (such as for Slovenia or Hungary);
- state-of-the-art practices in the digital area (e.g. very modern technology, full digitalisation).

There are now many instances in which Croatian officials are providing twinning support to current accession countries i.e. “twinning out” (e.g. to Bosnia, Kosovo, Montenegro, Albania, North Macedonia, and Turkey).

Lessons from both positive and negative experiences in Croatia include selective recruitment based on a clear and relevant profile responding to local needs (e.g. technical skills, languages, interpersonal skills), and the capacity of the host organisation to welcome and support the twinning expert. Lessons identified in a joint SIAs-ECA analysis on twinning broadly apply to cases examined across sectors in Croatia.¹²

¹² “Making Supreme Audit Institution Twinning Successful. A Good Practice Guide by Presidents of the SAIs of the Candidate and Potential Candidate Countries and the European Court of Auditors”, 2007 (https://www.eca.europa.eu/Lists/ECADocuments/TWANNING/TWANNING_EN.PDF)

Overall, the EU contributed to progressively enhance competences of Croatian institutions' staff. Results in this respect are considered positive by many interviewees overall, but there are clear differences among institutions. A spill-over effect from individual competences to competences at the level of the institution is also noted in several instances. Many reported as explanatory factor to the positive results a strong interest of beneficiary institutions to strengthen their staff competences with a view to meet accession requirements and benefit from EU (future) assistance, and the willingness of many individuals to upgrade their competences and benefit from twinning and training programmes (scholarships, study visits, conferences, etc.). Interviewees highlighted also repeatedly close cooperation with the EU Delegation as a success factor. Learning-by-doing was considered a very effective way to increase competences, e.g. through twinning.

The administrative capacity for programming and managing EU funds, as well as staff turnover were recurrent concerns, according to many interviewees across all sectors and institutions. The lack of administrative capacity is explained in the box below; staff turnover is addressed in EQ5 on Sustainability. A relating issue, also frequently highlighted by interviewees, is that of differences in salaries between staff in charge of EU funds and others. Salary differences in the range of 15% to 30% between civil servants (e.g. most staff in ministries) and public servants (working in agencies out of the civil service) have for instance been cited repeatedly. It affected motivation of staff with lower salaries, contributing reportedly to turnover.

Box 2 – Lack of Administrative Capacity

A recurrent issue across sectors and institutions was the heavy workload for programming and managing EU assistance. It often had to be done with limited staff numbers, on top of daily business. This owed among other things to budget and staff cuts following the 2008-2009 international financial and economic crisis and the change in government in 2011. This may possibly not only have affected the people, but also the quality of the projects and the absorption capacity. A few institutions indicated nevertheless that they managed properly with their existing staff.

Public Administration Reform: EU assistance aiming at developing professional skills of civil service, and improving administrative capacity skills at the Ministry of Public Administration and other bodies, contributed to some improvements, but important weaknesses remain. Documentary sources dating from 2007 to 2010 highlight the weaknesses and importance of continuing to strengthen these competences. It results from interviews during the field visits that efforts have been largely appreciated by staff, but that staff competences remained pretty weak overall, including at the Ministry of Public Administration. **With regard to HRM, the picture is not very clear.** A vast majority of survey respondents (36/46 or 78%) indicate an increase of the “Professionalism of HRM services across the public service”¹³. However, there is limited evidence from desk and field work about strengthening of HRM staff competences.

Economic Governance: EU assistance contributed to reinforcing public debt management, budget preparation, budget execution, tax administration, and employment competences, according to documentation of sample interventions and self-assessments, as well as interviews with staff from those administrations conducted during this evaluation. Employment competences were strengthened notably at the Croatian Employment Service and its stakeholders (unions, employers' associations, and other ministries) through the Croatian Employment Service Labour Market Training Centre.

Rule of Law: EU assistance strengthened law enforcement competences, but benefits vary strongly among institutions. The 2011 OECD SIGMA Assessment notes that, in relation to Democracy and the

¹³ 22% “unchanged” and no “decreased” response.

ROL, *“The main reasons for the insufficient quality of the legislation include: deficient law-drafting capacity in ministries and administrative bodies. (...)”*. With regard to Commission support to USKOK, the Commission’s Croatia 2011 progress report notes significant increases in staff at that time (e.g. from 54 to 64 judges dealing with corruption and organised crime cases, and from 24 to 28 deputy prosecutors). In terms of judicial capacity, the Croatia Country Programme Interim Evaluation Report (February 2012) further mentions that *“significant know how programmes (...) has been provided effectively. Improved access to EU wide communication and information databases for the judiciary is ensured (...). The given EU assistance also addressed the strong need for human resource development for the various strands of the judiciary to ensure that learning was placed within an environment that stimulated continuous skills development, to maintain or enforce standards across this professional field.”* Interviews and observations conducted in the course of the present evaluation indicate that for both USKOK and the Judicial Academy interventions have been very useful for increasing staff competences during pre-accession. However, these institutions are currently weak overall, for various contextual reasons (see also EQ3), which clearly affects benefits of such increases in competences. The School for judicial advisors and candidates for judicial officials, which formally operates under the Judicial Academy, is for instance de facto not functioning at all: there are currently no students in the School and there is no staff in the regional branches of the academy. Nevertheless, results in terms of increase of staff competences are more positive at other institutions, according to interviews, such as at the Government Office for cooperation with NGOs, the Government Office for Human Rights and Rights of National Minorities, and the Supreme Audit Institution.

EQ3 Institutional Procedures and Structures

To what extent did the EU pre-accession assistance contribute to improving institutional structures and procedures?

Scope: This question focuses on the design and effectiveness of EU capacity building pre-accession assistance regarding institutional structures and procedures. It explores the extent to which i) the design of EU pre-accession assistance included specific objectives linked to the strengthening of institutional structures and procedures (JC3.1) and ii) EU pre-accession assistance contributed to improving the structures and procedures of key targeted Croatian institutions (JC3.2).

JC.3.1	Extent to which EU pre-accession assistance was specifically geared to improving different dimensions of institutional structures and procedures
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EU pre-accession support to Croatia at strategy (Accession partnership), programming (MIPDs) and intervention levels set specific priorities and output objectives in terms of establishing and/or improving structures and procedures in their different dimensions (see below table).

The Accession Partnership (2004, 2006, 2008) aimed to ensure the progressive establishment of the necessary administrative structure and procedures to enforce the *acquis*.

- Regarding structures, the priorities of the Accession Partnership mostly focused on ensuring that the necessary administrative structure was progressively put in place and developed so as to enforce the *acquis* in all the areas covered by the *acquis* such as free movement of goods, agriculture, fisheries, competition, statistics, customs, regional policy, etc. They included the establishment of new structures or the strengthening of existing ones. In the Rule of Law area, they focused on the establishment of specialist units for combatting corruption within the appropriate services and on the strengthening of USKOK. For PAR, the 2008 priorities focused on giving an organisation for procurement the task of guaranteeing a coherent and transparent policy and steering its implementation, in all areas related to public procurement. In the economic governance area, they focused on strengthening the capacity of the tax and customs administrations, of the Agency for the Protection of Market Competition and of the Croatian Bureau of Statistics.
- Regarding procedures, the priorities of the Accession Partnership mostly focused on the review or establishment of procedures to effectively enforce legislation (e.g. tax legislation), the simplification of administrative procedures (e.g. company registration procedures), and the use of transparent procedures for recruitment and promotion through public administration.

At programming level, EU pre-accession assistance (as detailed in the successive MIPDs) aimed to build the structures and establish/reinforce/simplify the administrative procedures to effectively function as a Member State and to manage and implement EU assistance.

- Regarding structures, EU pre-accession assistance focused on establishing or strengthening structures for thematic expertise (e.g. USKOK, MoPA) and on setting up departments/services/units for managing EU funds. EU pre-accession assistance under IPA TAIB Component focused on three main axes during the period under review: i) to reinforce the capacity of law enforcement institutions (in particular USKOK – which *‘should be made fully operational as soon as possible and needs to take on the leading role in the fight against corruption’* according to the Commission’s 2005 progress report -), ii) to support the improvement of the administrative capacity of the Ministry of Public Administration and the capacity of the public administration to manage decentralisation reforms, and iii) to support the reinforcement and coordination of the administrative structures for *acquis* transposition and implementation, including for the management of EU structural funds. The latter covered the set-up of management and control systems for the EU structural funds. This included for instance support under IPA Component IV for the set-up of the Paying Agency in the field of Agriculture and Rural Development. EU pre-accession assistance under Components I, III, IV to V also aimed at supporting the national efforts to establish the administrative structures required for the management and control of EU funds.

- Regarding procedures, EU pre-accession assistance aimed in the three focus areas i) to set administrative measures in law enforcement agencies to fight against corruption; ii) to streamline administrative procedures and improve human resources management across the public administration, and iii) to reinforce exit procedures to improve competitiveness. More generally EU pre-accession assistance aimed to reinforce the administrative capacity of the beneficiary institutions (e.g. technical capacity through equipment and working methods enhanced according to best practices in the Member States' counterparts) and the capacity of these institutions to manage EU assistance.

The intervention level review shows that 69% of the selected interventions had their overall objective or purpose focused either on the improvement of institutional procedures or structures: 8 projects in the Economic Governance area (which represents 80% of EG projects analysed), 6 projects in the Rule of Law area (67% of ROL projects analysed), 3 projects in Public Administration Reform (60% of PAR projects analysed), one project on environmental protection (100% of projects in this area). Interventions rather aimed at strengthening procedures than structures at overall objective or purpose level, with 65 % of the selected interventions aiming at (overall objectives or project purpose) strengthening different dimensions of the institutional procedures and 19% of them aiming to improve organisational structures. At the milestones/mandatory results and activity level, 84% of the interventions had a component oriented towards the strengthening of institutional procedures and structures, in particular the following ones: new or strengthened units, accountability and supervision, procedures and mechanisms leading to the alignment to the *acquis* and coordination mechanisms. All the successive financing instruments were used to support institutional procedures and/or structures, starting with CARDS projects (77%), followed by PHARE projects (66.67%) and finally by IPA projects (64.29%).¹⁴

¹⁴ See annex 10 for detailed information about the project systematic analysis.

