

# ANNUAL REPORT 2018



CEI Fund  
at the EBRD



# Central European Initiative

The CEI is a regional forum for cooperation and consultation, which promotes collaboration in Central, Eastern and South-Eastern Europe at political, economic and cultural level.

Founded in 1989, the CEI currently counts 17 Member States: Albania, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Hungary, Italy, Moldova, Montenegro, North Macedonia, Poland, Romania, Serbia, the Slovak Republic, Slovenia, and Ukraine.

Since its inception, the Initiative's main aim has focused on supporting transition countries in their integration process with the European Union (EU). To achieve this goal, the CEI seeks to make a sustainable impact on strengthening the capacities of its Member States remaining outside of the EU to consolidate their institutional and economic background, thus bringing them closer to the Union.

In 1992, Italy signed an Agreement with the European Bank for Reconstruction and Development (EBRD) on the establishment of a CEI Fund at the EBRD "to assist the Bank's countries of operations in Central, Eastern and South-eastern Europe in their economic and social transformation process". A Secretariat for CEI Projects (later renamed Office for the CEI Fund at the EBRD) was established to manage the Fund.

The Fund, towards which the Italian Government has solely made a total contribution of 47.5 million EUR, mainly provides grant-type assistance for Technical Cooperation (TC) projects. The Fund has so far provided 27.7 million EUR for TC projects. It has also contributed about 2.9 million EUR to the Know-how Exchange Programme (KEP), its second instrument.

# ToC

## Table of Contents

Introduction ..... 3



*Chapter 1*  
**CEI Fund at the EBRD**

*One* 5



*Chapter 2*  
**Technical Cooperation Programme**

*Two* 7



*Chapter 3*  
**Know-how Exchange Programme**

*Three* 23



**Future Outlook: 2019 Strategy**

*Outlook* 41

### Annexes

**Annex 1.** Financial Report 2018 ..... 43

**Annex 2.** Budget 2019 ..... 44

**Annex 3.** Central European Initiative Fund: Balance 2018 ..... 45

**Annex 4.** Central European Initiative - Ministry of Foreign Affairs Fund: Balance 2018 ..... 46

**Annex 5.** List of Technical Cooperation Assignments 1993-2018 ..... 47

**Annex 6.** List of Know-how Exchange Programme Projects 2004-2018 ..... 51

Abbreviations and Acronyms ..... 55



AGLI ITALIANI CHE DIOPANO  
LA PATRIA NEL MONDO



# Intro

## Introduction

Thirty years ago, on 11 November 1989, two days after the fall of the Berlin Wall and with the European continent facing major geopolitical and economic changes, the first nucleus of the Central European Initiative (CEI) was established as one of the first experiments of regional cooperation across political boundaries. 2019 marks the thirtieth anniversary of common and successful work of CEI members, creating a lasting platform for effective regional cooperation. In this framework Italy - as a founding member of the Initiative and as its main financial contributor - is proud to be holding the CEI Presidency in 2019, and is looking forward to working with other Member States to further reinforce the Initiative's capabilities.

The CEI Fund at the European Bank of Reconstruction and Development (EBRD) - established by the Italian Government in 1992 with the aim of supporting economic transition and development in the CEI region, in close cooperation with the Bank - has since its inception played a specific role in boosting economic and social transformation processes in Central, Eastern and South-Eastern Europe. Solely funded by the Italian Government with a total contribution so far of 47.5 million EUR, the CEI Fund finances grant-type assistance through Technical Cooperation and Know-how Exchange projects. Through the years, over 170 Technical Cooperation assignments have allowed the CEI Fund to extend its fruitful presence in sectors such as agribusiness, business and finance, energy, institutional

development, municipal infrastructure and services, SME support, and transport. These Technical Cooperation (TC) assignments have mobilised - or are expected to mobilise in the coming years - an amount of approximately 6 billion EUR of international investments, of which about 3.8 billion EUR are committed by the EBRD. Likewise, over 100 projects co-financed through the CEI Know-how Exchange Programme (KEP) in the last 15 years have allowed for a successful transfer of know-how and best practices in sectors such as sustainable agriculture, capacity building, enterprise development, sustainable energy, good governance.

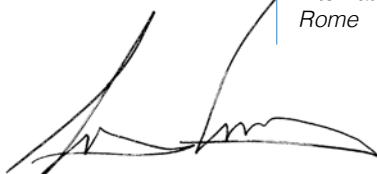
This annual report comprehensively outlines the TC projects and KEP projects financed through the CEI Fund at the EBRD in 2018. It ever more proves the usefulness and effectiveness of this funding instrument that Italy intends to finance also in the future.

As a matter of fact, economic and social progress of the CEI area remains an essential aim for the common efforts of the EBRD, the CEI and Italy. The same can certainly be said for regional cooperation, stability and progress on the European Integration path for CEI members willing to approach the EU. We are convinced the CEI Fund at the EBRD - also thanks to the commendable work of its capable staff - will continue to play an important role in this framework.

Rome, April 2019

Giuseppe Cavagna

*Italian CEI National Coordinator  
Ministry of Foreign Affairs and  
International Cooperation  
Rome*





# CEI Fund at the EBRD

The **Central European Initiative (CEI)** was founded in Budapest on 11 November 1989. It is a regional intergovernmental forum committed to supporting European integration and sustainable development through cooperation between and among its Member States. While acting as a platform for political dialogue, the CEI has developed a strong operational, result-oriented approach to regional cooperation. It combines multilateral diplomacy and financing as both donor and recipient.

The **European Bank for Reconstruction and Development (EBRD)** was established and opened for business with its headquarters in London in 1991 to help build a new, post-Cold War era in Central and Eastern Europe. It has since then played a historic role and gained unique expertise in fostering change in the region – and beyond – investing more than 130 billion EUR in over 5,200 projects.

In 1992, the Italian Government established the CEI Fund at the EBRD. Through this Agreement, the Italian Government acknowledged the great opportunity the newly created development bank represented for the CEI and its objectives.

Donor governments and partners make a vital contribution to the Bank's work by providing funds that act as a catalyst for investments and support other activities in countries of operations. Therefore, the CEI Fund was created "to assist the Bank's countries of operation in Central and Eastern Europe in their economic and social transformation process".

Despite its bilateral nature, the Fund has financed projects and activities targeting the entire CEI region with a sole Italian contribution of 47.5 million EUR. The Fund has mainly financed grant-type Technical Cooperation (TC) projects in support of EBRD operations in a number of areas, including agribusiness, energy, finance and business, institutional development and capacity building, small and medium-sized enterprises (SMEs), municipal infrastructure and services, and transport. The CEI TC Programme reflects the Italian, the CEI and the EBRD country and sectorial priorities.

In addition to the Technical Cooperation Programme, the CEI Fund has been a source of financing for the Know-how Exchange Programme (KEP) - a grant facility supporting capacity building and best-practice transfer from institutions in EU CEI countries to benefit recipients in non-EU CEI Member States.

From 1998 to 2006 the CEI Fund at the EBRD - in cooperation with a number of partners across the CEI region - co-financed Cooperation Activities, i.e. projects of small scale and limited duration, such as conferences, seminars, workshops, or other types of short trainings. Between 1998 and 2006, the CEI Fund supported 113 activities of this kind throughout the CEI Member Countries, with over 1.6 million EUR.

The Office for the CEI Fund is the operational body, which ensures constant dialogue between the CEI, the Italian Ministry of Foreign Affairs and International Cooperation (MAECI), and the EBRD for all issues related to the administration of the Fund. Through this Office, whose staff members closely collaborate with the EBRD banking teams, the CEI has managed to build a unique comparative advantage vis-à-vis other funds within the Bank. This collaborative approach allows the Office for the CEI Fund to better choose projects, thereby ensuring high leverage ratios as well as greater effectiveness and efficiency.

For the TC Programme, the Office for the CEI Fund regularly screens projects in the EBRD pipeline and supports the MAECI in the selection process. The Office also manages the Know-how Exchange Programme through annual Calls for Proposals (see Chapter 3).

Office staff in 2018: Ms Elisabetta Dovier, Senior Executive Officer / Ms Daniela Biadene, Executive Officer.







# Technical Cooperation Programme

EBRD technical assistance is primarily intended to contribute to the preparation and implementation of the Bank's investment and non-investment operations, and to provide advisory services to private and public sector clients. Technical Cooperation (TC) projects can assist in implementing legal and regulatory frameworks, institutional reforms, as well as achieving the highest standards of corporate governance. In general, TC projects enable the EBRD to:

- Make thorough preparations for its investments and undertake them more effectively.
- Pursue investment opportunities in higher-risk environments by reducing credit risks.
- Increase the impact of its projects in the transition process by supporting structural and institutional changes.
- Sponsor legal and regulatory reforms, institutional building, company management and training.

TC projects constitute the largest part of the activity funded by the CEI Fund at the EBRD. CEI Technical Cooperation is traditionally offered in the form of grant-type assistance. Operations include support for feasibility and pre-feasibility studies, project implementation, management training, capacity building, and pre-loan audits. These activities target a number of priority areas, including agribusiness, business and finance, energy, institutional development, municipal infrastructure and services, SME support, and transport. The strategic focus of technical assistance has moved over time in the direction of the least-advanced CEI Member Countries, in order to help them reach EU standards.

Since its inception, the Italian Government - through the CEI Fund at the EBRD - has committed 27.7 million EUR towards 171 Technical Cooperation assignments (see Annex 5). These projects have been coherent with the framework and general objectives of the EBRD and other International Financial Institutions (IFIs) and have represented a fundamental means of development for the CEI countries of operations.

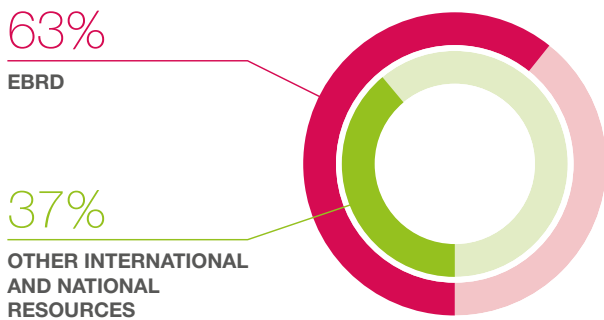
## Investment links

Technical cooperation grants typically involve technical expertise to help design or implement an investment project. The CEI TC Programme aims at supporting the Bank's investments and loans, either at project preparation or implementation phase. The CEI has undertaken projects, which yield high co-financing ratios. Between 1993 and 2018, the CEI Fund dedicated 27.7 million EUR to technical assistance operations. These TC projects are expected to mobilise around 6 billion EUR of international investments<sup>1</sup>. The EBRD alone is expected to contribute to those investments with approximately 3.8 billion EUR. A Total Investment Ratio (TIR) can be calculated to show how many euros the international community is expected to invest for each euro granted by the CEI Fund for TC projects. Between 1993 and 2018, the TIR is estimated to be 1:221. The EBRD's share, alone, is expected to reach approximately 136 EUR for each euro of the CEI Fund dedicated to TC projects: this represents the EBRD Investment Ratio (EIR).

<sup>1</sup> Out of this total amount, over 103 million EUR of investments are expected to be mobilised by TC assignments approved in 2018.

### Chart 2.1.

**Total Investments linked to the CEI TC assignments**  
(share of 6 billion EUR of total linked investments)



**Total Investment Ratio = 1:221**

Total Investments / Total committed CEI grants

**EBRD Investment Ratio = 1:136**

EBRD Investments / Total committed CEI grants

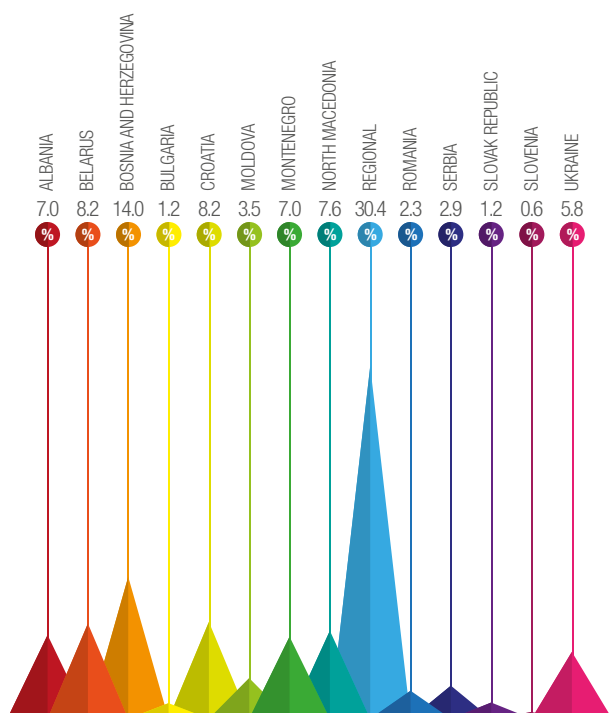
### Geographic distribution

The distribution of TC projects by country and their cumulative committed value since 1993 demonstrate the CEI Fund's focus on regional projects. Around 40% of its resources (over 11 million EUR) have been committed to regional operations through 52 TC assignments. As to country allocations, the initial focus on Central European

countries (which have since then become EU members) has shifted towards the Western Balkans and the European Neighbourhood Policy (ENP) countries that are CEI Member States. The charts below illustrate the geographical distribution of TC projects by number of assignments and their value over the period 1993-2018.