Table 3 – Synthesis of EU pre-accession priorities related to structures and procedures

Area	Priorities related to structures	Priorities related to procedures
Political criteria - RoL	<p>Fight against corruption</p> <ul style="list-style-type: none"> – Establishment of specialist units for combating corruption within the appropriate services (Dimension: New or strengthened units). – Strengthening of the Office for the Prevention of Corruption and Organised Crime (USKOK) (Dimension: New or strengthened units). 	<p>Judiciary and fight against corruption:</p> <ul style="list-style-type: none"> – Codes of conduct/ethics introduced for officials and elected representatives (Dimension: mechanisms to provide effective controls over public organisations) – Improved court management systems (Dimension: mechanisms to provide effective controls over public organisations) – Appropriate administrative measures set in the relevant law enforcement agencies for combating corruption (Dimension: Policy and legal framework) – Coordination among anti-corruption bodies improved (Dimension: Co-ordination mechanisms and stakeholder involvement)
Political criteria - PAR	<ul style="list-style-type: none"> – Efficiency and professionalism of the public administration improved – Administrative capacity of the Ministry of Public Administration improved – Capacity of public administration to manage decentralisation reforms improved (Dimension: Adoption of decentralized structures) 	<ul style="list-style-type: none"> – Reform measures on administrative procedures implemented (e.g. revised GAPA) (Dimension: Policy and legal framework) – Human resources management improved in all bodies of the public administration (Dimension: Human resources management practices across the public service) – Transparent procedures for recruitment and promotion used (Dimension: Human resources management practices across the public service)
Economic criteria - EG	<ul style="list-style-type: none"> – Transparent and efficient debt management capacity – Strengthened capacity of the tax and customs administrations, of the Agency for the Protection of Market Competition and of the Croatian Bureau of Statistics 	<ul style="list-style-type: none"> – Rules for market entry and market exit of enterprises simplified (e.g. registration procedures speeded up) – Procedures simplified and controls reinforced to effectively prosecute tax fraud – Customs rules applied (Dimension: Policy and legal framework)
Ability to assume obligations of membership	<ul style="list-style-type: none"> – Necessary administrative structures established or strengthened to ensure effective implementation of EU acquis across the various chapters (Dimension: New or strengthened units) 	<ul style="list-style-type: none"> – Administrative procedures for effective legislation enforcement established (Dimension: Policy and legal framework) – Administrative procedures for effective follow-up and control established (Dimension: mechanisms to provide effective controls over public organisations)
Supporting programmes	<ul style="list-style-type: none"> – Administrative structures for the management of EU structural funds reinforced and better coordinated (incl. reinforced technical capacity through equipment) 	<ul style="list-style-type: none"> – Working methods of beneficiary institutions enhanced – Set-up of management and control systems for the EC structural funds within those institutions

Sources: Accession partnership, successive MIPDs and intervention level review

The contribution of EU pre-accession support to establishing new structures or strengthening existing ones and to establish/review/simplify procedures has been mixed, depending on the structures/areas supported. Overall, there was a need of further strengthening of both structures and procedures at the end of the evaluation period.

Overall survey findings

The analysis of survey results shows that EU pre-accession assistance has had positive effects in the following areas linked to structures and procedures: i) improvement of procedures and mechanisms leading to the alignment with the acquis, ii) creation of new units or reinforcement of existing ones, and iii) the set-up of operational training systems. It also shows areas (related to PAR) for which the situation remained unchanged or worsened and for which the EU has had little or no role in triggering these evolutions, such as the implementation of actions towards a non-politicised civil service, the reduction of organizational overlapping, the implementation of merit-based standards and the alignment of practices related to staff recruitment to the competences needed.

Improvements linked to i) procedures and mechanisms leading to the alignment with the acquis; ii) the creation of new units or reinforcement of existing ones, and iii) the set-up of operational training systems are the three most significant improvements related to structures and procedures noted by survey respondents. Survey respondents consider that EU pre-accession support has either been a major trigger or played a role in these evolutions. Survey results indeed indicate the following:

- 88,24% of survey respondents (45/51) considered that procedures and mechanisms leading to the alignment with the acquis improved during the pre-accession period. 92% of survey respondents noted that EU pre-accession support was the main contributing factor (49%) or played a role (43%) in triggering these evolutions.
- 80,39% of survey respondents (41/51) note that new units were created / existing units were reinforced during the pre-accession period. 91,2% of survey respondents note that EU pre-accession support was the main contributing factor (41,2%) or played a role (49%) in triggering these evolutions.
- 78,43% of survey respondents (40/51) note that an increasing number of operational training systems existed during the pre-accession period. 88,3% of survey respondents note that EU pre-accession support was the main contributing factor (37,3%) or played a role (51%) in triggering these evolutions.

The implementation of actions towards a non-politicised civil service is the area for which survey respondents note the most significant negative trends. 11,76% (6/51) of survey respondents considered that the implementation of merit-based standards decreased during the pre-accession period and 17,6% (9/51) of survey respondents have ‘no opinion’ on this specific matter. 35,3% (18/51) of survey respondents considered that the EU pre-accession support has had little or no role on the evolution observed regarding the implementation of actions towards a non-politicised civil service and 19,6% (10/51) of survey respondents have ‘no opinion’ on this issue.

The reduction of organizational overlapping, the implementation of merit-based standards and the alignment of practices related to staff recruitment to the competences needed are the three areas related to structures and procedures for which above the majority of survey respondents indicate that the situation remained unchanged. A significant proportion of survey respondents also consider that the EU has had no or little role in triggering observed evolutions regarding the implementation of merit-based standards and the reduction of organizational overlapping. Survey results indeed indicate the following:

- 64,7% (33/51) of survey respondents consider that the situation regarding the reduction of organizational overlapping remained unchanged during the period 2007-2013. 29,4% of survey respondents note that EU pre-accession support has had little or no role in triggering this evolution.

- 58,8% (30/51) of survey respondents consider that the situation regarding the implementation of merit-based standards remained unchanged during the period 2007-2013. 33,3% of survey respondents note that EU pre-accession support has had little or no role in triggering this evolution and 19,6% (10/51) of survey respondents have ‘no opinion’ on this issue.
- 51% (26/51) of survey respondents consider that the situation regarding the alignment of practices related to staff recruitment to the competences needed remained unchanged during the period 2007-2013.

Support to structures & procedures for managing EU funds

Interview findings, external reviews and the survey show that EU assistance contributed to the establishment of specific agencies to manage EU funds such as the Paying Agency and/or to the enhancement of the organisational structure of several institutions and/or to the introduction of measures/procedures to prepare the administration and the operators to participate in all the fields covered by the EU policies. The 2011 ECA report notes that ‘*EU assistance complemented the Croatian authorities’ own efforts to strengthen ministries’ capacity and set up bodies specifically to manage future EU funding. Even where projects did not include direct capacity building, EU projects had an important ‘learning by doing’ dimension which provided the opportunity to gain valuable practical experience of managing EU funding before the accession.*’ The 2012 CPIE also indicates that EU assistance supported the creation of new institutions and/or their restructuring and contributed to ‘*encourage the development of mechanisms and practical tools*’. The 2011 ECA report notes that ‘*results in terms of building up the capacity of the Croatian paying agency to make proper use of pre - accession and post-accession funding have been mixed.*’

Technical capacities in different beneficiary institutions to deal with EU projects remained uneven. There was also a need of further strengthening of both structures and procedures at the end of the evaluation period. As such, the 2012 CPIE indeed notes that ‘*with the help of IPA TAIB Croatia is generally on track in making systems and capacities conform to the requirements of the EU, (...) but that Croatia still has much to do to secure the administrative structures and institutional capacities for such a purpose.*’

Support to structures & procedures for thematic/sector expertise

Rule of law

EU pre-accession assistance contributed to strengthen ***judiciary capacities*** and structures through support to training systems development, courts system operations and functioning, provision of IT equipment for the Ministry of Justice and renovation of buildings (e.g. building of the Juvenile correctional institute near Zagreb). Documentary evidence and interview findings show that EU pre-accession assistance enabled the introduction disciplinary rules and procedures but that their application in an efficient, objective and transparent manner remained a challenge throughout the evaluation period. For instance, there were no control mechanisms in place to systematically verify the judicial officials’ declarations of assets after they were filed. Similarly, merit-based recruitment standards for judges have been introduced but there is a lack of track record demonstrating that the recruitment and appointment of judicial officials has been based on merit. Interviewees also suggested that these standards have been (and were still in 2018) constantly undermined by the political leadership who appoints candidates along party lines. EU pre-accession assistance also contributed to the set-up of the judicial academy. However, interview findings show that there was lack of political interest, including at the political level, to make the judicial academy function properly. The academy was under resourced, which prevented it to function properly. A school for judicial officials has also been set up within the judicial academy but it was not functioning at all (there were no students) in 2018.

EU pre-accession assistance to the ***State Audit Institution*** (SAI) contributed to reinforce its processes and systems. One should note that SAI staff already had a vision well developed for the development path of the institution. EU assistance contributed to strengthen the institution’s ability to do regular strategic planning and to incorporate new themes/emerging trends from the international networks it is part of (INTOSAI, EUROSAI) into the institution’s work. It also contributed to introduce performance management systems of the auditors, helping to adequately plan resources. It also contributed to the

establishment of continuous training needs assessments processes within the SAI, including the SAI's ability to anticipate the training needs with regards to a considerable number of the current generation of staff of the institution retiring shortly. The fact that the Croatian SAI was in 2018 a technical assistance provider to candidate countries (Montenegro, Albania, North Macedonia) also shows that the institution has built its capacity.

EU pre-accession assistance contributed to improve the institutional capacity of the **Office for Prevention of Corruption and Organised Crime (USKOK)** to fulfil its tasks. This is for instance recognised by the 2011 Commission's progress report and the 2011 ECA Special Report which point out the role of EU pre-accession assistance in the reinforcement of the operational capacity of USKOK. The 2011 ECA Special Report notes that '*the overall number of cases being handled by USKOK has continued to increase and the indictments and convictions of high-ranking politicians indicate that USKOK is on the right track to tackle corruption at the highest level.*' However, these reports also recognise remaining challenges: the 2011 Commission's Progress Report notes that '*for most high-level corruption and public procurement cases the proceedings are still on-going and they have not yet reached the stage of court rulings. The track record of effective handling of organised crime and corruption cases needs to continue to be built up, especially in respect of high level corruption, local level corruption and including cases related to public procurement and the judiciary. (...) Further efforts are needed in improving the track system of USKOK and Courts to establish the average length of the cases.*' Moreover, interview findings and local press articles show that whilst USKOK became a powerful institution during the pre-accession process, the situation changed since accession, following a law which changed the initial mandate of USKOK away from dealing only with high profile cases of corruption to having to deal with all cases involving a public official and due to political interference with their work. As a result, on recent and high-profile corruption cases, USKOK dropped the investigations. Regional offices also became underequipped (e.g. they are lacking chairs and computers).

Interview findings and local press articles also suggest that the **institutions set up to monitor independently the adherence to the rule of law have fulfilled their function** (e.g. ombudsman, freedom of information commissioner, commissioner for the prevention of conflict of interest). However, they also show that the institutional set up has not been robust enough to prevent political influence on these institutions and that their status has therefore remained precarious.

Public administration reform

Documentary analysis and interview findings show that EU pre-accession assistance to the **Ministry of Public Administration** contributed to introduce and streamline administrative procedures, to strengthen human resources management and to establish specific centres/units with a view to improve the **efficiency and professionalism in civil service**. This includes the development a competences framework in civil service to enhance human resources management, the establishment of a Civil Service Training Centre which then became end 2010 the National School for Public Administration, and support to implement the General Administrative Procedures Act (GAPA), aiming at introducing several important innovations geared towards simplification, streamlining and transparency of the administrative procedures.