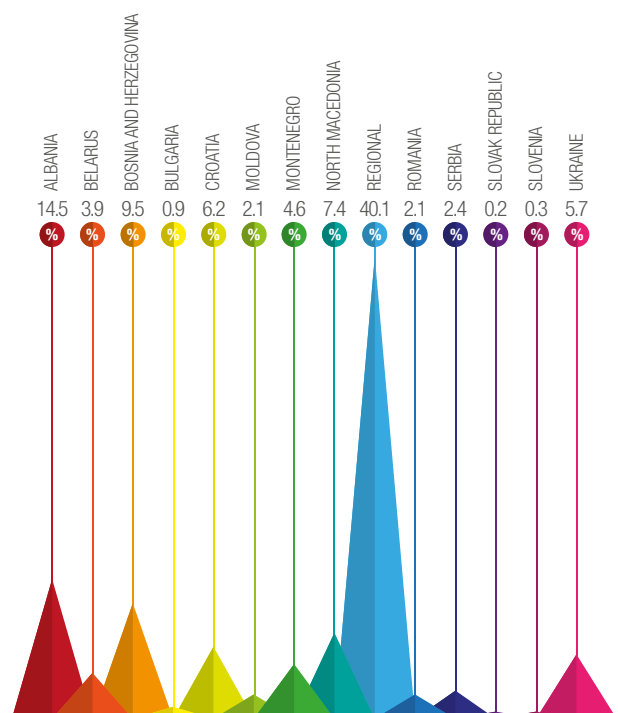
### Chart 2.2.

**Cumulative distribution of TC assignments by country, 1993-2018** (share of a total of 171 assignments)



### Chart 2.3.

**Cumulative distribution of TC assignments by country, 1993-2018** (share of total committed grants of €27,704,467)

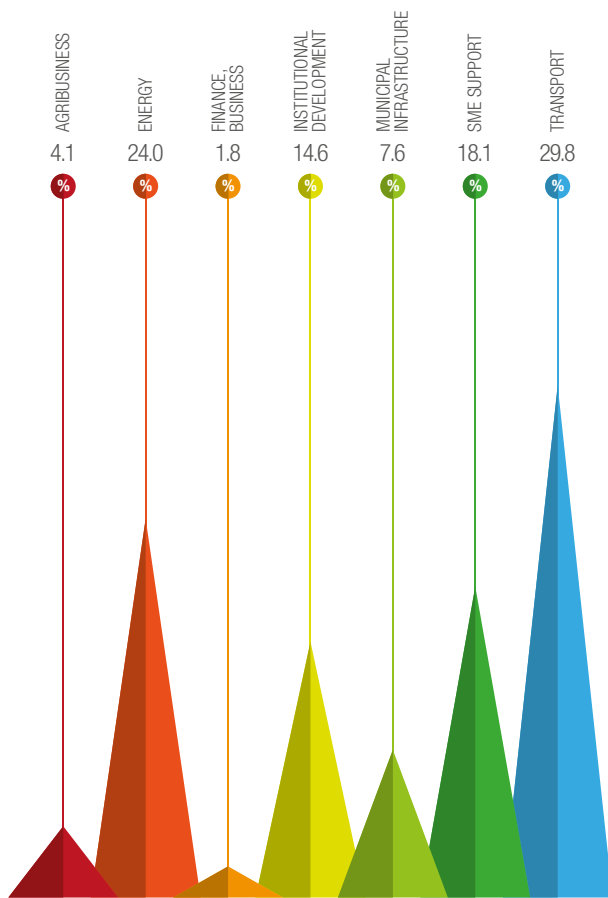


## Sectors covered

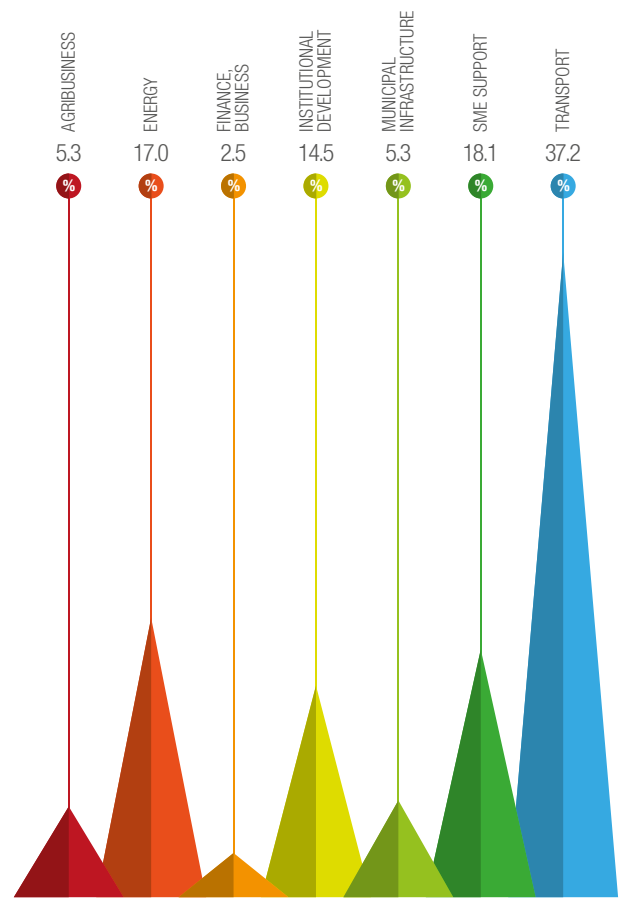
The sector allocation analysis indicates seven main areas of operations in which the CEI has funded TC projects: agribusiness, business and finance, energy, institutional development, municipal infrastructure and services, SME support, and transport. According to this categorisation,

transport is the sector that has benefitted from the TC funds the most, followed by SME support and energy. The charts below illustrate the sector distribution of TC projects by number of assignments and their value over the period 1993-2018.

**Chart 2.4.**  
Cumulative distribution of TC assignments by sector, 1993-2018 (share of a total of 171 assignments)



**Chart 2.5.**  
Cumulative distribution of TC assignments by sector, 1993-2018 (share of total committed grants of €27,704,467)







# Technical Cooperation Assignments Approved in 2018

# 02

**Table 2.1. List of TC assignments approved in 2018**

ASSIGNMENT NAME	COMMITTED €	COUNTRY OF OPERATIONS	SECTOR OF OPERATIONS
Green Economy Transition. Project Preparation and Implementation Framework.	250,000	Regional (non-EU CEI Member States)	Energy
Preparation of a Corporate Plan for the organisational strengthening of Public Enterprise for State Roads.	200,000	North Macedonia	Transport
Investment Climate and Governance Expert for Bosnia and Herzegovina, Serbia and Montenegro.	145,000	Regional (Bosnia and Herzegovina, Serbia and Montenegro)	Capacity building
CEI Support to Small Business Initiative: Expansion of Origination and Execution Capacity Programme for SME Direct Finance and Risk Sharing in Belarus - Phase 2.	150,000	Belarus	SME development
Enhancing Public Procurement Professionalism Capacity Building Programme.	60,000	Regional (non-EU CEI Member States)	Capacity building
Energy Efficiency in Public Buildings. Autonomous Province of Vojvodina.	100,000	Serbia	Energy
Miravci Wind Power Project. Project preparation and technical study.	150,000	North Macedonia	Energy
<b>Total</b>	<b>1,055,000</b>		

# Green Economy Transition. Project Preparation and Implementation Framework

VALUE . . . . .	250,000 EUR
COUNTRY OF OPERATIONS . . . . .	Regional (non-EU CEI Member States)
SECTOR OF OPERATIONS . . . . .	Energy
EXPECTED RELATED INVESTMENT . . . . .	40 million EUR

## BACKGROUND

The EBRD launched the Green Economy Transition (GET) approach in 2015 to put investments that bring environmental benefits at the heart of its mandate. Preserving and improving the environment are central features of a modern, well-functioning market economy and, therefore, key goals of the transition process the EBRD has been set up to promote. Building on a decade of successful green investments, the GET approach seeks to increase the volume of green financing from an average of 24% of EBRD annual business investments in a 10-year period up to 2016, to 40% by 2020. Through the GET Project Preparation and Implementation Framework (hereinafter called “the Programme”), the Bank is able to help its clients identify and realise energy and resource efficiency, climate change adaptation and environmental protection opportunities in their own operations as well as provide targeted training and assist in better prioritising and implementing the associated investments.

## OBJECTIVES

The overall objective of the Programme is to assist both the Bank and its clients in the preparation and implementation of the most appropriate investment programmes or projects that will strengthen energy security with the highest possible resource efficiency and reduced environmental impact. The Programme will mainly target the general industry, agribusiness, power, property and tourism, transport, natural resource and municipal sector projects. But it will be available to support any project in the public and corporate sectors that may potentially have GET components. The Programme aims at raising the priority of GET projects and ensuring that viable projects are incorporated into the client's long-term investment plan. Assignments conducted under the Programme will include but not be limited to:

- Working with the technical staff of the companies to identify energy and resource efficiency, climate change adaptation, environmental pollution mitigation, reduction and remediation and sustainable and renewable energy production investments.
- Assessing the feasibility of the potential investments and assisting the Bank in reviewing/developing bankable investment programmes.
- Providing Energy Performance Certification or Sustainability Certification for selected projects and in countries where certification schemes are introduced.
- Capacity building and training of clients' professional staff.
- Promoting and awareness raising of public activities (seminars, workshop, information campaigns, etc.)
- Supporting clients in preparing the procurement of the required services during the implementation stage.
- Supporting clients in strengthening their corporate governance by developing sustainability and common reporting standard reports.
- Supporting the Bank in assessing technical and economic potential of sustainable energy generation and resource optimisation solutions across different sectors.

Energy and resource audit activities are a cost-effective way of translating potential Energy Efficiency (EE) gains into specific investments. By providing the GET Programme, the Bank will be able to help its clients identify and realise energy and resource efficiency, climate change adaptation and environmental protection opportunities in their own operations. It will provide targeted training and assist in better prioritising and implementing the associated investments. The CEI has strongly supported the Bank's Energy Audit Frameworks since 2004 and to-date CEI-funded audits have resulted in 351 million EUR of EBRD green investments. The further financing of the Programme by the CEI Fund is expected to be linked to an additional 40 million EUR of EBRD investments.



# Preparation of a Corporate Plan for the organisational strengthening of Public Enterprise for State Roads

VALUE . . . . .	200,000 EUR
COUNTRY OF OPERATIONS . . . . .	North Macedonia
SECTOR OF OPERATIONS . . . . .	Transport
EXPECTED RELATED INVESTMENT . . . . .	10 million EUR

## BACKGROUND

In North Macedonia, the EBRD focuses – inter alia – on regional integration. The Bank works closely with the authorities, other international financial institutions and private sector investors to help improve transport networks, thereby facilitating greater cross-border trade and investment.

In this framework, the EBRD is considering extending a sovereign-guaranteed loan for 10 million EUR to the Macedonian Public Enterprise for State Roads (PESR). The operation will enable PESR to finance the construction works for the rehabilitation of a single two-lane carriageway road section, 13 km in length between Kriva Palanka and Deve Bair near the Bulgarian border. The project is part of the eastern section of Pan-European Corridor VIII and will support North Macedonia's economic development and regional integration through improved connectivity between North Macedonia's north-eastern regions and the rest of the country as well as between North Macedonia and the European Union.

## OBJECTIVES

PESR is looking for a firm or group of experts to improve its financial management as well as environmental performance by supporting the identification and implementation of corporate, financial, operational management required to meet the related covenants included in the EBRD financing documents. The main objective of this assignment is to assist PESR in the preparation of a corporate development programme to increase its institutional capacity, assist with

the enhancement of financial management functions, assist with the development of a mid- and long-term business plan including planning road maintenance resulting in improved asset management, and to create an effective, sustainable company.

Specific cost reduction and/or revenue increase measures will be introduced to improve business planning, operating and cost management practices. A Corporate Plan (CP) will be developed to further improve outdated asset management and maintenance practices and provide recommendations for the reduction of costs and for strengthening the collection of revenues with the aim to achieve profitability. An additional aspect of the assignment is the transfer of knowledge and skills to the PESR staff resulting from collaborative work between the consultant (a firm or group of experts) and the PESR staff.

The consultant will be hired/selected by PESR to operate inside PERS for the following purposes:

- Corporate Development.
- Financial Performance Improvement.
- Operational Performance Improvement.
- Implementation.
- Capacity Building Programme.
- Medium-Term Corporate Development Plan and Strategic Business Plan.

The assignment is expected to have an overall duration of 18 months.

# Investment Climate and Governance Expert for Bosnia and Herzegovina, Serbia and Montenegro

<b>VALUE</b> . . . . .	145,000 EUR
<b>COUNTRY OF OPERATIONS</b> . . . . .	Regional (Bosnia and Herzegovina, Serbia and Montenegro)
<b>SECTOR OF OPERATIONS</b> . . . . .	Capacity building / Policy dialogue
<b>EXPECTED RELATED INVESTMENT</b> . . . . .	The assignment aims at strengthening the investment climate

## BACKGROUND

A successful transition to well-functioning markets requires effective and accountable institutions of economic governance, inclusiveness and robust economic structures. The EBRD launched the Investment Climate and Governance Initiative (ICGI) in 2014 to support reform-minded governments and its corporate clients to increase transparency, good governance and healthy competition. The ICGI is designed to increase the impact of the Bank's policy reform dialogue initiatives on areas of economic governance that directly affect the private sector, and where the EBRD has advisory and technical assistance capacity, by taking a strategic approach to their development. The Initiative has been launched in the framework of one of the Bank's core strengths: supporting partnerships between the public and private sectors. To capitalise on the EBRD's deep knowledge of its countries of operations, and its long history of assessing the political impact of its operations, the ICGI is overseen by the Governance and Political Affairs (GPA) team within the EBRD's Economics, Policy and Governance department of the Policy and Partnerships Vice Presidency. The GPA team employs a combination of tailored country programmes and targeted interventions. In countries with a strong demand for EBRD engagement and evident political will to introduce reforms that can improve the investment climate and economic governance, the ICGI develops full country programmes with a set of interventions detailed in a Memorandum of Understanding signed by the EBRD and the recipient government. Eight ICGI country programmes are currently being implemented in the following countries: Albania, Bosnia and Herzegovina, Jordan, Kosovo<sup>2</sup>, Moldova, Montenegro, Serbia and Ukraine.

## OBJECTIVES

In order to develop and implement its investment climate and governance reform programme effectively, the EBRD requires a full-time Investment Climate and Governance Expert based in Belgrade and covering Serbia, Bosnia and Herzegovina and Montenegro.