However, interview findings and documentary analysis also point to a lack of empowerment of the MoPA after significant EU support provided during the pre-accession period. In particular, the Croatian public administration remained characterised by politicisation, bureaucracy, lack of transparency, poor service-orientation, inadequate managerial skills and insufficient capacity of many civil servants. In 2013, the use of the GAPA was not uniform and the process of harmonization of procedural acts with the GAPA slow. The 2011 OECD SIGMA report notes that '*the potential of the GAPA as a tool for changing the administrative culture does not seem to be clearly understood by the ministry.*' Very little has been achieved in terms of human resources management across the public administration. There is still resistance in applying a merit-based personnel policy and career planning. The 2012 CPIE notes that '*In view of the massive support towards PAR under IPA TAIB before and after accession, without strong political support and leadership the expected benefits of all envisaged EU PAR support might not be fully exploited.*'

Economic governance

Documentary analysis and interview findings show that EU pre-accession assistance to the **Ministry of Finance** fostered public debt management capacity and budget processes. Regarding public debt management, procedures for recording public debt have improved and become more transparent. Budget preparation and execution processes have been strengthened in particular through an improved budget classification, the introduction of key performance indicators, the preparation of a guidebook for budget processes, and the introduction of an IT application for budget justification and reporting. The 2011 Commission's Progress Report points out that *'key challenges remaining are to improve the budgetary process further, to strengthen fiscal discipline and to enhance the efficiency of public spending.'*

In the field of competition policy where Croatia has had to devote intensified efforts throughout the evaluation period regarding anti-trust and State aid, EU pre-accession assistance contributed to reinforce the institutional and administrative capacity building of the **Croatian Competition Agency** with a view to be in line with the *acquis*. The 2011 Commission's progress report notes that 'the main procedural principles of State aid control are in place and in line with the *acquis*'. Interview findings show that EU pre-accession support contributed to provide IT systems (still functioning in 2018) for creating databases to report on state aid.

Regarding **tax administration**, EU pre-accession assistance was critical for the establishment of a central liaison office, the provision of IT equipment and the production of manuals and procedures to help streamline work processes (e.g. manual for tax administration).

EQ4 Policy development initiative, results based decision-making and adaptation, accountability and networking.

To what extent did the EU pre-accession support contribute to strengthening the capacities of key targeted Croatian institutions to fulfil their mission (to plan and implement their tasks, to monitor the results, to adapt to a changing environment, to collaborate with stakeholders and to be more accountable)?

Scope: This question focuses on the effectiveness of EU capacity building pre-accession assistance regarding policy development, results based decision-making and accountability and networking. It explores the extent to which EU pre-accession assistance contributed to developing the capacities of the key Croatian institutions i) to plan strategically and act upon it (JC4.1); ii) to develop and use monitoring systems (JC4.2); and iii) to work together with stakeholders while being more accountable (JC4.3).

JC.4.1	Policy development initiative
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EU support provided within the framework of the Stabilisation and Association Process aimed at improving the capacity of Croatian institutions to develop and implement policies and legislation in line with their needs and towards fulfilling the priorities of the Accession Partnership.

The Accession Partnership (2004, 2006, 2008) indicates the short- and medium-term goals and priorities for Croatia's preparations for further integration with the European Union. The priorities include the development and implementation of reforms, and more generally of the legal framework in key areas, with a view to continue alignment with EU legislation.

Key priorities in the three focus areas evolved over time in line with Croatia's progress: for Rule of Law, focusing initially in 2004 on the development of a judicial reform strategy and subsequently in 2008 on the update and implementation of this strategy ; for Public Administration Reform, initial steps had to be taken in 2004 to ensure accountability, openness and transparency of the public service before requesting in 2008 the adoption and implementation of a strategic framework for PAR; for Economic Governance, the priority was to sustain prudent, stability-oriented macro-economic policies, continue institutional reforms in public finance and advance privatization throughout the accession negotiations (see also Annex 9).

EU financial assistance supported institutional and administrative capacity building for acquis transposition since CARDS. The IPA TAIB Component aimed to focus on two broad areas of intervention throughout the successive MIPDs: (i) implementation of sectoral reforms and (ii) acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis.

In the three focus areas, EU pre-accession assistance, in line with the Accession Partnerships, pursued the following intended capacity development outcomes in terms of policy development:

- **Rule of Law:** the evolution of the Croatian institutions' ability to design and implement successive judicial reform and anti-corruption strategies.
- **Public Administration Reform:** the capacity of key institutions to design and implement the relevant policy and legal framework in order to build a modern, reliable, transparent and citizen-oriented public service. This includes the implementation of the human resources development strategy, the Civil Service Act and the General Administrative Procedures Act (GAPA), etc.
- **Economic Governance:** the capacity of key institutions to continue designing and implementing prudent fiscal monetary and financial sector policies as well as restructuring reforms in line with EU rules and regulations under the European Semester.

The intervention level review shows that the majority of interventions under review (19 cases out of 30) aimed at strengthening the capacity of Croatian institutions to generate and implement policies/strategies/plans.

EU pre-accession support has had positive effects on the enhancement of the policy development capacities of key Croatian institutions throughout the accession negotiations.

EU assistance supported Croatia in the progressive adoption and implementation of a legislative and policy framework in line with EU legislation in the sectors covered by *acquis* chapters until the country completed its alignment with the *acquis* mid-2011 when accession negotiations closed.

The Croatian Government adopted a range of national strategies and policies, including the following:

- A national development strategy entitled Strategic Development Framework 2006-2013 in August 2006, which identifies a series of priorities to promote Croatia's social and economic development;
- Four Pre-Accession Economic Programmes (PEPs) covering the period 2005-2012 which are part of the pre-accession fiscal surveillance procedure aiming at preparing the candidate countries for the participation in the multilateral surveillance and economic policy co-ordination procedures currently in place in the EU as part of the Economic and Monetary Union;
- Economic and Fiscal Policy Guidelines covering a two-year period and prepared each year during the period 2007-2014;
- The Programme of the Government of the Republic of Croatia for the adoption and implementation of the *acquis* for 2012;
- The Economic Programme of Croatia¹⁵ in 2013, prepared within the framework of informal participation of Croatia in the European semester¹⁶ (Croatia is officially participating in the European semester for the first time in 2014);
- National Reform Programmes which are prepared each year since 2014 by Croatia as a member state of the European Union; and
- Two Convergence Programmes for the period 2014-2016 and 2017-2020

The desk review evidences overall positive effects of EU interventions on policy development evolutions: the 2009 external CPIE notes that *'in many cases, the draft legislation and strategy plans elaborated within the framework of EU funded twinning and technical assistance projects were either fully endorsed by the Commission and national authorities, or significantly contributed to the policy-making process'*¹⁷. Similarly, the 2009 EU Annual report on the implementation of the IPA indicates that *'EU programs were partly used to draft or update the strategic framework in key areas of the accession process, while at the same time assisting Croatian institutions in their concrete implementation.'*

The Enlargement Strategy Papers, Progress Reports and Sectoral Monitoring Reports indicate good progress in the three focus areas (see below table):

¹⁵ It consists of elements of the Convergence Program and the National Reform Program, as well as key strategic documents required of Member States in the context of EU economic governance.

¹⁶ It is process of ex-ante economic policy coordination among member states.

¹⁷ Source: Economisti Associati, 2009 Country Program Interim Evaluation of EU Pre-accession Assistance to Croatia, 2010

Table 4 – Policy initiative: areas of progress in the three focus areas

Rule of law
<p>Reform of the judiciary progressed over time with the adoption of new legislation (e.g. judicial reform strategy (2011-2015)) further strengthening judicial independence and a reduction of the backlog of civil and criminal cases. Anti-corruption efforts progressively accelerated with positive results; legislation has been improved (such as the new Police Act - adopted in March 2011 – which aims at making the police a more professional service and introducing some depoliticising measures) and the relevant authorities strengthened. The 2011 OECD SIGMA Assessment notes that the <i>‘anti-corruption policy and strategy are largely influenced by the EU accession process’</i>. The 2011 ECA Special Report evidences that two institutional capacity-building projects funded by the CARDS 2002 and IPA 2007 programmes contributed to improve the functioning of the Office for Prevention of Corruption and Organised Crime (USKOK).</p>
Public administration reform
<p>Several strategies and acts have been developed, adopted and implemented, such as the State Administration Reform Strategy (2008-2011), the Civil Service Human Resources Development Strategy (2010-2013); the Code of Ethics (2011) to regulate the role and responsibilities of the ethics units and commissioners within the state administration; the new and General Administrative Procedures Act (GAPA) (adopted in 2009 and in use since early 2010) reducing the number of special administrative procedures, speeding up and simplifying procedures as well as increasing efficiency of administration, and in 2011 the majority of acts adopted by the Parliament to harmonise relevant sector legislation to allow full application of the GAPA.</p>
Economic governance
<p>A high level of legislative alignment has been progressively achieved. Comprehensive economic reform programmes have been adopted over time to reduce structural weaknesses. Important reforms in both public expenditure management (PEM) through the Treasury Strategy and public internal financial control (PIFC) through the PIFC Strategy¹⁸. Substantial progress has been achieved in competition policy, in particular by the adoption of a new Competition Act in 2009 largely drafted with the assistance of a PHARE 2005 twinning project¹⁹ and the approval of restructuring plans for the shipyards in 2011.</p>

The intervention level review shows that all 18 interventions (out of 19) that aimed to strengthen the capacity of Croatian institutions in policy development initiative overall registered positive effects (for one intervention, there was no results documentation available). For instance, the project “Further Strengthening of the Croatian Competition Agency and Implementation of the Competition Law and Policy” contributed to increase the knowledge and skills related to the implementation of competition policy among the Croatian stakeholders through the organization of training and awareness raising events and a wide dissemination of information. According to the project documentation, this intervention helped to strengthen the internal capacity of the CCA to implement and apply the legislative framework under its responsibility.

Interviews held with representatives of key beneficiary institutions in Croatia show that EU pre-accession assistance has had positive effects on the enhancement of their policy development capacities. For instance, EU pre-accession assistance supported: the revision/development of new legislation in the judiciary (e.g. law on administrative disputes through CARDS; new criminal proceeding act through IPA; new Judiciary reform in 2012) and in anti-corruption; the launch of the strategic planning process

¹⁸ Source: OECD, SIGMA Assessment Report Croatia, 2011

¹⁹ Source: EU, 2009 Annual report on the implementation of the IPA, 2009

within the Ministry of Finance (PHARE 2006) and state aid legislation through support to the CCA; the adoption of a new general administration procedure act (GAPA) in 2010 (IPA 2008).

Finally, 84,3% of survey respondents agree that EU pre-accession assistance contributed to developing the capacity of Croatian institutions to generate policies/strategies/plans in line with needs.

The effects of EU pre-accession support on policy implementation have been mitigated, with the implementation of reforms and of the legislative framework lagging behind.