### *Serbia*

Since the signing of the Memorandum of Understanding, the GPA team has developed a large portfolio of ICGI projects in Serbia, amounting to more than 2 million EUR of donor funds currently under implementation. Moreover, there is a very robust pipeline of additional ICGI projects in Serbia which are at various stages of preparation, and for which additional donor funds are being sought. The Investment Climate and Governance Expert will play a crucial role in ensuring an effective delivery of the existing portfolio and pipeline of projects, as well as in seeking new and innovative policy interventions to strengthen Serbia's investment climate.

### *Bosnia and Herzegovina*

The flagship product of the MoU will be the establishment of an Investment Council under the Council of Ministers - a platform for public-private dialogue in support of investment climate and economic governance reform. One of the Bank's priorities in the country will be the implementation of projects that reinforce and complement the work of the Investment Council to maximise its impact in the area of investment climate reform. These projects are at their design stage, and the Investment Climate and Governance Expert will play a crucial role in ensuring their effective design and implementation.

### *Montenegro*

The MoU signed in February 2018 outlines four priority areas for EBRD support: (i) strengthening public-private dialogue to enhance economic reforms; (ii) strengthening the Government's capacity for implementing key reforms in top priority areas related to EU approximation; (iii) supporting the delivery of the Government's eProcurement and eServices platforms, including a Single Access Point for SMEs; and (iv) strengthening the capacity of the Competition Authority to implement competition policy and enforce anti-monopoly legislation. The Investment Climate and Governance Expert will support the design and implementation of these and other high-priority projects that have been identified in Montenegro.

<sup>2</sup> 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.

# CEI Support to Small Business Initiative: Expansion of Origination and Execution Capacity Programme for SME Direct Finance and Risk Sharing in Belarus - Phase 2

VALUE . . . . .	150,000 EUR
COUNTRY OF OPERATIONS . . . . .	Belarus
SECTOR OF OPERATIONS . . . . .	SME development
EXPECTED RELATED INVESTMENT . . . . .	18 million EUR

## BACKGROUND

Access to finance remains a key impediment to SME growth in Belarus, in particular local currency financing and in general longer-term financing. SMEs are disproportionately constrained, and lending to SMEs accounts for only 23% of the total credit of banks. Bank financing continues to be the prevailing source of funding for SMEs in Belarus, but banks generally do not offer specific SME products or lending practices tailored to the needs of small businesses.

The EBRD is building on its experience of SME direct finance and is stepping up its direct engagement through its two main lending instruments: the Direct Finance Framework (DFF) and the Risk Sharing Framework (RSF). Through DFF, the EBRD provides direct financing (debt, equity or quasi-equity) to local SMEs under its own documentation. Through RSF, the EBRD finances local enterprises (majority of which are SMEs) together with a Partner Financial Institution (PFI) under the PFI's documentation. Under RSF, the EBRD shares a PFI's exposure to a local SME through either funded or unfunded risk participation.

In 2017, the CEI Fund at the EBRD provided resources for supporting the expansion of the EBRD's direct engagement with SMEs in Belarus via DFF and RSF (the "Programme"). The Programme's main goal was to facilitate access to finance and promote the sustainable growth of the SME sector, which remains a key source of employment in Belarus. Small deals with local SMEs can prove challenging, especially considering the material gap between accepted local business standards (e.g. on corporate governance, financial reporting, environmental protection) and the international standards that the EBRD wishes to promote. Therefore, small deals require extra resources including a

much closer involvement at an enterprise level to bridge the difference in transaction costs between the EBRD's high standards and the prevailing local standards, and to support post-investment activities. TC resources prove essential both at project preparation and execution phases. In view of the above, TC funds are required to launch and expand the SME financing activity of the EBRD in Belarus, guaranteeing adequate execution capacity on the ground.

## OBJECTIVES

This assignment is for a three-year extension (Phase 2) of the original project approved in 2017, with the same main objective, i.e. to facilitate access to finance and promote the sustainable growth of the SME sector. The Programme's implementation started in the spring of 2018 and is proceeding well. The market response has been extremely positive, and there is an ample need for the continuation of the Programme beyond the initially envisaged two years. The majority of SMEs benefitting from this Programme are expected to introduce new technologies and/or processes that help improve working conditions, organisational and environmental standards, making them more competitive. Their increased competitiveness will generate a good demonstration effect, leading more small and medium-sized businesses to improve operations, hence providing an impact at a sector level.

The programme will last an additional 36 months, and focus on at least 5-6 direct and risk-sharing financing transactions with SMEs per year, whereby 2-3 transactions will be signed, generating a volume of up to 6 million EUR of financing to Belarussian SMEs each year, totalling up to 18 million EUR in three years.



# Enhancing Public Procurement Professionalism Capacity Building Programme

<b>VALUE</b> . . . . .	60,000 EUR
<b>COUNTRY OF OPERATIONS</b> . . . . .	Regional (non-EU CEI Member States)
<b>SECTOR OF OPERATIONS</b> . . . . .	Capacity building
<b>EXPECTED RELATED INVESTMENT</b> . . . . .	No immediate investment link

## BACKGROUND

Procurement is an essential component of public sector economic governance as it links an increasing value for public money and public service delivery with the creation of an enabling environment for private sector-led growth. While efficient public procurement leading to well-functioning public infrastructure is a prerequisite for economic growth, poor governance of public procurement can turn public investments into major economic liabilities and result in additional costs and waste of public funds. Deficient regulation and low capacity of human resources managing procurement is extremely costly.

The more efficient the management of public procurement, the better a country can take advantage of its purchasing power to promote economic activities. An efficient and productive management of public procurement depends on the level of procurement professionalism within the government and its agencies.

## OBJECTIVES

In order to support this professionalisation of the procurement discipline, the EBRD and Italy, through the CEI Fund at the EBRD, has since 2012 provided scholarships to procurement professionals from the EBRD and the CEI region. This enabled them to participate in a one-year Master's Programme at the University of Tor Vergata (TVU) in Rome and since 2017 in an Executive Master's at Belgrade University (UoB).

The EBRD has designed a Programme for a period of five years to cover, on a sustainable basis, both the Master's programme at TVU in Rome, as well as the Master's programme to be delivered at the Western Balkans Centre of Procurement at the UoB.

The TVU programme was extended to the UoB on the basis of the excellent results achieved in the editions of the last six years and the need to satisfy a still very large unattended demand for capacity building in procurement in the EBRD's countries of operations.

The CEI Fund resources will support scholarships for admitted and qualified students from non-EU CEI Member States to cover a large part of tuition costs and lodging. The remaining costs are borne by the students and/or their employers.

The Master's at TVU is a full time, postgraduate Master's Programme organised by the Department of Economy and Finance, together with the Departments of Law and Industrial Engineering of TVU in Rome. The interdisciplinary content of the Programme, for a new culture of public administration excellence, know-how and values is meant to attract public purchasers with relevant experience in procurement as well as young students interested in preparing for a career in public procurement. It runs on an annual basis, with classroom lectures followed by distance learning and a mandatory professional internship.

The Master's at the Western Balkans Centre of Procurement, hosted by the UoB will be delivered with intensive lectures and seminars taking place 4 days a month throughout 12 consecutive calendar months, combining work and education. After completing the modules, in order to graduate, students will be required to write and defend a full final dissertation. Upon successful completion of the programme, the students will receive a Master's Diploma jointly awarded by the TVU in Rome and the UoB.

# Energy Efficiency in Public Buildings. Autonomous Province of Vojvodina

VALUE . . . . .	100,000 EUR
COUNTRY OF OPERATIONS . . . . .	Serbia
SECTOR OF OPERATIONS . . . . .	Energy
EXPECTED RELATED INVESTMENT . . . . .	10 million EUR

## BACKGROUND

The building sector is the largest energy consumer in the EBRD region (around 40% of the final energy consumption). It has been one of the key priority areas for the EBRD's climate actions since 2012. The Bank promotes investments in profitable energy efficiency measures in residential, commercial and public buildings.

In this framework, the Autonomous Province of Vojvodina (APV) is committed to increasing the level of energy efficiency and renewable energy and is looking into unlocking the potential for financing energy efficiency in the building sector. There is a strong interest from the municipalities in refurbishing the majority of the buildings as most of the building stock was constructed between 1950 and 1980 and remains in its original state. Improved thermal insulation, solar systems, LED lighting, buildings control, heat recovery and the like are some of the measures that should collectively lead to a projected average energy savings between 30-50%, based on the EBRD's experience in the region.

The EBRD intends to explore the energy efficiency potential in public buildings, across a number of localities in APV, where there are three regions (Backa, Banat and Srem) with 47 municipalities. The aim of the study is to create a comprehensive database of public buildings in all the municipalities, which would include building inventories for municipal, autonomous province and government buildings, analysis of energy consumption as well as recommendations for potential investors for a thermal rehabilitation of identified/selected buildings.

The first part would cover primary schools and pre-school institutions. This would encompass the analysis of 760 facilities (233 primary schools, 404 kindergartens and 123 mixed). The second part would include an analysis of regional government buildings and buildings owned by the APV. The third part would cover health care and social institutions, secondary schools, colleges/faculties and student accommodation buildings. A pilot study has already been conducted for kindergartens and schools in five smaller municipalities in Banat: Bela Crkva, Opovo, Irig, Senta and Bač.

## OBJECTIVES

The key objectives of the assignment are as follows:

- Produce a detailed inventory of public buildings owned by the municipalities, autonomous province and state.
- Assess the current state of the public building sector in Vojvodina in relation to energy efficiency, taking into account the various categories and sizes of the buildings.
- Identify and map out the localities and assess the current state of the public buildings in APV in relation to energy efficiency.
- Develop an affordable and bankable strategic investment programme with a long-term perspective according to best applicable technology, availability and replicability.
- Finalise and recommend who could be the potential beneficiaries of such projects, so that they can be considered for potential funding and mobilisation of grants, as relevant.
- Provide an estimate of the total energy saving potential of the identified building stock, achievable through energy efficient refurbishment (based on at least two energy performance scenarios for refurbishment) and prioritise buildings and investments for all the scenarios.

VALUE . . . . .	150,000 EUR
COUNTRY OF OPERATIONS . . . . .	North Macedonia
SECTOR OF OPERATIONS . . . . .	Energy
EXPECTED RELATED INVESTMENT . . . . .	25 million EUR

## BACKGROUND

In North Macedonia, significant transition gaps remain in the energy sector in terms of moving tariffs towards cost-recovery levels, strengthening the capacity of the regulator and developing renewable sources of energy. The EBRD's focus is to strengthen the capacity of the regulator and to develop renewable sources of energy through projects and policy dialogue in addition to promote further energy efficiency in the private and public sectors.

In the framework of the wind power development, the EBRD is considering providing financing to Elektrani na Makedonija AD (ELEM) for supporting the construction and operation of an up to 50 MW wind farm approximately 130 km south-east of Skopje, in the vicinity of the village of Miravci in the Gevgelija Municipality, in the south-eastern part of North Macedonia. The site is on the southern part of the gorge Demir Kapija, at an altitude between 390 m and 700 m, an area characterised by low vegetation and relatively rough terrain. Construction is envisioned in two phases: phase A for up to 14 MW is currently being discussed with the Bank; phase B for another up to 50 MW would follow in a few years. Individual turbines will be in range 3-4 MW, class of turbines II.

A new access road (approximately 4 km long) and a transmission line from the existing 110 kV transformer station at Valandovo (approximately 17 km long) will be built for the purposes of the project.

The initial energy yield estimated by ELEM on the basis of the available wind data is a nominal annual power generation of approximately 127 GWh, and an annual equivalent load factor of 2540 full-load working hours.

Two wind measurement campaigns took place 5 years ago, both with masts of 50m height, for 18 months and 36 months respectively. Raw wind data is available.

The Company owns and operates a 36 MW wind farm located on the opposite side of the gorge (Bogdanci wind farm).

## OBJECTIVES

The main objective of the assignment is to review and confirm the robustness of the wind measurement data, if required, and support ELEM in the collection of additional data, produce a yield assessment report and a concept design of the plant along with basic technical specifications.

The assignment will take full account of the existing technical and environmental documentation and studies. ELEM will prepare these documents for the assignment, which will be made available for the first field trip to the site and ELEM's Headquarters.

All the major technical features of the investment project will be analysed and commented, focusing in particular, on the following main tasks:

- Initial wind resource assessment.
- Incremental wind measurement campaign and revised wind resource assessment.
- Basic project design and technical characteristics.

# Technical Cooperation Assignments Closed in 2018

# 02

**Table 2.2.** List of TC assignments closed in 2018

ASSIGNMENT NAME	COMMITTED €	COUNTRY OF OPERATIONS	SECTOR OF OPERATIONS
Technology Review and Market Potential in CEI region about Floating Solar PV (Green Economy Project Preparation and Implementation Framework)	65,572	Regional (non-EU CEI Member States)	Energy
Environmental Pressures in the South Adriatic Sea and Coastal Areas - Implications for Regional Economic Development (Green Economy Project Preparation and Implementation Framework)	65,040	Regional (Albania, Bosnia and Herzegovina, and Montenegro)	Energy
<b>Total</b>	<b>130,612</b>		



# Technology Review and Market Potential in CEI region about Floating Solar PV (Green Economy Project Preparation and Implementation Framework)

**COUNTRY OF OPERATION** . . . . . Regional (non-EU CEI Member States)  
**SECTOR OF OPERATION** . . . . . Energy  
**VALUE** . . . . . 65,572 EUR

## PROJECT SUMMARY

The EBRD is actively engaged in facilitating the growth of renewable energy. Particularly, in recent years, it has promoted and financed a large number of solar photovoltaic (PV) plants. Besides mature ground-mounted applications, floating solar PV power plants (installed over natural or manmade water surfaces) are becoming increasingly popular as costs continue to fall and the interest in reducing land use is starting to grow.

The main objectives of the assignment were:

- To review the main technical solutions which are commercially available for floating PV plants, including prevailing technologies and layouts, main suppliers, current costs, and selected international reference cases.
- To analyse the main investment and operation cost components in current market conditions and as forecasted for the mid-term future.
- To review the current penetration and assess the investment potential in the CEI countries in comparison with other relevant neighbouring countries of operations of the EBRD, by developing relevant case studies at pre-feasibility levels.

## ACHIEVEMENTS

This assignment focused on the technology and market review of floating photovoltaic solar power plants. It proved very useful for the EBRD to better understand the evolution of the technology and the core equipment, their applications, costs, technical and economic features, regulatory and market opportunities and constraints.

It confirmed the ample opportunities for expanding solar energy utilisation in non-conventional locations that do not affect land utilisation. The study looked at, even if at an initial superficial level, investment opportunities in selected EBRD countries of operation and confirmed the relatively good viability for floating PV.

The Western Balkan region and Ukraine, in particular, show very promising locations in various lakes and artificial water reservoirs; regulations do not seem to prevent pursuing such installations. The EBRD has, therefore, started an initial engagement with the national counterparts and potential market players to assess the interest in pursuing these opportunities. The Bank is at a relatively advanced stage of discussion, in particular, with a state-owned utility in the Balkans. It is considering bringing the project to its internal project review committee for initial approvals.

# Environmental Pressures in the South Adriatic Sea and Coastal Areas - Implications for Regional Economic Development (Green Economy Project Preparation and Implementation Framework)

**COUNTRY OF OPERATION** . . . . . Regional (Albania, Bosnia and Herzegovina and Montenegro)  
**SECTOR OF OPERATION** . . . . . Energy  
**VALUE** . . . . . 65,040 EUR

## PROJECT SUMMARY

Reducing the major environmental stress affecting the Mediterranean Sea and its coastal areas, while strengthening the local economy and promoting local economic development is becoming more and more important for sustainable growth in Europe as well as the CEI countries of operation.

The overall objective of this assignment was to identify opportunities for interventions that support the economic development in the target region, while improving the surrounding environmental conditions. With particular focus on economic sectors located in the Mediterranean coastal areas, the main objectives of the assignment were:

- To identify marine and coastal areas in the South Adriatic Sea (Albania, Bosnia and Herzegovina and Montenegro) with present critical environmental stress and examine the risks for the marine and coastal ecosystems.
- To analyse and propose economic development sectors (transport, tourism, energy, aquaculture, fisheries, etc.) that have a potential to attract private and public investments and show a potential to mitigate environmental pressures with these investments, while promoting local economy development.
- To develop selected case studies for specific economic sectors introducing technologies for pollution reduction, enhancement of water security and improved water management systems as well as climate resilience in coastal regions.

## ACHIEVEMENTS

The assignment complemented the feasibility studies of a potential EBRD investment within the scope of the Mediterranean Sea Programme which is led by the United Nations Environment Programme / Mediterranean Action Plan (UNEP/MAP).

It also provided key inputs to the EBRD's project submission to seek grant co-financing from the Global Environment Facility (GEF).

The results from the CEI-funded study provided valuable baseline information for the hotspot analysis in the Western Balkan countries included in the project and for the baseline and project scenario in the proposal preparation process. The pollution hotspot review and analysis of environmental conditions enabled the EBRD to identify priority locations that could potentially be targeted by projects to be developed as part of the GEF-funded MedProgramme. The EBRD's submission of the full proposal to the GEF is envisaged in the first semester of 2019.



KNOWLEDGE

SUPPORT

POT

COACHING

EDUCATION



# Know-how Exchange Programme

The CEI Know-how Exchange Programme (KEP) is an instrument dedicated to offering co-financing to projects and programmes, focused on the transfer of know-how and best practices from EU to non-EU CEI Member States. The KEP offers grants to institutions from EU countries willing to share their experience with their partners in the non-EU CEI countries.

The CEI Fund at the EBRD has been co-financing KEP projects since 2004. To date, 101 projects have been financed for a total CEI Fund contribution of about 2.9 million EUR with an overall project value amounting to 14 million EUR (see Annex 6). The success of the Programme, which has steadily increased since its inception, has encouraged other CEI Member States, besides Italy, to contribute financially to the KEP as well.

As shown in Chart 3.1, the projects supported by the CEI Fund at the EBRD have targeted all non-EU CEI Member States. The countries that have benefitted the most from direct KEP assistance, since its establishment, are CEI Western Balkan countries.

Chart 3.2 demonstrates that the countries with most know-how providers were Italy and Poland, followed by Slovenia. Bulgaria, Croatia and Romania are the countries that have been involved both as recipient and provider countries, because of their entrance into the European Union.

Chart 3.3 illustrates a rather balanced distribution among all the areas of intervention: sustainable agriculture, capacity building, enterprise development, and sustainable energy.

KEP grants are assigned through annual Calls for Proposals.

## *Main Call requirements*

Any co-financing grant awarded shall not exceed 50% of the total cost of a given project. The maximum grant amount allocated to a single project cannot exceed 40,000 EUR.

## *What kind of projects are expected?*

The overall objective of the KEP is to contribute to the development of the CEI region, bolstering social cohesion and economic dynamism while strengthening cooperation between and among the CEI Member States. Therefore, a Project Proposal has to be in line with the CEI Plan of Action. The KEP is focused on areas of intervention where CEI-EU countries demonstrate strong-rooted experience, and where beneficiary states exhibit the strongest need for assistance. Project Proposals are required to address at least one of the KEP priority areas, namely: European Integration, Capacity Building and Market Economy, Infrastructure Planning and Development, Agriculture, Energy, and Environment.

## *Who can apply?*

The Applicant shall be registered in a CEI Member State also member of the EU, namely: Bulgaria, Croatia, the Czech Republic, Hungary, Italy, Poland, Romania, the Slovak Republic, and Slovenia. The following types of applicants are eligible to apply: all public and private sector bodies (not individuals), international and non-governmental organisations operating in the public interest, e.g. national, regional and local authorities, education/research institutions, and environmental organisations. In case of applications from international organisations facilitating cooperation between the know-how providers and the beneficiary institutions in the CEI region, the CEI grant shall be transferred to and managed by this international body.

## *Who can benefit?*

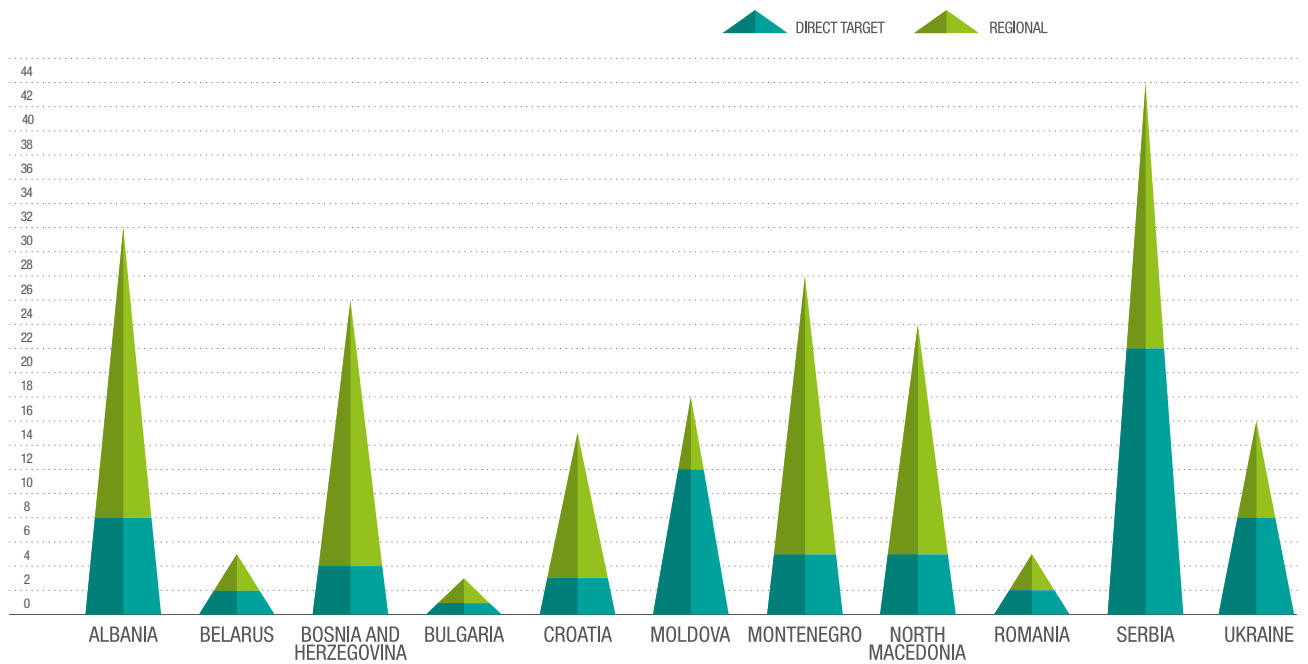
The beneficiary(ies) shall be public and private sector bodies (not individuals), international and non-governmental organisations operating in the public interest, e.g. national, regional and local authorities, education/research institutions, and environmental organisations, registered in a non-EU CEI Member State, namely: Albania, Belarus, Bosnia and Herzegovina, Moldova, Montenegro, North Macedonia, Serbia and Ukraine.

## *Selection process*

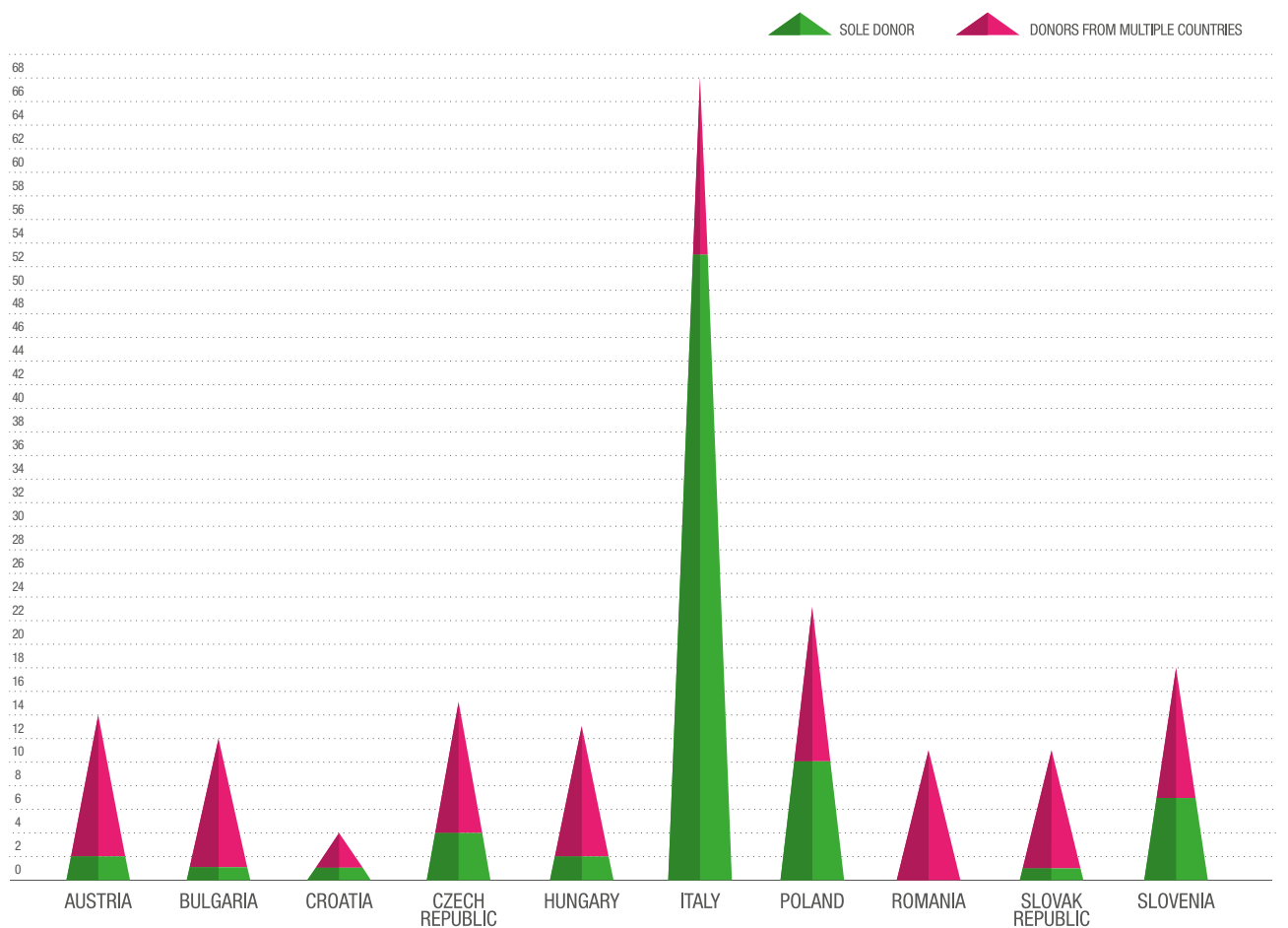
The applications undergo an administrative and eligibility check on compatibility to the Call for Proposals requirements. The shortlisted ones are then evaluated according to a merit point system published within the text of the Call.



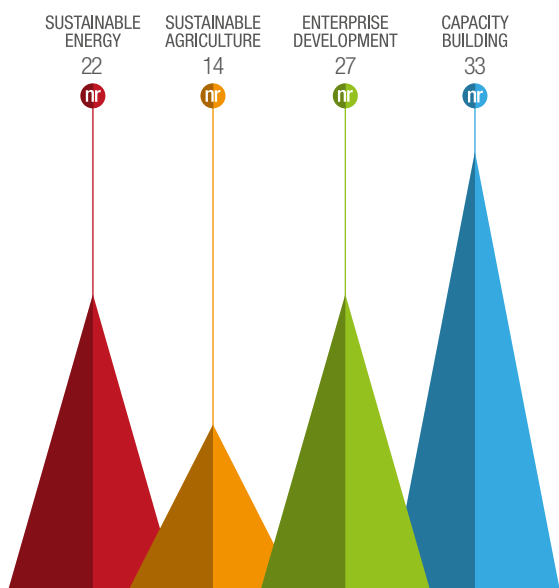
**Chart 3.1.** Distribution of KEP projects by number of assignments according to know-how recipient countries. The projects with regional spread are highlighted in light green.