The Enlargement Strategy Papers, Progress Reports and Sectoral Monitoring Reports indicate key areas of concern throughout accession negotiations in the three focus areas (see below table):

Table 5 – Policy initiative: areas of concern in the three focus areas

Rule of law
According to the Commission’s 2011 Progress Report on Croatia, judicial reform required ‘constant attention, especially concerning judicial efficiency and the practical implementation of new measures relating to independence, impartiality and accountability of the judiciary.’ Anti-corruption: ‘The track record of effective handling of corruption cases needs to be further developed, especially covering high level corruption, local level corruption and including cases related to public procurement and the judiciary. Further experience is needed on implementing the newly adopted preventive legal framework in practice and the implementing structures remain to be further strengthened’.
Public administration reform
The 2011 OECD SIGMA assessment notes that ‘despite improvements in recent years, the quality of policy development and law drafting in ministries remains variable and overall is poor’. The Commission’s 2011 Progress Report on Croatia notes that further efforts were needed ‘to consolidate an efficient implementation of the legal framework in order to complete building a modern, reliable, de-politicised and citizen-oriented public service’ ²⁰ . In 2011, the legal framework for developing a merit-based professional civil service had still to be completed. In 2013, the use of the GAPA was not uniform and the process of harmonization of procedural acts with the GAPA slow (connected with budgetary constraints in increasing quality of administrative services) ²¹ .
Economic governance
While progress has been achieved on structural reforms within the framework of the Economic Recovery Programme, the speed of structural reforms remained slow, especially as far as privatisation and the restructuring of loss-making enterprises are concerned. ‘The investment climate continued to suffer from a heavy regulatory burden, unpredictability of administrative decisions in particular at local level and numerous non-tax fees’ ²² . Planned reforms of the highly rigid labour market were narrowly circumscribed. The budgetary process could be further improved to achieve medium-term fiscal sustainability. Further efforts were required in 2011 to continue developing the Croatian Competition Agency's enforcement record against cartels following the entering into force of the new Competition Act.

Interview findings converge in underlying that reform implementation has been lagging behind during the evaluation period. This is especially the case for PAR, for which interviewees stressed that the public

²⁰ EC, Commission Staff Working Paper, Croatia 2011 Progress Report accompanying the Communication from the Commission to the European Parliament and the Council "Enlargement Strategy and Main Challenges 2011-2012", 2011

²¹ Source: MRDEUF – DS, Integrated Monitoring System Croatia, Report N°: PARPFPP/2013/01, SMSC: Public Administration Reform, Public Finance and Public Procurement, 2013

²² Ibid

administration strategies have not been implemented (e.g. strategies were prepared without being necessarily followed by action plans).

Concerns have also been expressed about the enhancement of Croatian policy capacities i) beyond the adoption of the European acquis and ii) to implement EU legislation after accession.

The 2011 OECD SIGMA Assessment notes that: ‘concerns expressed in previous assessments remain about policy capacities of government and ministries beyond the adoption of the European acquis. There is little evidence that the system is prepared to function as a member of the European Union as distinct from the system being able to cope with the challenge of becoming a member of the European Union.’ (..) ‘Policies not affected by membership of the European Union are not pursued with enough rigour. The mechanism envisaged in the 2008 Strategy for the Reform of State Administration for planning and monitoring work not related to European integration has not been introduced. Issues, such as the need to reform public service pay and labour law, remain stalled in the decision-making process. Many proposals for policy reform, such as the reform of Sunday opening hours, rationalising the pay structure for the public service and even the policy to ban smoking in public places, are diluted in response to pressure from trade unions and other interest groups.’

Interview findings converge in underlying that the effects of EU support in terms of strengthened capacity to implement EU legislation after accession are limited.

- Since Croatia joined the EU in 2013, the effects of EU support on capacity strengthening related to policy development have been diluted, mostly because the reform agendas are not at the forefront any longer since accession. Interviewees have stressed that strategies are not necessarily applied as per agreed plans and are not systematically updated/revised. They also noted that: very little has been achieved in terms of professionalism of the civil service; the Alternative Dispute Resolution does not work, resulting in a continued overburdening of the court system; access to justice for citizens remains an issue; no substantial macroeconomic reforms have been undertaken since accession. The drop of the political momentum to drive reform after accession, the insufficient administrative capacity to implement strategies and plans and clientelism are the main explanatory factors (see also EQ6).
- An EU representative indicated that when Croatia became a member state, the administration faced administrative capacity constraints²³ during the first cycle in drafting the national reform programme and the convergence programme. The overall impression of the interviewee is that the country was not well prepared.

The documents consulted corroborate these findings : they indicate a number of key remaining challenges: ‘substantial structural and fiscal reforms have been lagging, undermining the business climate and placing Croatia on an unsustainable debt path’ ; ‘the need to enhance the efficiency of the public sector’ (Source: IMF, Article IV Consultation, 2016) ; ‘lengthy court proceedings and sizeable backlogs continue to weigh on the quality and efficiency of the justice system’; ‘the fragmentation of the public administration weighs on efficiency in public services’ ; ‘State-owned enterprises maintain their large presence in the economy’ (Source: EC, Recommendation for a Council recommendation on the 2018 NRP of Croatia)

JC 4.2	Results based decision-making and adaptation
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Support to M&E systems within the targeted Ministries and institutions has not been a major focus of EU pre-accession assistance. The objectives of EU assistance as defined in the successive MIPDs did not explicitly emphasize the enhancement of monitoring capacities of key targeted Croatian institutions. The successive MIPDs do not generally explicitly identify intended capacity development outcomes related to results-based decision making and adaptation, including for each one of the three focus areas. The intervention level review shows that a minority of interventions (7 out of 30) aimed to strengthen the capacity of Croatian institutions to monitor the results of their activity and adapt to a changing environment. Interviewees met in Croatia and in EU headquarters were generally of the

²³ The interviewee did not specify further the type of administrative constraints.

opinion that the EU pre-accession support generally did not tackle the set-up / improvement of M&E systems within the beneficiary Ministries and institutions.

The overall effects of EU pre-accession support on the establishment or development of M&E systems within the institutions targeted have *de facto* been limited. This is confirmed by the survey: 29,4% of respondents disagree that EU pre-accession assistance contributed to developing the capacity of Croatian institutions to results-based decision making. The intervention level review shows that when the interventions focused on the development or reinforcement of M&E systems within beneficiary institutions, they registered positive effects. For instance, the project “Improving Court and Case Management at the High Misdemeanour Court and Selected Misdemeanour Courts” contributed to the introduction of monthly monitoring of court performance indicators in the High Misdemeanour Court’s (HMC) business process. This enabled the conduct of basic benchmarking and identifying which MCs did not perform according to expected results.

No overarching M&E system has been put in place within the government during the accession period or since accession.

Whilst national strategy documents increasingly referred over time to the need to put in place M&E systems as an essential part of the strategic planning process, the examination of available documentation does not show that such systems have been established either during the evaluation period or since accession.

Interviewees met in Croatia also converge in showing that there is no overarching M&E system in place within the government.

The documentary review and the interviews held in Croatia and in headquarters also evidence that overall monitoring capacities and systems/practices have shown weaknesses throughout the accession period. Dedicated councils/committees/commissions have been set-up within some institutions (e.g. Council for monitoring the implementation of the judicial reform strategy; the Fiscal Policy Committee which then became the Fiscal Policy Commission) and monitoring tools introduced in others (e.g. set up of Key Performance Indicators during the introduction of strategic planning process principles within the Ministry of Finance used to follow budget execution). But, overall M&E capacities and tools remained limited, particularly within the MoPA. In this regard, the EU notes in its 2011 Progress Report that ‘the administrative capacity of MoPA to implement and monitor the complex and demanding public administration reform still remains insufficient’, and (...) ‘that the analytical and financial capacities of CSOs for monitoring political developments and government decisions in relation to fundamental rights continued to be weak.’

JC4.3 Accountability²⁴ and networking

EU pre-accession assistance focused on the enhancement of networking and accountability capacities of targeted Croatian institutions. At programming level, the successive MIPDs focused on enhancing the coordination of administrative structures, particularly for actors related to PAR. They also focused on enhancing accountability in the judiciary and law enforcement as well as on fostering participation from stakeholders in policy design. The intervention level review shows that about one third of the interventions under review (11 out of 30) aimed at strengthening the capacity of Croatian institutions to collaborate with stakeholders and be more accountable.

EU support contributed to foster exchanges between stakeholders and interoperability as well as stakeholders’ consultation during the strategy making processes in the pre-accession period.

Interviewees pointed that EU support enhanced systematic stakeholder consultation during the strategy making processes in the pre-accession period. They also noted that the support contributed to stimulate exchanges between stakeholders. For instance, in Rule of Law, EU support (IPA2007) fostered the development of cooperation between law enforcement bodies (e.g. between USKOK and the police, the customs administration, intelligence services, etc.). In PAR, EU support contributed to foster regional and international cooperation (e.g. the Croatian civil service took part to ReSPA in the region). In

²⁴ *Accountability is understood in its ‘broader scope including the organisation of the administration, openness and transparency, internal and external accountability and oversight institutions’ – Source: OECD SIGMA, The Principles of Public Administration, 2014*

Economic Governance, EU support contributed to enhance cooperation between stakeholders in the field of anti-fraud and anti-corruption by stimulating the establishment of cooperation between the tax administration and other government bodies (customs administration, Ministry of Interior, State Attorney's office).

78,43% of survey respondents also agree that EU pre-accession assistance contributes to developing the capacity of Croatian institutions to collaborate with (internal and external) stakeholders during policy decision-making and implementation.

The intervention level review shows that about a third of the interventions (12 out of 30) contributed to strengthening the capacity of Croatian institutions in accountability and networking. For instance, the project "Strengthening Anti-Corruption Inter Agency Co-operation (Awareness raising campaign)" aimed to ensure a wide, open and transparent consultative process and as a result to come up with a widely accepted message on the Anti-Corruption Awareness Campaign. According to the project documentation, this was achieved through involvement of various stakeholders representing public administration and NGOs working in the field of fight against corruption. Similarly, the 2013 Ex-post Evaluation of CARDS programmes in the Western Balkans notes that '*CARDS projects stimulated inter-institutional cooperation at the national and EU levels that was a prerequisite for accession*'. This was for instance the case of a CARDS 2003 project that improved inter-institutional co-operation between key Croatian state agencies involved in the fight against money laundering.