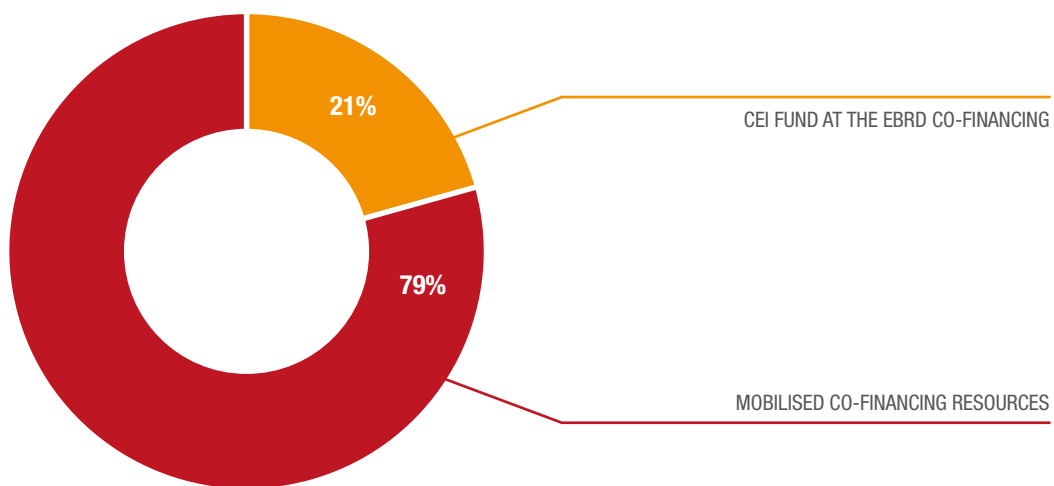
**Chart 3.2.** Distribution of KEP projects by number of assignments according to know-how provider countries. The projects benefiting from know-how providers from multiple countries are highlighted in red.



**Chart 3.3.** Distribution of KEP projects by number of assignments according to area of intervention.



**Chart 3.4.** Total value of KEP projects (share of 14 million EUR).





# Know-how Exchange Programme

## Projects approved in 2018

03

In 2018, the Office for the CEI Fund at the EBRD launched a Call for Proposals for the selection of new KEP projects. 34 project proposals were received for a total requested CEI contribution of over 1.3 million EUR and a total project cost of more than 2.5 million EUR. The project proposals were evaluated against a set of pre-defined selection criteria and projects with the highest scores were granted funding (within the available budget).

**Table 3.1. List of KEP projects approved in 2018**

REFERENCE NUMBER	PROJECT NAME	COUNTRY OF KNOW-HOW PROVIDER INSTITUTION	COUNTRY OF KNOW-HOW RECIPIENT INSTITUTION	TOTAL PROJECT COST €	CEI CO-FINANCING €
1202.001-18	CEI support for strengthening Energy Regulatory Authorities in the Western Balkans - Second phase	Italy	Albania, Montenegro, Serbia	85,521	39,855
1202.002-18	Capacity building program for extension services in the Western Balkans to support participation in IPARD calls	Italy	Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia	64,475	32,250
1202.003-18	Training in dietary assessment and sharing platforms for monitoring population food consumption habits in a long term perspective (TRAIN-DIE)	Italy	Serbia	80,000	40,000
1202.004-18	Capacity Building for Implementing Innovative EU Monitoring Tools for Good Governance and Anti-Corruption	Bulgaria	Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia	79,987	39,994
1202.005-18	BE.ST. (BEst practices exchange to STimulate Serbian SMEs growth)	Italy	Serbia	72,020	35,970
1202.006-18	INNOVA.tion to prevention and protection from natural and environmental RISKS: experiences in the mirror between civil protection and emergency management from Italy to Moldova (INNOVA.RISKS)	Italy	Moldova	79,975	39,988
<b>Total</b>				<b>461,978</b>	<b>228,057</b>



# CEI Support to Strengthening Energy Regulatory Authorities in the Western Balkans – Second Phase

REFERENCE NUMBER . . . . .	1206.001-18
KNOW-HOW PROVIDER INSTITUTIONS . . . . .	Italian Regulatory Authority for Energy, Networks and Environment (ARERA), Italy; Gestore dei Mercati Energetici, Italy; Terna Spa, Italy
KNOW-HOW RECIPIENT INSTITUTIONS . . . . .	Energy Agency of the Republic of Serbia; Albanian Energy Regulatory Entity; Energy Regulatory Agency of Montenegro
TOTAL PROJECT COST. . . . .	85,521 EUR
CEI GRANT. . . . .	39,855 EUR
IMPLEMENTATION DATE. . . . .	January 2019 - December 2019

## KNOW-HOW PROVIDERS

Italian Regulatory Authority for Energy, Networks and Environment (ARERA), Italy  
[www.arera.it/it/inglese/index.htm](http://www.arera.it/it/inglese/index.htm)

Established in 1995, ARERA is the independent regulatory body of the energy markets (electricity and gas), the integrated water services and the wastes.

Gestore dei Mercati Energetici, Italy  
[www.mercatoelettrico.org/en](http://www.mercatoelettrico.org/en)

Gestore dei Mercati Energetici is in charge for the organisation and economic management of the wholesale Power Market in Italy.

Terna Spa, Italy  
[www.terna.it/en-gb/home.aspx](http://www.terna.it/en-gb/home.aspx)

Terna is the majority owner of the Italian high voltage and very high voltage electricity National Transmission Grid.

## KNOW-HOW RECIPIENTS

Albanian Energy Regulatory Authority  
[www.ere.gov.al](http://www.ere.gov.al)

Established in 1995, the Authority is an independent public legal entity, devoted to ensuring a sustainable and secure electricity supply of the customers by establishing an operational and competitive electricity market in Albania.

Energy Regulatory Agency of Montenegro  
[www.regagen.co.me](http://www.regagen.co.me)

Established in 2004, the Agency is an autonomous legal entity responsible for the implementation of the energy policy through economic regulation in the energy sector in the areas of electricity, oil, gas and petroleum.

Energy Agency of the Republic of Serbia  
[www.aers.rs](http://www.aers.rs)

Established in 2005, the Agency's competences cover electricity, natural gas, oil and oil product, and CHP heat energy sectors.

## SUMMARY DESCRIPTION

The EU Multi-Regional Market Coupling (MRC), currently linking the majority of EU power markets, consists in allocating cross-border transmission capacity in the most efficient way. As a result, electricity flows from the lower price zone to the higher price zone, maximising the social welfare. This is regulated by EC Regulation 2015/1222, where the European Commission has set down detailed rules for organising a single-day-ahead market and a single-intraday market across Europe. Indeed, the EU has chosen market coupling as the target model for cross-border capacity allocation among Member States. The market-coupling project between EU MRC and the Balkans via Italy is part of a wider project of electricity market integration, the so-called Day Ahead Market Integration (DAMI) Programme, promoted within the Western Balkans Process. EC Regulation 2015/1222 will become part of the *acquis communautaire* that the Contracting Parties of the Energy Community are bound to implement. However, for the time being, Regulation 2015/1222 has not yet been transposed into the legal framework of the Balkan Countries. The project of electricity market integration between the EU and the Balkans via Italy remains one of the major challenges within the SEE Region in 2019.

A first capacity-building project was financed by the CEI Fund at the EBRD in 2018 and successfully implemented. This is the second phase of the same project aimed at assisting the three beneficiary institutions in the preparatory phase of market integration and to foster the transposition and implementation of the EU regulation. The following objectives are foreseen: the involved representatives of beneficiary institutions will be able to understand the main methodologies foreseen in the EU Regulation and assess the impact on their national jurisdictions and to convey to their top management a clear view on the regulatory measures and formal acts needed to carry out the integration process. Thereby, four capacity building workshops will be realised, one in each different country involved in the project. The agenda of each workshop will be based on two main sources of topics: terms and conditions or methodologies foreseen by CACM and FCA Regulations and procedures already in place in the operational activities of market coupling. By the end of the project, each beneficiary National Regulatory Authority is expected to be able to assess the proposals of market integration design, cooperation agreement and operation agreement; suggest amendments to the proposals, if needed, and approve them; understand how to implement and enforce Terms and Conditions or Methodologies foreseen by CACM and FCA Regulations and start the early implementation process of CACM and FCA Regulations in their jurisdictions.

# Capacity building program for extension services in the Western Balkans to support participation in IPARD calls

<b>REFERENCE NUMBER</b> . . . . .	1202.002-18
<b>KNOW-HOW PROVIDER INSTITUTIONS</b> . . . . .	Area Science Park (AREA), Italy; Regional Rural Development Standing Working Group of South-Eastern Europe (SWG RRD)
<b>KNOW-HOW RECIPIENT INSTITUTIONS</b> . . . . .	Ministries of Agriculture of Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia
<b>TOTAL PROJECT COST</b> . . . . .	64,475 EUR
<b>CEI GRANT</b> . . . . .	32,250 EUR
<b>IMPLEMENTATION DATE</b> . . . . .	March 2019 - April 2020

## KNOW-HOW PROVIDERS

Area Science Park (AREA), Italy  
[www.areasciencepark.it](http://www.areasciencepark.it)

AREA as a Public National Research Institution fosters knowledge transfer and product, process and organisational innovation; supports innovation-based competitiveness, policy and territorial development; cooperates with local, regional, national and international public institutions and private entities. Rural development and innovation in agriculture are among the strategic sectors of interest, with a focus on the Western Balkan region.

Regional Rural Development Standing Working Group of South-Eastern Europe (SWG RRD)  
[seerural.org/](http://seerural.org/)

Established in 2005, SWG RRD is an intergovernmental organisation whose members are ministries of agriculture from the Western Balkan region. It aims at supporting innovative, inclusive and sustainable agriculture and rural development.

## KNOW-HOW RECIPIENTS

Ministries of Agriculture of Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia

## SUMMARY DESCRIPTION

Agriculture is economically and politically important in the Western Balkan region, but affected by underused resources and production potentials, underdeveloped agro-food chains and land fragmentation. National and international policies have strived to achieve economically, environmentally and socially sustainable agriculture and rural development, yet budgetary expenditures for the agro-food sector and rural areas are low compared with EU levels and absorbance of pre-accession assistance for rural development (IPARD) which are far from satisfactory. Among the main reasons for low absorption of IPARD funding are the lack of human capacity; the lack of knowledge and proper training of the public institutions; and the lack of knowledge transfer to the targeted stakeholders and potential applicants.

Hence, the project aims at improving and increasing participation in IPARD calls and fund absorption in Western Balkan countries. In this context, specific project objectives are:

- Enhancing capacities of extension services in the beneficiary countries to support applicants in scouting of funding opportunities and proposal preparation by providing technical and methodological knowledge and know-how and disseminating best practice and flagship initiatives.
- Promoting opportunities offered by IPARD funding among potential applicants and enhancing participation.
- Establishing a mutual support network among all stakeholders and expertise to be increasingly valorised and capitalised upon.

# Training in dietary assessment and sharing platforms for monitoring population food consumption habits in a long term perspective (TRAIN-DIE)

<b>REFERENCE NUMBER</b> . . . . .	1202.003-18
<b>KNOW-HOW PROVIDER INSTITUTION</b> . . . . .	Council for Agricultural Research and Economics (CREA), Italy
<b>KNOW-HOW RECIPIENT INSTITUTIONS</b> . . . . .	Center of Research Excellence in Nutrition and Metabolism, Institute for Medical Research, University of Belgrade, (CENM), Serbia; Network for Capacity Development in Nutrition Research (CAPNUTRA), Serbia
<b>TOTAL PROJECT COST</b> . . . . .	80,000 EUR
<b>CEI GRANT</b> . . . . .	40,000 EUR
<b>IMPLEMENTATION DATE</b> . . . . .	January 2019 - December 2019

## KNOW-HOW PROVIDER

Council for Agricultural Research and Economics (CREA), Italy  
[www.crea.gov.it/en](http://www.crea.gov.it/en)

CREA is a leading Italian research institution focused on agro-food supply chains. Its scientific activity covers agricultural crops, livestock, fishery, forestry, agro-industry, food science and socio-economics.

## KNOW-HOW RECIPIENTS

The Centre of Research Excellence in Nutrition and Metabolism (CENM), Institute for Medical Research, University of Belgrade  
[srbnutrition.info/english/home](http://srbnutrition.info/english/home)

CENM is part of the Institute for Medical Research (IMR) involved in fundamental and applied nutritional research in Serbia and in the Western Balkan countries.

Capacity Development in Nutrition (CAPNUTRA)  
[www.capnutra.org](http://www.capnutra.org)

Established in 2005, CAPNUTRA is a network actively involved in capacity development and knowledge transfer in food and nutrition.

## SUMMARY DESCRIPTION

A nationwide food consumption survey to collect individual data on dietary intakes was started in Serbia and other Balkan countries according to the EU-MENU programme

undertaken by the European Food Safety Authority (EFSA) for promoting the adoption of harmonised methodologies in regularly monitoring dietary intakes to assess dietary exposure in European countries.