Broadly speaking, **policy planning tended to be centralised, politicised and fragmented, and gripped by short-termism** during the period under review (see also EQ6). **Policy coordination has been uneven across Ministries.** The Commission notes in its 2004 Opinion on Croatia's application for membership of the EU that '*there is no single body responsible for providing a coordinated overview of policy to decision-makers. Since there are multiple structures, the policy planning and coordination tends to be rather politicised and fragmented*'. The 2011 OECD SIGMA Assessment also highlights that '*the organisation of the administration remains complex and fragmented, and decision making is still highly centralised and politicised*'. Moreover, interview findings also evidence that policy-making has usually rather been politically driven and the administration working with reactive stands on a short-term horizon. They also highlight the fragmentation of public administration – both at national and local levels. This fragmentation is characterized by a lack of central policy coordination and inter-connection between strategies, '*each Ministry working as a little kingdom*'. Interviewees also noted that coordination was rather low in the early days and uneven across ministries, some ministries being more coordinated (e.g. Ministry of Finance, Ministry of Justice) than others. For RoL, the 2011 EU Progress Report recommends a strengthening of coordination of anti-corruption efforts. External reviews note that '*significant progress with PAR and wider public sector reform suffered from the lack of a coherent framework*'²⁵ and that there is a need to '*strengthen leadership and coordination in respect to PAR at the highest political decision-making level*'²⁶. For EG, the 2011 OECD SIGMA Assessment report notes that '*co-operation is good between departments in the MoF as it is also between various government bodies (e.g. between the MoF and the Central Office for Development Strategy and Co-ordination of EU Funds)*'; the 2011 EU Progress Report still notes that '*continued efforts to improve economic policy coordination would be beneficial.*'

The overall effects of EU pre-accession support on the strengthening of accountability mechanisms have been limited. The documentary review shows that whilst measures and action plans have been adopted to promote accountability, the promotion of greater efficiency and transparency of the public sector remains a key area of concern, with a culture of accountability lacking in the field of judiciary, including the fight against corruption. As an illustration, promoting greater efficiency and transparency of the public sector remains one of the four reform areas identified for 2016-2017 in the NRP 2016.

²⁵ Source: EPRD, Ex-post Evaluation of CARDS programmes in the Western Balkans, 2013

²⁶ Source: ECORYS, Meta evaluation of IPA assistance, 2013

EQ5 Sustainability

To what extent has the EU support continued to impact the Croatian capacity development after the EU accession of Croatia?

This evaluation concerns the EU support for capacity development to Croatia from 2007 until 2013. This question focuses specifically on the extent to which this EU support has generated effects in the longer run, i.e. after the support was ended and the country joined the EU on 1 July 2013. These effects might be direct or indirect. By direct effects we mean effects that are clearly linked to the support provided (this may concern for instance the fact that the support privileged structural over temporal changes in capacities). Indirect effects concern more approaches developed through the EU support that have influenced the manner in which capacities were development, after the accession. The purpose is hence to understand to what extent one can still see effects of the EU support provided in the period 2007 till 2013 and to what extent that support has contributed to shaping the way in which the Croatian authorities developed capacities after 2013. This means that the question will also aim at examining to what extent the Croatian authorities have taken continued ownership of the approached devised with the Commission over the period 2007-2013.

The issue is addressed in three steps:

- *First, we examine to what extent the EU support was geared to generating longer lasting effects after 2013;*
- *Then we examined what direct effects of support provided were still visible after the accession;*
- *Finally, we focus on more indirect effects after the accession in the sense of the adoption of the EU capacity development approach by the GoC.*

JC.5.1	Extent to which the EU support was geared to generating longer lasting effects after 2013
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The rationale of EU pre-accession support was to aim at structural changes with effects beyond accession, and this is to a certain extent also reflected in documents.

The accession of Croatia to the EU required support for reforms that were of a structural nature, as specified for instance in the 2007-2009 Multi-indicative planning document for Croatia: *“The main objective of the Instrument for Pre-Accession Assistance (IPA) is to help the beneficiary country to implement the reforms needed to fulfil EU requirements and progress in the Stabilisation and Association Process and to lay the foundations for fulfilling the Copenhagen criteria for EU membership”* (Commission decision C(2007)2566 of 20/06/2007 on a Multi-indicative planning document 2007-2009 for Croatia, p. 2.).

The documents examined for this evaluation both at strategy and at project level, do mostly refer to the accession objectives and also sometimes to the post accession period (not really at project level though). In some cases such references are quite explicit. As an example, the 2009-2011 MIPD states the following: *“concerning the ability to assume the obligations of membership (third area of intervention), IPA assistance will continue to support the institutional capacity building for acquis transposition and implementation according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquis. Finally, institution building will also continue to be provided through the supporting programmes (fourth area of intervention) for the management of IPA projects, the re-enforcement of institutional capacity for the management of EC funds as well as Croatia’s participation in Community Programmes”* (Multi-indicative planning document 2009-2011 for Croatia, p. 2.).

The emphasis on the importance of ownership of support by Croatian counterparts (authorities and the wider civil society) should also be seen in the light of generating effects beyond accession: *“the renewed focus on achieving a greater ownership of cohesion policy on the ground is reflected in the provisions for a more open and on-going dialogue across the partnerships developed both within the national and regional context as well as with the relevant Commission services”* (Commission decision C(2007)2566 of 20/06/2007 on a Multi-indicative planning document 2007-2009 for Croatia, p. 22.). Also the fact that the management has been decentralized in 2006 is underlined as something that should allow promoting ownership (MIPD 2007-2009, p. 7): *“Since 2006 the management of EC assistance has been*

decentralised thus increasing Croatia's ownership on the assistance deployed and preparing itself for the management of the structural funds”

The views of stakeholders on the extent to which EU capacity development support was sufficiently geared to generating effects in the long run were mitigated: while many of them argued that this was the case, a substantial number were very critical when it came to deciding whether the support sufficiently targeted sustainable results.

The vast majority of survey respondents strongly (24%) or rather (65%) agreed that pre-accession capacity development assistance during the period 2007-2013 was geared towards generating longer lasting effects after 2013. Similarly, close to 75% of respondents stated that they agreed (24% strongly and 55% rather) EU pre-accession assistance rightfully took into account conditions that needed to be fulfilled to ensure longer lasting effects after 2013.

But there were also 10% of survey respondents that “rather disagree” that this was the case. Such disagreement was often mentioned during meetings with stakeholders, where the following type of issues were raised:

- Several interviewees explained that overall there was in the country a **lack of awareness of what the challenges would be after accession in terms of management of EU funds**, and notably that the magnitude of funding would be a multiple of the pre-accession funds. They argued that the support and development of capacity of EU funds was geared towards managing the pre-accession funds, without taking sufficiently account of the fact that much more capacities would be required in the longer run to manage the bigger amount of Cohesion funds.
- Some stakeholders argued that there was a kind of silo approach in the sense of a separation in the administration between staff working on pre-accession funds, and the bulk of staff that worked on national funds, the latter being not prepared for managing EU funds, nor aware of the magnitude of the post accession funds. A survey respondent stated in this respect that *“the main objectives of pre-accession assistance should be strongly linked with obligations of countries to harmonize and implement the acquis, but also to prepare them for the use of the ESIF funds. EU should assist the countries to strategically plan the engagement of adequate human resources and to invest in the sustainable retention policy of qualified staff.”*
- Another issue mentioned was the **lack of focus on some issues that would be important in the long run**. This concerned notably the importance of understanding better and being prepared to EU State Aid rules, for instance by receiving Technical Assistance to deal with these issues. Another item mentioned in this respect was the issue of unresolved property rights, which in the end showed to have still consequences up to today. A survey respondent noted in this respect that *“due to the complexity and importance of different subjects (e.g. state aid, public procurement, etc.), it is of utmost importance to ensure continuous training/ capacity building of administrative staff on the central and local level”*.

JC 5.2 Extent to which direct effects of the EU support provided over the period 2007-2013 were/are still visible after the accession – JC 5.3 Extent to which the GoC adopted (or further developed) the EU capacity development approach

There are several indications that, after the accession, a number of the effects of the support deteriorated or disappeared, but stakeholders expressed diverging views in this respect.

Indeed, the vast majority of survey respondents (90%) indicated that they agreed strongly (29%) or rather (61%) that the effects of EU pre-accession capacity development support were still visible in 2018. And indeed, there are also clear examples of lasting effects, such as institutions that were strengthened during pre-accession with a lasting development of their capacities.

But interviewees often underlined that after accession in many cases the reform momentum dropped steadily, with diminishing efforts and even a rollback on some of the effects of the pre-accession support:

- At **sector level** the following can be globally noted in terms of lack of sustained effects:
 - Difficulties in terms of sustainability were mainly mentioned for the Rule of Law sector, where problems were highlighted in terms of budgets of some institutions that dramatically decreased, turnover of staff and cuts in staff, decreasing influence of some

judicial bodies, the independence of the judiciary from political influence, the lack of investigation on corruption. Interviewees explained that there is a considerable deterioration across all rule of law components in Croatia, which started at the point of accession of Croatia to the EU. Some interlocutors were however also rather positive on the reforms, underlining that judicial reform overall was a success in Croatia.

- In the sectors of Public Administration Reform, the fact that there was no real crosscutting approach posed a problem in terms of sustainability.
- In terms of Economic Governance, Croatia which has had excessive macroeconomic imbalances since 2014, has been subject to the Excessive Deficit Procedure during the period 2014-2016 and did not register significant progress on key macroeconomic and fiscal reforms since accession.
- Many of the stakeholders met stated that **reforms slowed down or stopped when Croatia joined the EU**. Some explained that as long as the EU followed up things closely, reforms were undertaken, but when the spotlight was off, government and institutions slacked off.
- A number of interviewees suggested that such deterioration was also possible because **no measures** were imposed by the EU to deal with such slow down or diminishing of reforms, and that this could also be observed in other countries that had acceded.

Several factors have hampered the sustainability of results:

- With the accession the **momentum** for capacity development disappeared;
- This should be linked to the issue of **leadership and ownership** by the Croatian authorities and **political stability and support**, which should contribute to long lasting effects:
 - The majority of survey respondents considered that the Croatian authorities had a leadership role in terms of deciding on the priorities of the EU pre-accession support for capacity development (63% rather or strongly agreed), and even more on their leadership role in terms of implementation of the support (about 77% rather or strongly agreed). But nevertheless close to ¼ (24%) also rather disagreed with this statement (about 14% for implementation)
 - Many interviewees were more critical on these issues, referring to a lack of ownership, especially after the accession. Even more strongly, many of them stated in this respect that after accession there was a lack of political support and a lack of political stability, whereas they considered these to be essential conditions of sustained development of capacities.
- **Staff turnover** was invoked by most of the stakeholders contacted as a major challenge to the sustained development of capacity. In some cases capacities of people leaving remained within the public service as these persons moved from one service to another one, but in other cases they were “lost” to the private sector or to EU institutions (after accession). To deal with this top-up of salaries was offered to a number of staff managing EU funds, so as to motivate them to stay. A number of interlocutors met underlined that this approach was effective, but others explained that it was counterproductive as it created a further distance between staff working on EU funds and the bulk of the administration that was working on national funds (see also EQ2).

Overall, the capacities are considered insufficient by many stakeholders, in particular when it comes to the management of EU Cohesion funds. They link this to the backlog of Croatia in terms of absorption and implementation of cohesion funds.

As explained, the EU capacity development approach was geared on the people managing pre-accession funds, but this was not extended to the bulk of staff in the public service, in charge of managing Croatian funding. As a result the rest of the administration was insufficiently aware of the upcoming challenge of managing Cohesion funds, and of the difference of magnitude of this funding (multiplying pre-accession funds by 10). In this sense, the EU capacity development approach was not adopted by the bulk of the administration.

EQ6 Explanatory factors

What were the factors that facilitated or hampered the contribution of EU pre-accession assistance to the development of the capacities of Croatian institutions?

Scope: This question focuses on the 'explanatory factors' (internal or external) of the attainment of capacity development objectives (or lack thereof). It first explores the role of the programming approach and implementation procedures (JC6.1) and then examines any other success/limiting factor (JC6.2).

JC.6.1	Role of EU programming approach and implementation procedures in reaching capacity development objectives
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Various aspects linked to the EU pre-accession programming approach and implementation procedures both facilitated and hampered the achievement of expected results. The below table illustrates these factors, by order of importance, as evidenced by the findings emerging from the documentary review, the interviews and the survey.

Table 6 – Success and limiting factors linked to the EU programming approach and procedures

<i>Success factors</i>
<p>The EU added value characterized by the technical know-how, experience in other candidate countries expertise of the <i>acquis</i> as well as by the EU leadership in driving the accession process has been a key success factor. According to the survey, the technical expertise on capacity building brought by the EU was the most significant added value brought by the EU through its pre-accession support, with 84,3% of survey respondents agreeing that the technical expertise was a specific added value.</p>
<p>The introduction of benchmarks to be met before the opening and closure of chapters strengthened the link between the planning and implementation of EU pre-accession assistance and the pre-accession negotiation process. Interviewees also often stressed that the benchmarks enabled to speed up the process. In addition, 68,6% of survey respondents mentioned that the introduction of benchmarks facilitated the generation of capacity development results by the EU pre-accession support.</p>
<p>A coherent framework for managing pre-accession assistance with IPA, characterized by i) channelling EU pre-accession funding through a single instrument: IPA, which replaces Phare, ISPA, Sapard and CARDS; ii) the introduction of multiannual operational programmes (instead of annual ones); and iii) clearer roles assigned within the Commission for coordinating IPA assistance with DG ELARG having the lead role in coordinating IPA assistance. Additionally, 80,4% of survey respondents mentioned that the use of a single instrument to manage pre-accession assistance facilitated the generation of capacity development results by the EU pre-accession support.</p>
<p>Twinning: a suitable instrument to enhance administrative capacities. Several EU Annual Reports and external evaluations evidence the relevance and effectiveness of Twinning to support the development of administrative capacities and promote legislative changes in Croatia. Interviewees from targeted beneficiary institutions generally stressed that twinning provided specific knowledge to the civil servants of the public administration that was not available on the market and that it enabled to establish permanent connections with institutions from the EU. Interviewees also noted that twinning had overall been very useful for closing chapters. Furthermore, 74,5% of the survey respondents mentioned that the use of twinning facilitated the generation of capacity development results by the EU pre-accession support.</p>
<p>Setting-up of M&E systems that improved over time: <i>SAA monitoring:</i></p>

Mechanisms and structures have been established under the Stabilisation and Association process to monitor the application and implementation of the SAA (e.g. Stabilisation and Association Council and the Stabilisation and Association Committee and its subcommittees). The Commission has closely monitored the fulfilment of commitments undertaken by Croatia to complete the work on the benchmarks set out in the negotiating chapters.

Programme monitoring:

Various joint (Commission/Croatia) committees have also been established to monitor the implementation of EU-funded assistance programmes. They include: the IPA Monitoring Committee (IPA MC) to monitor the overall implementation of all components of the IPA programme; Sector Monitoring Sub-Committees (SMSCs) with operational support from NIPAC services to monitor the implementation of individual components or operational programmes meeting twice a year; the Technical Assistance and Institution Building SMC (IPA TAIB SMC) to monitor the implementation of Component I; Joint Monitoring Committees (JMCs) to monitor the implementation of Component II. Under IPA TAIB Component, six Sectoral Monitoring Sub-Committee (SMSCs) were established; their sector coverage changed in March 2010 with the reform of the SMC²⁷. External assessments evidence that the monitoring system has improved over time (e.g. the structure of the Monitoring Report and of the Sectoral Monitoring Report templates has been reviewed in 2010) and has by and large been satisfactory albeit some weaknesses (see below under limiting factors). Interviewees from targeted beneficiary institutions generally noted that the high quality (external and internal) monitoring performed by the EUD in the first place and then in close cooperation with the EUD/CODEF/CFCA under the DIS was a key factor of success.

Limiting factors

Lengthy preparatory periods and rigid EU procurement procedures which negatively influenced the relevance of EU pre-accession interventions (length of time during programming and contracting and lack of flexibility (EU procedures) to adapt the intervention design to changes in context) (see also EQ1).

Quality of the experts provided through twinning and other modalities which was **sometimes problematic** (see also EQ1).

Insufficient focus on the regional level: the ‘assistance has largely been directed to central bodies who would be responsible for managing post-accession funding and much less to the regional level, although regional bodies have an important role to play in the implementation of post-accession funding’²⁸.

Intervention logic design flaws: The intervention level review shows weaknesses in the logframes defined at design stage: i) there was often a confusion between the levels of the intervention logic: the overall objective (for half of the projects), the project purpose (for 86,6% of the projects) and 74,7% of the Objectively Verifiable Indicators²⁹ defined at project purpose level to follow the extent of achievement of objectives focused on the ‘output’ level instead of the ‘result’ level; and ii) the

²⁷ The 6 SMSCs initially covered: Public Administration Reform, Public Finance & Statistics; Justice and Home Affairs; Internal Market, Competition and Agriculture; Economic and Social Cohesion; Environment and Energy; and Social Sector, Civil Society and Minority Rights. Since March 2010, they covered: Public Administration Reform, Public Finance and Public Procurement; Justice, Freedom, Security; Internal Market and Economy; Regional Development and Cohesion Policy; Environment, Transport and Energy; Agriculture, Fisheries and FVP policies.

²⁸ Source: 2011 ECA Special Report

²⁹ The logframes used at intervention level refer for the indicators either to ‘benchmark’, ‘objectively verifiable indicator’ or ‘indicator of achievement’.

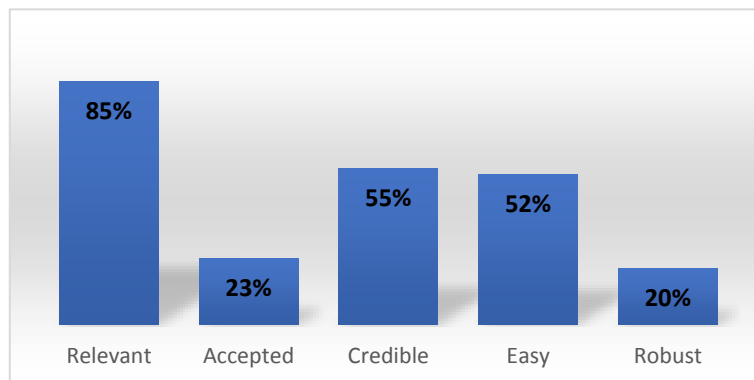
indicators, results, project purposes and overall objectives were often defined in too broad terms and/or were not sufficiently well articulated throughout the results chain. The 2007 JMC Synopsis report notes that ‘although there are positive exceptions, most of the monitored projects still suffer from poor design in terms of objectives and results. The 2009 CPIE Evaluation notes that ‘sometimes projects did not deliver at the extent expected, simply because objectives were excessively ambitious. The Evaluation of the Twinning Instrument in the period 2010-2017 (Draft Final Report, 2019) also indicates that ‘The quality of Twinning project design is affected by weak intervention logic. (...) Many Twinning Project Fiches were based on a weak intervention logic with mandatory results expressed in broad and vague terms and without robust indicators of achievement.

Weaknesses in programme M&E systems included:

- Lack of proper analysis in the early days: The 2008 JMC Synopsis Report notes ‘a lack of proper analysis of cause and effect in some monitoring reports’. The 2009 CPIE points to a number of deficiencies in the M&E systems, notably the report templates and the low quality of the information provided (before the revision of the templates in 2010 – see above under success factors).
- Insufficient use of RACER and SMART objectives and indicators: The 2011 ECA Special Report notes that ‘SMART’ objectives and related indicators were insufficiently used; this often made it difficult to assess intervention results, though the follow-up improved for IPA interventions in comparison to pre-IPA interventions. Similarly, the 2012 CPIE notes that ‘Over the years, IPA TAIB assistance was better designed in later years, generally better structured and often built on outputs and recommendations of previous assistance, but many indicators of achievement still lacked quantification, timescale and baselines.’

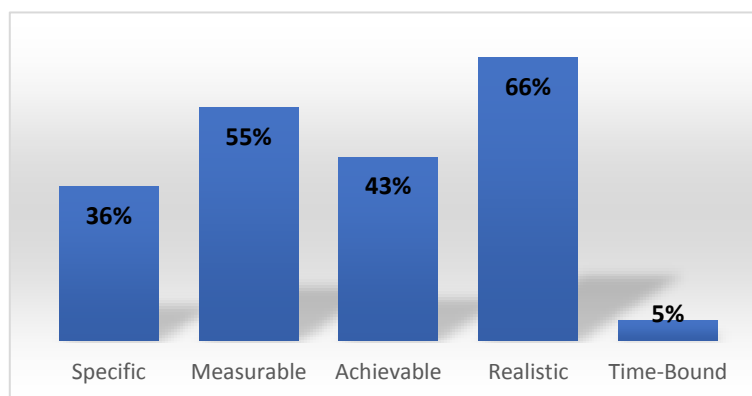
The intervention level review shows that the quality of the OVI is globally low with 8% of the indicators meeting all 5 RACER principles and 3% of the indicators meeting all 5 SMART principles³⁰. Still, around half of the indicators met 3 out of the 5 RACER or 5 SMART principles. Most indicators were ‘relevant’ and ‘realistic’ and above half of them ‘credible’, ‘measurable’ and ‘easy’ to monitor. This is amongst others linked to the fact that indicators mostly targeted the ‘output’ level. Indicators were generally not sufficiently ‘specific’ (i.e. lacking to precisely define the subject to be targeted), ‘accepted’, ‘robust’ or ‘time-bound’. This is linked to the fact that the logframes of the projects did not include associated baseline, milestone or target to the indicators proposed.

Were project purpose related indicators RACER?



³⁰ The team drew on the practices and standards presented in the 2016 DG NEAR Guidelines on Linking Planning/Programming, Monitoring and Evaluation which indicates that ‘measuring progress in relation to the expected outputs, outcomes and impact of an intervention should be done by means of RACER and SMART indicators related to a baseline situation, defined during planning/programming.’

Were project purpose related indicators SMART?