The project aims at sharing the knowledge acquired in performing nationwide dietary surveys according to the EFSA's EU-MENU methodology, exchanging dietary assessment platforms, to enhance the information management (collecting, processing, sharing) to design and implement a system for a continuous training system of fieldworkers specialists in individual dietary surveys (IDS). In this context, the main aim is to connect platforms to manage dietary assessment tools to perform training courses and internships for practicing in dietary assessment. Sharing platforms will allow for monitoring population food consumption habits in a long-term perspective. Specialists in dietary assessment able to manage the tools will be skilled to perform surveys. Participants are expected to acquire/refresh skills to carry out dietary surveys. Managing the underpinning database will be a crucial part of the course(s). Among these specialists the future trainers will also be identified. A suitable communication strategy will also be designed and implemented. Thereby, the project is focused on desk analysis of Italian and Balkan systems; planning training system; dissemination of the project results. The project will produce results in two perspectives: one is the capacity in conducting surveys through a community of trained fieldworkers; the second one is the quality of the data collection in the framework of surveys. The expected project impact is committed to building a continuous training system for professionals trained to perform individual dietary surveys to estimate eating habits in order to assess dietary quality, dietary adequacy (food security), dietary exposure (food safety), environmental impact and societal implications.

# Capacity Building for Implementing Innovative EU Monitoring Tools for Good Governance and Anti-Corruption

<b>REFERENCE NUMBER</b> . . . . .	1202.004-18
<b>KNOW-HOW PROVIDER INSTITUTION</b> . . . . .	Center for the Study of Democracy, Bulgaria
<b>KNOW-HOW RECIPIENT INSTITUTIONS</b> . . . . .	Albanian Center for Economic Research (ACER), Albania; Centers for Civic Initiatives (CCI), Bosnia and Herzegovina; Macedonian Center for International Cooperation (MCIC), North Macedonia; European Policy Centre, Serbia; Center for Democratic Transition (CDT), Montenegro
<b>TOTAL PROJECT COST</b> . . . . .	79,987 EUR
<b>CEI GRANT</b> . . . . .	39,994 EUR
<b>IMPLEMENTATION DATE</b> . . . . .	January 2019 - December 2020

## KNOW-HOW PROVIDER

Center for the Study of Democracy (CSD), Bulgaria  
[www.csd.bg](http://www.csd.bg)

CSD is a public policy research institute combining research excellence with policy advocacy and focusing on social innovation and institutional reforms in constitutional, commercial and non-profit law, privatisation and FDI, hidden economy, good governance and anti-corruption, organised and conventional crime and migration.

## KNOW-HOW RECIPIENTS

They are all civil society organisations.

Albanian Center for Economic Research (ACER), Albania  
[acer.org.al](http://acer.org.al)

Centers for Civic Initiatives (CCI), Bosnia and Herzegovina  
[cci.ba/index.php?lang=2](http://cci.ba/index.php?lang=2)

Macedonian Center for International Cooperation (MCIC), North Macedonia  
[www.mcims.mk/en.html](http://www.mcims.mk/en.html)

European Policy Centre (CEP), Serbia  
[cep.org.rs/en/](http://cep.org.rs/en/)

The Center for Democratic Transition (CDT), Montenegro  
[www.en.cdtmn.org/](http://www.en.cdtmn.org/)

## SUMMARY DESCRIPTION

As important governance deficits remain entrenched across the Western Balkans, the EU has clearly reinforced its commitment to the region. On the one hand, the EU Enlargement Strategy continues to prioritise anticorruption as a key rule of law, affecting all aspects of the democratic and economic governance of the Western Balkans. On the other hand, the EU has demonstrated increased support for the region, which focuses on economic growth and regional cooperation. In this respect, economic and security - rule of law - governance will have to move hand in hand for the Western Balkans to effectively join the EU.

Hence, the project objectives are:

- To enhance the impact of civil society in public decision-making and reform processes in the Western Balkans through evidence-based advocacy, watchdog and policy monitoring, and dialogue with the Governments in the area of good governance and anti-corruption.
- To strengthen CSOs' capacities for structured civil society dialogue and outreach through networking and cooperation.
- To increase the impact of CSOs' evidence-based advocacy in the decision-making processes by piloting new approaches to develop and communicate results to the public with focus on state capture and the links between corruption and economic growth.

Thereby, the project activities will include capacity building in Sarajevo; thematic policy briefs; regional report on closing governance gaps; regional Anticorruption Report; outreach and impact at EU level; regional Policy Forum; project management, progress reports and a final report.

Expected results are: trained CSOs; raised level of social media outreach; established dialogue with governmental representatives and businesses; provision of policy recommendations.

# BE.ST. (BEst practices exchange to STimulate Serbian SMEs growth)

**REFERENCE NUMBER** . . . . .1202.006-18  
**KNOW-HOW PROVIDER INSTITUTION** . . .INSME – The International Network for SMEs  
**KNOW-HOW RECIPIENT INSTITUTION** . . .Cluster House llc, Serbia  
**TOTAL PROJECT COST** . . . . .72,020 EUR  
**CEI GRANT** . . . . .35,970 EUR  
**IMPLEMENTATION DATE** . . . . .February 2019 - September 2019

APPROVED IN 2018

## KNOW-HOW PROVIDER

INSME – The International Network for SMEs  
[www.insme.org](http://www.insme.org)

Established in 2004, INSME brings together policy makers, intermediaries, practitioners and their networks working in the field of innovation, technology transfer and entrepreneurship at international level with the aim to create a more dynamic ecosystem for innovation and a more robust business environment for SMEs to operate worldwide.

## KNOW-HOW RECIPIENT

Cluster House llc, Serbia  
[www.clusterhouse.rs](http://www.clusterhouse.rs)

The Cluster House, as a business membership organisation and a coordinator of the Serbian Cluster Network ClusNet, consists of over 2,500 representatives of cluster actors in Serbia.

## SUMMARY DESCRIPTION

SMEs with their innovation potential act as a powerful propeller of economic and social growth. In 2014, the European Commission stressed that Serbia needed to improve its business environment and boost SME productivity and competitiveness by introducing measures that supported two important drivers of economic growth: innovation and entrepreneurship. Among the obstacles for SME growth, the most urgent are related to the lack of market intelligence and access to information, inadequate technology and limited access to affordable financing.

The project objectives are to increase the understanding of the SME environment in Serbia and of the needs to be addressed to foster the country competitiveness; contribute to the development of a more fertile business environment and an enhanced innovation ecosystem by exchanging international best practices in innovation and entrepreneurship; boost entrepreneurship; foster SME competitiveness in national and international markets; encourage the development of innovative business models and set up an innovation and creativity culture by transferring relevant methodologies and tools and encourage the collaboration among the involved stakeholders to open potential investment opportunities.

The project activities include an analysis of the business environment in Serbia to mobilise SMEs, start-ups, and national and international stakeholders; organise Best Practice Labs; provide the Innovation Toolbox; offer tailored mentoring by benefitting from the expertise of international experts who will guide and advise participants.

The expected project results are: deep knowledge and an increased awareness of the SME environment in Serbia with a focus on fostering the country competitiveness challenges; an enhanced capacity of Serbian SMEs and start-ups to successfully manage innovation processes; a leveraged access to international best practices; strengthened cooperation and networking with international experts and potential investors and improved access to innovative methodologies, tools and techniques enabling SMEs and start-ups to increase their competitiveness.

The expected project impacts are: the creation of opportunities to start new businesses, entailing a higher survival rate among companies, enhancing the internationalisation of Serbian SMEs and their access to global markets, increasing the number of employees within involved SMEs and start-ups and creating more opportunities among Serbian and non-Serbian stakeholders.



# INNOVA.tion to prevention and protection from natural and environmental RISKS: experiences in the mirror between civil protection and emergency management from Italy to Moldova (INNOVA.RISKS)

REFERENCE NUMBER . . . . .1202.005-18

KNOW-HOW PROVIDER INSTITUTIONS . . Civil Protection Department, Umbria Regional Administration, Italy; Municipality of Orvieto, Italy, Alta Scuola, Italy

KNOW-HOW RECIPIENT INSTITUTIONS . . Trade Union Association "SALVATORUL" of General Inspectorate for Emergency Situations of Minister of Internal Affairs, Moldova; Civil Society Organization "Afina", Moldova

TOTAL PROJECT COST . . . . .79,975 EUR

CEI GRANT . . . . .39,988 EUR

IMPLEMENTATION DATE . . . . .January 2019 - March 2020

## KNOW-HOW PROVIDERS

Civil Protection Department Umbria Regional Administration  
[www.regione.umbria.it](http://www.regione.umbria.it)

UMBRIA REGION as a first-level administrative division of the State, acts mainly in the following areas: Prevention, Preparedness & Response in case of natural and anthropogenic disasters.

Municipality of Orvieto – Civil Protection Center, Italy  
[www.comune.orvieto.tr.it/](http://www.comune.orvieto.tr.it/)

Municipality of Orvieto is a basic public territorial body, dedicated to the interests of the local population. In 2012, the Municipality strengthened its Civil Protection Operational Center. Today, it is a centre for inter-municipal coordination of the associated civil protection and environmental emergency management function. Municipal Civil Protection Group is a non-profit organisation (NGO) of volunteering specialising in training and education on risks in schools and in emergency management activities.

Alta Scuola, Italy  
[altascuola.org/](http://altascuola.org/)

ALTA SCUOLA as an Italian Public Body Association carries out scientific, cultural, educational and research activities. It also provides specialised assistance and advice in the field of hydrogeological risk, prevention and protection from natural disasters.

## KNOW-HOW RECIPIENTS

Trade Union Association "SALVATORUL" of General Inspectorate for Emergencies of Minister of Internal Affairs, Republic of Moldova.

It mainly deals with people and property protection in emergencies, such as managing of rescue operations, other urgent actions in emergencies, economic objectives and Civil Protection forces.

Civil Society Organization (CSO) "Afina"

"Afina" is a NGO, registered and acting in the Republic of Moldova, promoting the moral values, environmental protection, human rights, citizens' access to information, principles of good governance and citizens' participation in local and national policy-making.

## SUMMARY DESCRIPTION

Europe is affected by many types of natural hazards: floods, storms, heat waves, earthquakes, forest fires, landslides, etc. Natural disasters, each year, produce heavy casualties and economic loss. Therefore, investing in prevention and preparation is the best strategy based on a cost-benefit analysis and the Sendai Action Framework, as well as a drastic loss reduction. A multi-risk approach is, therefore, necessary, due to the interdependence and connections between the elements and the resources exposed in the current European territories.

Moldova has an obligation to harmonise environmental and water management within EU legislation and to develop River Basin Management Plans (RBMP) with large public participation. Moreover, the new national water law foresees the creation of river councils for small sub-basins and has to transpose the Floods European directive into Moldovan legislation, which has not been implemented. This project will help the Moldovan institutions to implement the Floods European directive and will enable them to learn about the Italian system of emergency management and civil protection, certainly among the most advanced in Europe.

The main objective of the project is: to promote best practices and new technologies in the prevention and protection from natural and environmental risks through a mirror exchange between the Italian experiences of civil protection and emergency management in Moldovan situations. The nature and environmental risks involved in the project are: floods, landslides, earthquakes, forest fires. Hence, the expected project results are: the provision of the Italian regulatory and organisational framework to improve the national framework for prevention, awareness and training on risk management of beneficiaries, within a framework of multi-risk approach with reference to the European legislation on the floods directive; a joint composition with the beneficiaries of 4 risk scenarios (floods, landslide, forest fire, seismic) on four local situations and the identification of qualifying elements necessary for the drafting of a local plan or a wide cross-border area of civil protection and management of emergencies with the identification of structural works where already planned; overview of the main critical issues from landslides, floods, seismicity and forest fires in the identified scenario areas; preliminary identification of suitable sites and instrumentation hypothesis for integrative instrumental monitoring, identifying areas and significant features (river, landslides, dams, village, forest); evaluation of the systems of the Civil Protection control centre at the respective agencies and suggestions for the improvement and implementation of management software (Early Warning System).

## 03

# Know-how Exchange Programme

## Projects closed in 2018

**Table 3.2. List of KEP projects closed in 2018**

REFERENCE NUMBER	PROJECT NAME	COUNTRY OF KNOW-HOW PROVIDER INSTITUTION	COUNTRY OF KNOW-HOW RECIPIENT INSTITUTION	TOTAL PROJECT COST €	CEI CO-FINANCING €
1206.001-17	Innovation Vouchers Scheme for Resource Efficiency Technologies and Services in Serbia	Italy	Serbia	81,872	40,000
1206.005-16	Preserving Kotor Bay as Natural and Historical Heritage - Analysing Sea Pollution Sources and Raising Ecological Awareness	Italy	Montenegro	74,794	33,263
1206.010-17	Capacity Building on PPPs (Public Private Partnerships) for road construction and exploitation for Albanian authorities with the participation of Serbia and other Western Balkan countries	Italy	Albania	74,991	36,979
1206.002-17	Strengthening Governance through Public Procurement in the Western Balkans - Regional Western Balkans Master's Programme in Public Procurement Management	Italy	Serbia	88,783	40,000
1206.009-17	CEI Support to Strengthening Energy Regulatory Authorities in the Western Balkans	Italy	Albania, Montenegro, Serbia	81,588	27,845
<b>Total</b>				<b>402,028</b>	<b>178,087</b>

# Innovation Vouchers Scheme for Resource Efficiency Technologies and Services in Serbia

REFERENCE NUMBER . . . . .	1206.001-17
KNOW-HOW PROVIDER INSTITUTION . . . . .	Department of Management Engineering, Politecnico Milano, Italy
KNOW-HOW RECIPIENT INSTITUTION . . . . .	Faculty of Mechanical Engineering, University of Belgrade, Serbia
TOTAL PROJECT COST . . . . .	81,872 EUR
CEI GRANT . . . . .	40,000 EUR
IMPLEMENTATION DATE . . . . .	31/08/2017 - 31/01/2018

## KNOW-HOW PROVIDER

Department of Management Engineering, Politecnico Milano, Italy  
[www.polimi.it/en](http://www.polimi.it/en)

The Politecnico Milano is a scientific-technological university, which trains engineers, architects and industrial designers. The University has always focused on the quality and innovation of its teaching and research, developing a fruitful relationship with the business and productive world by means of experimental research and technological transfer. The Department of Management Engineering has specific competences regarding resource efficiency and climate change technologies applied to several fields and sectors (enterprise, supply chain, operations, residential, commerce, etc.) often with a focus on SMEs in both the technical and management dimensions.