- Insufficient exploration of sectoral and horizontal issues during the SMSCs: The 2012 CPIE stresses that ‘despite the partial move to the sector-based programming approach, wider sectoral and horizontal issues remain largely unexplored by the various SMSCs. (...) In many cases it is still the EUD that drives the identification of lessons learnt and recommendations during the SMSC discussions.’
- Acceptance of programme monitoring as a management tool remained limited: The 2012 CPIE notes that with the exception of CODEF, CFCA and a few beneficiary institutions, ‘*monitoring is considered more as a duty than a management tool*’, and ‘*the moderate success in implementing corrective actions from the monitoring or evaluation recommendations, particularly where policy or horizontal issues are concerned.*’
- Reporting is not sufficiently performance and result oriented: The IPA I Component Implementation Report (2014) stresses that ‘In their respective MRs, the beneficiaries should make further efforts to measure the performance of their projects, in the context of giving a clearer rationale and giving more consideration to what results have been achieved, what has actually already been done and what remains yet to be done within the scope of the projects, whilst avoiding unnecessary repetition of information related to contracting, for instance. The beneficiary institutions should further continue with their efforts in becoming more performance and result oriented, both in their reporting and throughout the whole project cycle.’

Time required for the conferral of management powers allowing for decentralised management:

Decentralisation of IPA management needs both strengthening of national administrative systems and time for the actors to gain experience. The implementation of IPA programmes (Components I to IV) could only start after the adoption by the Commission of decisions on conferral of management powers allowing for the ‘decentralised management of assistance’. During the years 2007 and 2008, Croatia took a number of important steps to address weaknesses identified by the Commission in the decentralised management of pre-accession aid. The decisions on conferral of management powers were adopted by the Commission at the end of 2008 for all five components. Contracting and disbursements under the various IPA components only started in 2009. Programme extensions were needed to avoid loss of funds. The Commission extended the implementation deadlines by one year under Phare, Sapard and Ispa. Longer deadlines were introduced by the Commission for IPA Component I. However, for IPA Components III, IV and V the disbursement deadlines based on the ‘N+3’ rule represented a significant challenge.

Stakeholders also pointed that the **use of benchmarks** led to a ‘ticking the box’ approach in the *acquis* areas but fell short of capturing the core issues and complexity of capacity development.

JC.6.2	Other internal and external explanatory factors
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A range of other internal and external factors both facilitated and hampered the achievement of expected results. The below table illustrates these factors, by order of importance, as evidenced by the findings emerging from the documentary review, the interviews and the survey.

Table 7 – Success and limiting other internal and explanatory factors

Success factors
<i>External</i>
Prospect of EU membership as a key driver for reform. Several external reviews indicate that the prospect of joining the EU has had a positive impact on the readiness of Croatia to implement the necessary changes. In order to fulfil the criteria for EU accession, a remarkable legislative activity occurred. The 2013 EPRD Ex-post evaluation of CARDS programmes in the Western Balkans notes that <i>‘in Croatia, assistance benefitted substantially from the imminence of EU membership and the dynamics of the accelerating accession process.’</i> Interviewees met during the field mission and in headquarters generally stressed that the accession negotiations acted as a strong catalyser. There was readiness to implement all necessary reforms in order to access the EU. Furthermore, 80,4% of survey respondents mentioned the prospect of EU membership facilitated the generation of results.
<i>Internal</i>
Political commitment. Interviewees met during the field mission and in headquarters stressed that there was strong political support for accession during the pre-accession period.
Strong ownership of the interventions by the beneficiaries, which ensured that the interventions were well calibrated as of design stage.
Limiting factors
<i>External</i>
Economic crisis (2009-2014): Croatia was adversely affected by the financial and economic crisis of 2008. It underwent a protracted six-year recession before returning to growth in 2015. Various EU documents and external reviews show that the economic crisis has inevitably impacted negatively on the capacity to reform in general and the capacity to reform the policy-making process in particular. Since 2014, Croatia is subject to the Excessive Deficit Procedure (or corrective arm of the Stability and Growth Pact).
<i>Internal</i>
Political changes. Interviewees met during the field mission and in headquarters stressed that changes in the political context were significant explanatory factors. Croatia experienced several changes of government (e.g. in 2007 and in 2011) during the period under review. These changes held back progress in the accession process and negatively impacted policy implementation, notably due to turnover / redesign within ministries and changes in policy orientations. Interviewees also underlined the lack of continuity in pursuing one strategic vision beyond the election cycles. According to survey respondents, the political context is the most important hampering factor out of 13 factors proposed in the questionnaire.
Political commitment:

Several EU reports and external assessments underline that the lack of strong political commitment limited the capacity for reform and development of capacities in policy-making. The 2011 OECD SIGMA Assessment notes that *'reforms in the public administration have not yet reached maturity and have not created solid roots'* and indicates that *'a further constraint on reform is that the public service remains very hierarchical with little scope for operational initiative and inadequate delegation of powers.'* The 2013 Ex-post Evaluation of CARDS programmes in the Western Balkans also stresses that PAR and wider public sector reform *'was characterised by agencies which did not deliver results because of lack of political support to effectiveness: the government being willing to create EU-accession-required bodies, but not willing to have them operate as they should where this would be uncomfortable for the status quo of current governance.'* The 2013 ECORYS Meta evaluation of IPA assistance notes that there is a need to *'strengthen leadership and coordination in respect to PAR at the highest political decision-making level'*.

Interviewees met during the field mission also stressed that the momentum for policy reform dropped after accession. They underlined that this reflects the lack of true commitment to reforms in Croatia. The following quote illustrates this point: *"Reforms were undertaken as long as the EU looked closely. The moment the spotlight was off, the government and the institutions only pretended to do reforms"*. A range of interviewees also pointed to the fact that the *'quality of the reforms was not good enough, and the reforms have not been rooted in the institutions'*. They stressed that this had particularly been the case for reforms in the public administration and related to chapter 23 (judiciary and fundamental rights), where there has been a lack of genuine political will and of strategic vision of the Government during the pre-accession period to conduct fundamental reforms. This led to the creation of institutions that do not work well such as the State School for Judicial Officials.

Lack of strategic planning capacity leading to implementation delays:

External reviews evidence an overall lack of strategic planning capacity of most beneficiary institutions throughout the period under review. Capacity levels varied across areas according to the 2011 OECD SIGMA assessment: from a *'deficient law-drafting capacity in ministries and administrative bodies'* in the rule of law area, an insufficient capacity of the MoPA to lead public administration reform; and the presence of *'capacity within the Ministry of Finance to initiate and launch reforms, but the question is whether there is a sufficient capacity throughout the public sector to absorb all of the proposed reforms simultaneously.'* The 2013 ECORYS Meta evaluation of the IPA notes that *'most beneficiary institutions do not have the strategic planning capacity or multi annual financing perspective to be able to plan for the smooth integration of substantial IPA assistance several years in advance.'* This results in a minimum 2-year period between the programming and the start of assistance, and in a 5-year period between the conception and the completion of the assistance whilst Croatia is a member state. Additionally, 84,2% of survey respondents agree that the lack of strategic planning capacity of the Croatian partners hampered the reaching of results.

Insufficient administrative capacity to implement EU programmes:

EU and CODEF reporting as well as external reviews and interviews all show that the limited capacity of Croatia's public administration bodies has reduced the effectiveness of EC assistance. Even though Croatian institutions engaged in the preparation, implementation and management of EU assistance progressively improved their capacities, they have by and large been characterised by i) a limited number of people available to implement EU programmes, hence resulting in an important workload, ii) high staff-turnover rates; iii) administrative restructuring; and iv) unfamiliarity with the EU procedures (the staff not being EU project manager experts). This led to long preparatory periods for programming and tendering. The degree of maturity of interventions was insufficient, hereby preventing interventions to be launched immediately. It was particularly the case for CARDS and PHARE; under IPA, slow implementation remained an issue as well.

Moreover, Croatia experienced serious difficulties regarding procurement and contracting in the early days of the Decentralised Implementation System (DIS). The accumulation of a major backlog in procurement led the HQ to temporarily suspend the endorsement of contracts under the PHARE

program. This led to a transfer in the management of the assistance, from the Central Financing and Contracting Unit (CFCU), a subdivision of the Ministry of Finance, to a newly established Agency in 2007, the CFCA. In 2008, a set of measures have been taken to reinforce the CFCA. The 2010 CPIE recognizes the capacity and performance improvements of the CFCA.

ANNEX 11 – LIST OF PERSONS MET

This annex includes all the persons that have been met during throughout the evaluation process, including during the field mission in Croatia.

ORGANISATION	FUNCTION
European Commission (HQ in Brussels) and European Parliament	
DG AGRI E5 - Pre-accession assistance – Croatia and Serbia	Programme Manager
DG AGRI, Rural development programmes II, Unit F.3: Bulgaria, Croatia, Poland, Slovenia, Financial instruments	Programme Manager for Croatia
DG ECFIN Candidate and pre-candidate countries (ECFIN-D-1)	Principal Economist
DG ECFIN F3 – Croatia-Spain - (European Semester – Croatia)	Economic Analyst - Desk Officer for Croatia
DG ECFIN F3 – Croatia-Spain - Croatia Desk	Economic Analyst - Desk Officer for Croatia
DG Employment - Directorate-General for Employment, Social Affairs and Inclusion	Programme Assistant - EU policies / Croatia
DG Employment - Directorate-General for Employment, Social Affairs and Inclusion	Programme Manager - Croatia
DG Employment - Unit D3 – International Issues	Programme & financial manager IPA IV
DG Employment D5 – Germany, Austria, Slovenia, Croatia / ESF Operational Programme ‘Human Resources Development 2007-2013’ for Croatia	Programme Assistant EU Policies - Croatia
DG Employment, Social Affairs and Inclusion Directorate D: Labour Mobility, Unit D5 Germany, Austria, Slovenia, Croatia	Deputy Head of Unit
DG NEAR A1 – Strategy, Policy; EEA/EFTA	Senior expert
DG NEAR A3 – Thematic support, monitoring and evaluation	Former Head of Unit
DG NEAR A3 – Thematic support, monitoring and evaluation Since October 2017: DG NEAR A4 – MFF, Programming and evaluation	Evaluation manager
DG NEAR A3 – Thematic support, monitoring and evaluation	Former Head of Section Evaluation
DG NEAR A3 – Thematic support, monitoring and evaluation - Centre of Thematic Expertise (COTE) on Economic governance	Policy officer
DG NEAR A3 – Thematic support, monitoring and evaluation – Centre of Thematic Expertise (COTE) on Public Administration Reform	Policy officer
DG NEAR A4 – Financial Assistance: Policy and Strategy	Former Planning and programming officer
DG NEAR A5 – Facility for Refugees in Turkey	Evaluation Officer Former Head of Section for EU Programs Monitoring and Evaluation Methodology, Croatian