## KNOW-HOW RECIPIENT

Faculty of Mechanical Engineering, University of Belgrade, Serbia  
[www.bg.ac.rs/en/members/faculties/FME.php](http://www.bg.ac.rs/en/members/faculties/FME.php)

The University of Belgrade is the largest and fundamental high-level institution in Serbia. The Faculty of Mechanical Engineering is part of the University and has more than 250 professors and researchers involved in the teaching and research process. The Faculty performs basic, applied and developmental research activities, working independently, or in collaboration with other scientific and research institutions. The Faculty is experienced in technology transfer through the Innovation Center, and has worked on prototypes and small series. It is creating highly finalised and commercially attractive products, fostering innovation and achieving high-level quality and competitiveness of domestic products and services as well as the development of infrastructure systems in Serbia.

## SUMMARY DESCRIPTION

Green technologies and resource efficiency are one of the core elements of transition to the green economy that sees economic growth working in harmony with social and environmental sustainability. Resource efficiency means using natural resources such as energy, materials and water in an efficient and sustainable manner throughout their life cycle (from extraction, via distribution, transformation, and consumption, to waste disposal) while minimising impacts on the environment.

The main purpose of this KEP project was to support the EBRD in launching the Green Innovation Vouchers (GIVs) scheme to boost the innovation capacity of domestic enterprises in the field of green technologies and resource efficiency by linking them to local R&D service providers (R&DSPs). The resulting cooperation will enable participating enterprises to raise their environmental performance and competitiveness.

Green Innovation Vouchers are grants that help enterprises to cover 90 per cent of the eligible R&D service costs, up to 20,000 EUR for standard and 50,000 EUR for mega vouchers. The R&D service will enable SMEs to develop new products, services and processes, or innovate existing ones, in order to improve resource efficiency, thus supporting transition to the green economy. The scheme is funded by the Austrian DRIVE (Delivering Resource Efficiency InVEstments) Programme. Project partners, together with the EBRD's Energy Efficiency and Climate Change team, carried out the following activities:

- Organise and conduct the launching event/workshop held in Belgrade on 5 December 2017 at the Serbian Chamber of Commerce with about one hundred participants to deploy the innovation voucher scheme in Serbia.
- Design the website for the innovation voucher scheme, to ensure the necessary visibility of the initiative and prepare the key application forms (<http://inovacionivauceri.ebrd.rs/>)

After the first 3 calls and out of 108 applications received, the EBRD approved 29 projects for development and implementation of green technologies and improvement of resource efficiency in Serbia. The total value of the awarded vouchers is 435,000 EUR.

# Preserving Kotor Bay as Natural and Historical Heritage - Analysing Sea Pollution Sources and Raising Ecological Awareness

REFERENCE NUMBER . . . . .1206.005-16  
KNOW-HOW PROVIDER INSTITUTION . . .Iefluids., Italy  
KNOW-HOW RECIPIENT INSTITUTIONS . .Ocean Montenegro; University of Montenegro, Maritime Faculty, Montenegro  
TOTAL PROJECT COST. . . . .74,794 EUR  
CEI GRANT. . . . .33,263 EUR  
IMPLEMENTATION DATE. . . . .01/02/2017 – 16/03/2018

## KNOW-HOW PROVIDER

Iefluids., Italy  
[www.ief fluids.com](http://www.ief fluids.com)

Ief fluids s.r.l is an innovative start-up and a spin-off of the University of Trieste, which deals with developing ad-hoc numerical models for environmental and industrial fluid dynamics and their technology transfer to companies and public bodies.

## KNOW-HOW RECIPIENTS

Ocean Montenegro, Montenegro  
[www.ocean-team.com](http://www.ocean-team.com)

Ocean Montenegro is a navigation company, which started with operating cabotage services between ports of the Adriatic Sea. It has established a traffic line between the Mediterranean Sea and West Africa. Ocean Montenegro currently operates in the Mediterranean Sea both through its branch maritime agencies and by directly operating navigation units for harbour services.

University of Montenegro, Maritime Faculty, Montenegro  
[www.ucg.ac.me/pfkotor](http://www.ucg.ac.me/pfkotor)

The Maritime Faculty in Kotor focuses on professional education and training in maritime affairs, development of research and creation of scientific thought in seafaring.

## SUMMARY DESCRIPTION

Since 2007, Kotor has been part of the United Nations Educational, Scientific and Cultural Organisation World Heritage Protection Programme and in recent years, the area of the Kotor Bay, has seen a considerable increase in the influx of tourists. This has resulted in a dramatic increase in vessel traffic, especially cruise ships, in a particularly complex area. The complexity of the coastline, bathymetry and the ship traffic has also caused some accidents related to maritime traffic, with the release of hydrocarbons into the sea, although on a small scale. Such collisions have a strong impact on the environment and human health, determine the blockade of port activities and require high remediation costs, with a large impact on the Mediterranean area.

The main objective of this KEP project was to protect the threatened area of Kotor Bay and to improve cooperation between Italy and Montenegro by investing in the future of one of the most important, historical, cultural, touristic and strategic places in the Adriatic Sea. The study focused on the definition, modelling and simulation of critical issues in terms of possible diffusion of pollution in the bay from the hydrometric point of view. Virtual simulations were run considering the forces acting on the bay (wind, currents, buoyancy effect, etc.) to depict the flow dynamics in the bay. Analyses about time-space pollutants dispersion were carried out together with a critical analysis of the results. Seminars were organised to raise comprehension related to the bay hydrodynamics and awareness of the pollutant risk due to vessel traffic in the bay. The numerical code has been transferred to the University of Montenegro, Maritime Faculty, and personnel has been trained. A strong connection between the know-how provider and beneficiaries has been established, also through joint participation in sectoral events for presenting the project results. In addition, project partners are also preparing a project proposal related to air pollution for applying to EU funds.



# Capacity Building on PPPs (Public Private Partnerships) for road construction and exploitation for Albanian authorities with the participation of Serbia and other Western Balkan countries

<b>REFERENCE NUMBER</b>	. . . . .1206.010-17
<b>KNOW-HOW PROVIDER INSTITUTIONS</b>	. .ANAS S.p.A., Italy; AIE (ANAS International Enterprise) S.p.A., Italy; AIPCR Italy World Road Association
<b>KNOW-HOW RECIPIENT INSTITUTION</b>	. .Albanian Road Authority
<b>TOTAL PROJECT COST</b>	. . . . .74,991 EUR
<b>CEI GRANT</b>	. . . . .36,979 EUR
<b>IMPLEMENTATION DATE</b>	. . . . .13/12/2017 – 13/03/2018

## KNOW-HOW PROVIDERS

ANAS S.p.A., Italy  
[www.stradeanas.it/it](http://www.stradeanas.it/it)

Founded over 80 years ago, ANAS manages the Italian national network of roads and motorways. It is a joint-stock company with the Italian Ministry of Economy and Finance as its sole shareholder. ANAS has expanded its range of services, providing support for public entities and spurring roadway design, construction and maintenance, both in Italy and abroad. ANAS is committed to the design, construction and management of road infrastructures.

ANAS International Enterprise S.p.A. (AIE), Italy  
[www.stradeanas.it/it/lazienda/chi-siamo/struttura-delgruppo/anas-international-enterprise-spa](http://www.stradeanas.it/it/lazienda/chi-siamo/struttura-delgruppo/anas-international-enterprise-spa)

Set up in 2012, AIE is a subsidiary of ANAS operating on international markets in the field of integrated engineering services in the transport infrastructure sector. It provides consulting services to cover the entire lifecycle of a road infrastructure.

AIPCR Italy World Road Association  
[www.aipcr.it](http://www.aipcr.it)

The World Road Association brings together the road administrations of 121 governments and has members - individuals, companies, authorities and organisations - in over 140 countries. Since 1913, Italy has been a Member State of the Association with an appointed Italian National Committee.

## KNOW-HOW RECIPIENT

Albanian Road Authority  
[www.arrsh.gov.al/](http://www.arrsh.gov.al/)

Autoriteti Rrugor Shqiptar (A.Rr.Sh.) is the Albanian public legal entity based in Tirana. It is in charge of the management of the state road network, including the construction, reconstruction, maintenance, preservation, and development of state roads.

## SUMMARY DESCRIPTION

The rationale for using a PPP arrangement instead of conventional public procurement rests on the proposition that optimal risk sharing with a private partner delivers better “value for money” for the public sector and ultimately the end user. PPP arrangements are more complex than conventional public procurement. They require detailed project preparation and planning, proper management of the procurement phase to incentivise competition among bidders. They also require careful contract design to set service standards, allocate risks and reach an acceptable balance between commercial risks and returns. These features require skills in the public sector, which are not typically called for in conventional procurement. The objective of the project was to foster PPP market development in Albania, to encourage the development of common PPP practices. The objective of the workshop was to allow participants to gain a knowledge of PPPs in line with the European Union standards and best practices. A 3-day training course was organised by highly qualified Italian experts, providing guidelines and know-how to representatives/institutions for the realisation of PPPs. It was composed of 4 modules (project identification, detailed preparation, procurement, project implementation) with training given by keynote experts.

# Strengthening Governance through Public Procurement in the Western Balkans - Regional Western Balkans Master Programme in Public Procurement Management

CLOSED IN 2018

**REFERENCE NUMBER** . . . . .1206.002-17  
**KNOW-HOW PROVIDER INSTITUTION** . . .Department of Economics and Finance, University of Rome Tor Vergata, Italy  
**KNOW-HOW RECIPIENT INSTITUTION** . . .Western Balkans Centre of Public Procurement Management, Faculty of Law,  
University of Belgrade, Serbia  
**TOTAL PROJECT COST** . . . . .88,783 EUR  
**CEI GRANT** . . . . .40,000 EUR  
**IMPLEMENTATION DATE** . . . . .25/10/2017 – 31/12/20188

## KNOW-HOW PROVIDER

Department of Economics and Finance, University of Rome Tor Vergata (UTV), Italy  
[www.economia.uniroma2.it/en](http://www.economia.uniroma2.it/en)

The Department of Economics and Finance is part of the School of Economics at the UTV. It runs the International Master Programme in Public Procurement Management, together with the Departments of Law and Industrial Engineering of UTV. The Programme is characterised by its interdisciplinary content and is meant to attract public purchasers with relevant experience in procurement as well as young students interested in preparing for a career in public procurement.

## KNOW-HOW RECIPIENT

Western Balkans Centre of Public Procurement Management, Faculty of Law, University of Belgrade, Serbia  
[www1.ius.bg.ac.rs](http://www1.ius.bg.ac.rs)

The Faculty of Law, established in 1808 as part of the University of Belgrade, is one of the largest law faculties in the region, with a long tradition of being in the forefront of the country's legal education. The Faculty will host the Western Balkans Centre of Public Procurement Management.

## SUMMARY DESCRIPTION

Procurement is an essential element of economic governance as it links the increasing value for public money, public service delivery, and creates an enabling environment for private sector-led growth. The more efficient the management of public procurement is, the better a country can take advantage of its purchasing power to promote economic activity. An efficient and productive management

of public procurement depends on the level of procurement professionalism within the government.

Since 2012, the University of Rome "Tor Vergata" has developed, together with the EBRD, an International Master Programme in Procurement Management (IMPPM) specifically designed for procurement officials from the Bank's countries of operation. In recent years, the high number of applicants from the Western Balkans has highlighted the need to fulfil the high demand for training and knowledge on procurement policy from the region that cannot be adequately met due to restrictions on the number of participants in Tor Vergata.

In this framework, this project supported the designing and launching of a full-time advanced postgraduate Master's Programme to improve skills and upgrade the competence of early and mid-career procurement professionals from across the Western Balkans. The Programme enabled students to study and build the capacity needed to design and administer procurement solutions to resolve complex, strategic, managerial and organisational challenges in addition to contemporary issues on the job. Special emphasis was placed on professional capacity, ethics, transparency and accountability. The learning activities and training modules covered relevant topics for good procurement such as strategic tools for purchasing procedure, economic analysis of markets, international procurement law, contract complaints and disputes, quality management & green procurement, PPP, integrity & anticorruption in public procurement.

The Master's was delivered at the campus of the University of Belgrade in presence of intensive lectures and seminars taking place each month throughout 12 consecutive calendar months. 34 students from six countries (Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, North Macedonia, Serbia,) graduated. The Master's is now recognised in the region as a leading programme for this professional area.

# CEI Support to Strengthening Energy Regulatory Authorities in the Western Balkans

<b>REFERENCE NUMBER</b> . . . . .	1206.
<b>KNOW-HOW PROVIDER INSTITUTIONS</b> . . . . .	Italian Regulatory Authority for Energy, Networks and Environment (ARERA), Italy; Gestore dei Mercati Energetici, Italy; Terna Spa, Italy
<b>KNOW-HOW RECIPIENT INSTITUTIONS</b> . . . . .	Energy Agency of the Republic of Serbia; Albanian Energy Regulatory Entity; Energy Regulatory Agency of Montenegro
<b>TOTAL PROJECT COST</b> . . . . .	81,588 EUR
<b>CEI GRANT</b> . . . . .	27,845 EUR
<b>IMPLEMENTATION DATE</b> . . . . .	25/01/2018 – 12/10/2018

## KNOW-HOW PROVIDERS

Italian Regulatory Authority for Energy, Networks and Environment (ARERA), Italy  
[www.arera.it/it/inglese/index.htm](http://www.arera.it/it/inglese/index.htm)

Established in 1995, ARERA is the independent regulatory body of energy markets (electricity and gas), integrated water services and wastes.

Gestore dei Mercati Energetici, Italy  
[www.mercatoelettrico.org/en](http://www.mercatoelettrico.org/en)

Gestore dei Mercati Energetici is in charge for the organisation and economic management of the wholesale Power Market in Italy.