ORGANISATION	FUNCTION
	Central Office for Development Strategy and Coordination of EU Funds (CODEF)
DG NEAR A5 - Strategy and Turkey / Turkey	Policy Officer - European Integration / Negotiator
DG NEAR D3	IPA Manager
DG NEAR R5 – Contracts and Finance IPA	Financial officer
DG NEAR R5 Contracts and Finance IPA	Financial officer
DG REGIO - Dir E -Administrative Capacity Building and Programme Implementation II	Programme Manager - EU policies / Croatia (team coordination)
DG REGIO - Unit E3 – Bulgaria, Croatia and Slovenia	
DG REGIO D4 – Denmark, Ireland, Sweden and the United Kingdom	Programme Officer
DG REGIO E3 – Bulgaria, Croatia and Slovenia	Programme Officer
EEAS – Delegation to Paraguay	Head of Delegation
European Parliament	Member of the European Parliament
European Parliament	Accredited Parliamentary Assistant
Croatian Mission to the EU	
Permanent Representation of the Republic of Croatia to the EU	First Secretary (Cohesion Policy, Outermost Regions)
Croatian Central Institutions	
Central Finance and Contracting Agency	Assistant Director
Central Finance and Contracting Agency	HRM director – former head of the M&E department in the Ministry of Regional Development and EU funds
Central Finance and Contracting Agency	Head of Service, National Contact Point for Twinning projects implemented in Croatia
Central Finance and Contracting Agency - Directorate for Implementation of Pre-accession Programmes and Projects and ESI funds, Service III	Head of Service
Government Legislation Office	Advisor, Department for Regulatory Impact Assessments
Government Legislation Office	Advisor, Department for Regulatory Impact Assessments
Government Office for cooperation with NGOs	Head of Department for Financial Management and Quality Assurance
Government Office for cooperation with NGOs	Head of Department for Implementation of EU Programmes and International Cooperation
Government Office for Human Rights and Rights of National Minorities	Assistant Director
Government Office for Human Rights and Rights of National Minorities	Advisor
Croatian Line Institutions	
Ministry of Agriculture	
Ministry of Agriculture	Head of the Sector for EU and International Affairs

ORGANISATION	FUNCTION
Ministry of Agriculture	
Ministry of Demography, Family, Youth and Social Policy	Senior Expert Advisor, Department of Monitoring of Programmes of EU Funds
Ministry of Demography, Family, Youth and Social Policy	Head of Department for Monitoring of Programmes of EU Funds
Ministry of Economy	Head of the Strategic Management, Analytics and Development Sector and Deputy SPO
Ministry of Economy	Senior expert advisor
Ministry of Economy - Directorate for Public Procurement Policy	Head of service for international cooperation and development of public procurement system
Ministry of Environment and Energy	
Ministry of Environment and Energy	
Ministry of Environment and Energy	Head of Department for Climate activities and environmental protection
Ministry of Environment and Energy	Head of sector for climate activities and sustainable development
Ministry of Environment and Energy	Head of Department for Sustainable development
Ministry of Environment and Energy	
Ministry of Finance	Chief State Treasurer
Ministry of Finance	Head of Service for coordination of internal control system development
Ministry of Finance	Head of Service for IT Support to the Budget Execution
Ministry of Finance	Head of Directorate for Budget Execution
Ministry of Finance	Head of Department for Development and Implementation of Projects
Ministry of Finance	Head of Securities and Risk Management Sector
Ministry of Finance	Head of the Department for Harmonization of Internal Audit and Financial Control
Ministry of Finance	
Ministry of Finance	Head of Unit for International Affairs
Ministry of Finance – Tax administration	IT senior advisor – specialist
Ministry of Finance – Tax administration	Head of VAT department
Ministry of Finance – Tax administration	IT senior advisor for eTax
Ministry of Finance – Tax administration	Senior advisor-coordinator for international exchange of information
Ministry of Finance – Tax administration	Head of Department for international exchange of information
Ministry of Foreign and European Affairs	
Ministry of Foreign and European Affairs	

ORGANISATION	FUNCTION
Ministry of Foreign and European Affairs	Representative of the Centre of Excellence
Ministry of Foreign and European Affairs	First Secretary, Service for Knowledge Transfer
Ministry of Foreign and European Affairs	Directorate for Coreper 2; Team Leader of the project "IPA 2010 FFRAC Strengthening the capacities of MFEA in performing its role as a national coordinator of EU affairs"
Ministry of Foreign and European Affairs	Former project coordinator
Ministry of Foreign and European Affairs	
Ministry of Foreign and European Affairs - Consular affairs directorate, Divisions for Visa	Counsellor
Ministry of Foreign and European Affairs - Directorate General for Europe Division for European Macro-regions and EU Funds	
Ministry of Interior	Service for EU funds
Ministry of Interior	Head of Service for EU funds
Ministry of Justice	Head of department for civil and commercial law
Ministry of Justice	Judicial Inspector
Ministry of Justice	Head of the Land Registry Service
Ministry of Justice	Head of Sector for Organizational Regulations, Public Notary and Administrative Procedures
Ministry of Justice	Senior Advisor Specialist
Ministry of Justice	Head of Sector for regulations of civil, administrative and commercial law
Ministry of Justice	Legal advisor in land registry services
Ministry of Justice	Head of department PIU
Ministry of Labour and Pension System	Head of Service for the ESF
Ministry of Public Administration	Head of Sector for PA development and EU projects
Ministry of Public Administration	Expert in Service for professional development
Ministry of Public Administration	Head of service for civil service labour sector
Ministry of Public Administration	Senior expert advisor in Civil service labour relations sector
Ministry of Public Administration	Expert in Service for Ethics and Value system
Ministry of Public Administration	Head of Service
Ministry of Public Administration	Head of PIU for implementation of EU funds.
Ministry of Public Administration	Senior Consultant
Ministry of Public Administration	Senior expert advisor in sector for public relations
Ministry of Public Administration	Head of Unit for GAPA (two projects in the sample)

ORGANISATION	FUNCTION
Ministry of Public Administration	Head of Sector, Administration Inspection
Ministry of Regional Development and EU Funds	Head of Service for Management, Monitoring and Evaluation of IPA Programme, Transition Facility and Financial Mechanisms
Ministry of Regional Development and EU Funds	
Ministry of Regional Development and EU Funds	Head of Service for Strategic Planning and Development Monitoring
Ministry of Regional Development and EU Funds	Head of Sector for EU Programmes and International Financial Mechanisms
Ministry of Regional Development and EU Funds	Head of Service for ESI Funds Reporting and Evaluation
Ministry of Regional Development and EU Funds	Senior Expert Advisor
Ministry of Regional Development and EU Funds	Senior Expert Advisor
Ministry of Regional Development and EU Funds	Head of Sector for Programming, Coordination and Strategic Monitoring of ESI Funds
Ministry of Science and Education - Department for M&E of ESF programmes	
Ministry of Science and Education - Department for M&E of ESF programmes	
Other Croatian Institutions	
Croatian Chamber of Economy	Director Sector for financial institutions and economic analysis
Croatian Competition Agency	Senior advisor, International and European Co-operation Department, Competition Division
Croatian Competition Agency	Head of International and European Co-operation Department, Competition Division
Croatian Employment Service	Head of Project Preparation and Implementation Sub-Unit
Croatian Employment Service	Manager, Project Implementation Department
Judicial Academy of Croatia	Head of Department for Professional Training of Trainees, Counsellors in Judicial Bodies and Judicial Officials
Judicial Academy of Croatia	Head of the Department for International Cooperation and Project Preparation
Judicial Academy of Croatia	Head of Department for Implementation of Professional Training Programme
National School for Public Administration	Head of Service, Service for projects
National School for Public Administration	Head of Department, Department for Programmes at Central Government Level

ORGANISATION	FUNCTION
Paying Agency for Agriculture, Fisheries, and Rural Development	Head of Informative and International Cooperation Affairs
Paying Agency for Agriculture, Fisheries, and Rural Development	Assistant Director
State Attorney's Office of the Republic of Croatia	Deputy State Attorney General
State Attorney's Office of the Republic of Croatia	Deputy State Attorney General
State Attorney's Office of the Republic of Croatia	Chief State Attorney of the RoC
State Attorney's Office of the Republic of Croatia	Spokesperson
State Attorney's Office of the Republic of Croatia	Head of IT support
State Commission for the supervision of public procurement procedures	Head of the Expert Service
State Commission for the supervision of public procurement procedures	President
State Commission for the supervision of public procurement procedures	Deputy President
Supreme Audit Institution of Croatia	Assistant to the Chief State Auditor
Supreme Audit Institution of Croatia	Assistant to the Chief State Auditor
Supreme Court of the Republic of Croatia	President of the Civil Law Department
Supreme Court of the Republic of Croatia	Justice at the Civil Law Department
Supreme Court of the Republic of Croatia	Head of the Supreme Court of Croatia
USKOK	Deputy Head
Non-State Actors	
Association of Cities	Advisor
Centre for Peace Studies Osijek	Executive Director
Centre for Peace Studies Osijek	Legal Advisor
GONG	Executive Director
Human Rights House Zagreb	Executive Director
Development Partners	
World Bank Office in Croatia	Portfolio Officer

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Business and Strategies Europe	Thematic Evaluation on IPA Support to the Fight Against Corruption	2015
CODEF	JMC Synopsis Report 2007 Internal Monitoring System of CARDS & Phare Programmes Sectors Covered: <ul style="list-style-type: none"> • Public Administration, Public Finance & Statistics • Justice & Home Affairs • Internal Market, Competition & Agriculture • Economic & Social Cohesion • Energy & Environment • Social Sector, Civil Society & Minority Rights 	2007
CODEF	JMC Synopsis Report 2008 Internal Monitoring System of CARDS & Phare Programmes Sectors Covered:	2008

Author	Title	Year
	<ul style="list-style-type: none"> • Public Administration, Public Finance & Statistics • Justice & Home Affairs • Internal Market, Competition & Agriculture • Economic & Social Cohesion • Energy & Environment • Social Sector, Civil Society & Minority Rights 	
CODEF	<p>SMSC: Internal Market, Competition & Agriculture</p> <p>Sectoral Components Covered:</p> <ul style="list-style-type: none"> • Competition, Consumer Protection, Standardisation, Agriculture, Fisheries, Telecommunication and Broadcasting 	2008
CODEF	<p>JMC Synopsis Report 2009</p> <p>Internal Monitoring System of CARDS & Phare Programmes</p> <p>Sectors Covered:</p> <ul style="list-style-type: none"> • Public Administration, Public Finance & Statistics • Justice & Home Affairs • Internal Market, Competition & Agriculture • Economic & Social Cohesion • Energy & Environment • Social Sector, Civil Society & Minority Rights 	2009
CODEF	<p>JMC Synopsis Report 2010</p> <p>Internal Monitoring System of CARDS & Phare Programmes</p> <p>Sectors Covered¹:</p> <ul style="list-style-type: none"> • Public Administration, Public Finance and Public Procurement 	2010

¹ The Agriculture, Fisheries and FVP policies sector was not encompassed by the respective JMC report since none of the decentralised CARDS and Phare projects was subject to monitoring in both 2010 rounds of monitoring. All CARDS and Phare projects within the scope of AFF sector ended in the October 2009 round of monitoring.

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