Terna Spa, Italy  
[www.terna.it/en-gb/home.aspx](http://www.terna.it/en-gb/home.aspx)

Terna is the main owner of the Italian high voltage and very high voltage electricity National Transmission Grid.

## KNOW-HOW RECIPIENTS

Albanian Energy Regulatory Authority  
[www.ere.gov.al](http://www.ere.gov.al)

Established in 1995, the Authority is an independent public legal entity, devoted to ensuring a sustainable and secure electricity supply to customers by establishing an operational and competitive electricity market in Albania.

Energy Regulatory Agency of Montenegro  
[www.regagen.co.me](http://www.regagen.co.me)

Established in 2004, the Agency is an autonomous legal entity responsible for the implementation of the energy policy through economic regulations in the energy sector in the areas of electricity, oil, gas and petroleum.

Energy Agency of the Republic of Serbia  
[www.aers.rs](http://www.aers.rs)

Established in 2005, the Agency's competences cover electricity, natural gas, oil and oil product, and CHP heat energy sectors.

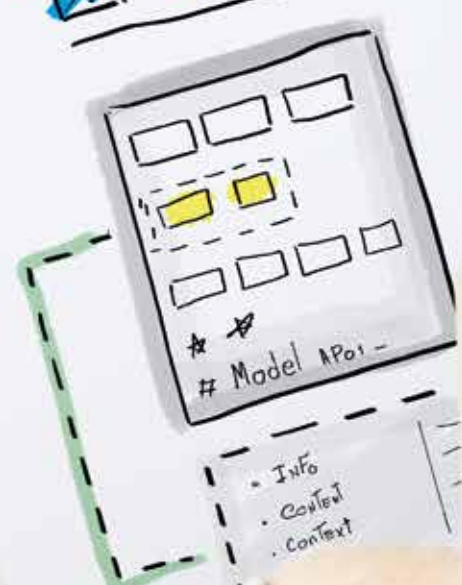
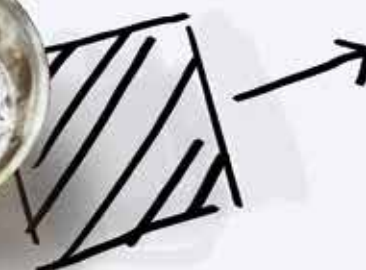
## SUMMARY DESCRIPTION

The EU Multi-Regional Market Coupling (MRC), currently linking the majority of EU power markets, consists in allocating cross-border transmission capacity in the most efficient way. As a result, electricity flows from the lower price zone to the higher price zone, maximising the social welfare. This is regulated by the EC Regulation 2015/1222, where the European Commission has set down detailed rules for organising a single-day-ahead market and a single-intraday market across Europe. Indeed, the EU has chosen market coupling as the target model for cross-border capacity allocation among Member States. The market-coupling project between EU MRC and the Balkans via Italy is part of a wider project of electricity market integration, the so-called Day Ahead Market Integration (DAMI) Programme, promoted within the Western Balkans Process. EC Regulation 2015/1222 will become part of the *acquis communautaire* that the Contracting Parties of the Energy Community are bound to implement. However, for the time being, Regulation 2015/1222 has not yet been transposed in the legal framework of the Western Balkan countries.

The KEP project aimed at transferring, to the beneficiary Authorities, knowledge on the process of market integration and on operational functioning of an integrated electricity market. The final goal consisted in enabling beneficiary National Regulatory Authorities to properly assess the market integration design proposal that will be submitted by the Transmission System Operators and Power Exchanges of each involved country. Four capacity-building workshops were realised, one in each of the countries involved in the project (Rome, Tirana, Belgrade and Podgorica) and focused on terms and conditions, and methodologies implemented in the EU (with specific reference to EU Regulation 2015/1222) and procedures already in place in the operational activities of market coupling in the northern Italian borders. Currently, the CEI Fund at the EBRD is co-financing the second phase of this capacity-building project that has started in January 2019.



# #Strategy



# Future Outlook: 2019 Strategy

The Strategy for 2019 sets out the country and sector priorities for projects to be financed by the CEI Fund at the EBRD in 2019 through its two programmes - the Technical Cooperation (TC) Programme and the Know-how Exchange Programme (KEP) - with an overall allocation of around 1.5 million EUR.

Within the TC Programme, the Fund's mandate primarily aims at supporting the EBRD's operations and related technical assistance activities to generate greater impact in the CEI Member States where the Bank works, fostering competitive, well-governed, green, inclusive, resilient and integrated economies.

The CEI's vision remains strongly focused on the EU integration process, and is, therefore, well aligned with the goals of the EBRD in the region. The EBRD works closely with the EU to support small businesses, advocate economic reform, encourage trade integration (within and beyond the region), improve infrastructure and municipal services, and promote green energy and technological innovation. In order to achieve these common goals, the CEI Fund will continue to support the EBRD to boost investment, growth and policy dialogue in the region across the following sectors:

*Green Economy Transition, Sustainable Infrastructures including Municipal and Environmental Infrastructure as well as Transport, Agribusiness, Support to SME development, Improving the Investment Climate.*

Projects with a regional impact will remain a priority, in line with the CEI's regional approach, while the project selection will also aim at ensuring an equal distribution of interventions among the countries of operations.

The CEI Fund's resources will continue to act as a catalyst for the EBRD's investments and activities. Priority will be given to technical cooperation projects where relatively limited grants mobilise significant investment opportunities.

The CEI Fund will also continue supporting its KEP, an instrument that offers small amounts of co-financing for projects focused on the transfer of know-how and best practices for public and private institutions from EU to non-EU CEI Member States. In this framework, KEP capacity building projects will mainly focus on:

*European integration, Strengthening capacities of public administrations at all levels, Strengthening capacities of private sector recipients in areas having an impact on regional and local development, Assistance in economic and social transformation.*

Through the TC Programme and the Know How Exchange Programme, in 2019 the CEI Fund will help the CEI countries achieve their transition and integration objectives by ensuring leverage and effectiveness in the use of Italian resources.



# Annexes

# Annex 1

## Financial Report 2018

### Financial Report 2018 for the CEI Fund at the EBRD contributed by Italy<sup>1</sup>

<b>A Fund Summary - all years up to 31 December 2018</b>		<b>€</b>
<b>Inflows</b>		
Inflow 1992-2007		26,580,805
Inflow 2008-2018		21,000,000
Accrued Interest		2,970,134
<b>Total inflows 1992-2018</b>		<b>50,550,939</b>
<b>Expenditures</b>		
Office operating expenditure (1992-2003), CEI Summit Economic Fora (1998-2003), international events/cooperation activities (1998-2006)		5,985,499
EBRD Administration Fee		1,669,660
Bank charges, income and reimbursements, interest expenses, other charges		179,869
Closed and open commitments as of 31/12/2018		38,445,835
<b>Total commitments 1992-2018</b>		<b>46,280,863</b>
<b>Fund Availability</b>		
Available fund balance CEIE00 account		200,569
Available fund balance CEI200 account		4,069,507
Non-earmarked TC assignments		-660,000
Recovery from operating activities and KEP in Trieste		99,264
<b>Total available as of 31/12/2018</b>		<b>3,709,340</b>
<b>B Fund Budget 2019-2020</b>		<b>€</b>
Budget 2019 (Annex 2)		1,850,000
Expected Fund Availability for 2020		1,859,340

<sup>1</sup> This Financial Report and Budget uses unaudited figures for planning purposes. Audited accounts are available from the EBRD System and external auditors for the Fund.

# Annex 2

## Budget 2019

### Budget 2019 for TC, KEP and Office operating activities (London and Trieste)

<b>A Projects</b>	<b>Trieste (€)</b>	<b>London (€)</b>	<b>Total (€)</b>
Technical Cooperation Programme		1,250,000	
Know-how Exchange Programme	290,000		
<b>Subtotal</b>			<b>1,540,000</b>
<b>B Human Resources</b>			
Programme Manager and Executive Officer	172,000		
<b>Subtotal</b>			<b>172,000</b>
<b>C Travels and Events</b>			
Missions	10,000		
Events	5,000	3,000	
<b>Subtotal</b>			<b>18,000</b>
<b>D General Expenses</b>			
Utilities, suppliers, equipment, maintenance, audit	19,500		
Visibility	7,000		
Insurance	3,500		
<b>Subtotal</b>			<b>30,000</b>
<b>E Contingency Reserve</b>			
Contingency Reserve	80,000	10,000	
<b>Subtotal</b>			<b>90,000</b>
<b>Total</b>			<b>1,850,000</b>

# Annex 3

## Central European Initiative Fund

### Balance 2018

		€
Contributions Received		26,580,805
Other Income		2,913,605
<b>Total Income</b>		<b>29,494,410</b>
Management Fee		969,660
Administrative/other expenses		6,008,456
Earmarks		22,296,908
Undrawn management fee and other administrative expenses reserve		18,817
<b>Total Expenditure/Earmarks</b>		<b>29,293,841</b>
<b>Available Fund Balance for new Earmarks</b>		<b>200,569</b>

# Central European Initiative Ministry of Foreign Affairs Fund

## Balance 2018

€	
Contributions Received	21,000,000
Other Income	56,529
<b>Total Income</b>	<b>21,056,529</b>
Management Fee	700,000
Administrative/other expenses	78,374
Earmarks	16,148,927
Undrawn management fee and other administrative expenses reserve	59,721
<b>Total Expenditure/Earmarks</b>	<b>16,987,022</b>
<b>Available Fund Balance for new Earmarks</b>	<b>4,069,507</b>



# List of Technical Cooperation Assignments 1993-2018

COMMITMENT NUMBER	ASSIGNMENT NAME	COMMITTED €	COMMITMENT STAGE	COUNTRIES OF OPERATIONS
CEI-1993-12-01	Kyiv to Western Border Highway feasibility study	784,844	closed	Ukraine
CEI-1994-04-01	Central European Initiative - transport information reporting project (design and supervision)	156,621	closed	Albania
CEI-1994-06-02	Commercial law training	1,910,891	closed	Regional
CEI-1994-08-03	CETIR - Central Initiative System - transport information reporting system	505,484	closed	Regional
CEI-1995-07-01	Industrial zone development (Phase I)	19,923	closed	Slovak Republic
CEI-1995-07-02	Co-financing advisory services	22,827	closed	Albania
CEI-1996-11-01	Board On-Line Documents	71,647	closed	Regional
CEI-1996-12-02	Board On-Line Documents	78,193	closed	Regional
CEI-1997-07-01	Funding of assistants for Directors representing constituencies of countries of operations	41,983	closed	Regional
CEI-1997-07-02	Commercial law training extension	619,474	closed	Regional
CEI-1997-08-03	Air navigation system management information	182,412	closed	Ukraine
CEI-1997-09-04	Emergency power system reconstruction project	76,218	closed	Bosnia and Herzegovina
CEI-1997-09-05	Emergency power system reconstruction project	133,581	closed	Bosnia and Herzegovina
CEI-1997-10-06	Board on-line documents	59,058	closed	Regional
CEI-1997-11-07	Law reform and training programme III / CEI support	82,566	closed	Regional
CEI-1998-03-08	Project screening for Bosnia and Herzegovina	62,683	closed	Bosnia and Herzegovina
CEI-1998-04-09	Sarajevo Airport Masterplan study	167,412	closed	Bosnia and Herzegovina
CEI-1998-07-10	Design and supervision consultants for Croatia Wholesale Markets	553,229	closed	Croatia
CEI-1998-08-11	Business Advisory Services - feasibility study	19,594	closed	Bosnia and Herzegovina
CEI-1998-09-12	Board on-line documents	63,962	closed	Regional
CEI-1999-07-01	Sarajevo International Airport - Lighting and Equipment	409,971	closed	Bosnia and Herzegovina
CEI-1999-07-02	Sarajevo International Airport - Firefighting Training	30,000	closed	Bosnia and Herzegovina
CEI-1999-11-04	BOLD Project Manager and CEI Deputy Programme Manager	81,148	closed	Regional
CEI-1999-12-05	Procurement assistance to the transport team	89,091	closed	Regional
CEI-2000-06-01	Business Advisory Service (BAS) Programme in Croatia	24,633	closed	Croatia
CEI-2000-06-02	Business Advisory Service (BAS) Programme in Croatia - TAM Management & Support	37,600	closed	Croatia
CEI-2000-06-03	Business Advisory Service (BAS) Programme in Croatia	759,928	closed	Croatia
CEI-2000-06-04	Business Advisory Service (BAS) Programme in Croatia	71,600	closed	Croatia
CEI-2000-06-05	Business Advisory Service (BAS) Programme in Croatia	85,944	closed	Croatia
CEI-2000-06-06	Business Advisory Service (BAS) Programme in Croatia	20,967	closed	Croatia
CEI-2000-07-08	Business Advisory Service (BAS) Programme in Croatia	61,431	closed	Croatia
CEI-2000-07-09	Business Advisory Service (BAS) Programme in Croatia	9,680	closed	Croatia
CEI-2000-07-10	CEI Loans for Small Entrepreneurs in Albania	268,586	closed	Albania
CEI-2000-09-11	Business Advisory Service (BAS) Programme in Croatia - Project Officer	36,688	closed	Croatia
CEI-2001-02-01	CEI Romanian Railways Cooperation Project - Project Preparation and Implementation	409,448	closed	Romania
CEI-2001-03-02	Albania - Rehabilitation of Road Network	1,700,000	closed	Albania
CEI-2001-09-03F	CEI Wholesale Markets Foundation	464,812	closed	Regional
CEI-2001-10-04F	Business Advisory Service (BAS) Programme in South East Europe	1,243,645	closed	Regional
CEI-2002-06-01F	TAM Programme - CEI TAM Privatisation Support	468,284	closed	Regional
CEI-2002-08-02	Business Advisory Service (BAS) Programme in Croatia	14,482	closed	Croatia
CEI-2002-08-03	Business Advisory Service (BAS) Programme in Croatia	6,273	closed	Croatia

COMMITMENT NUMBER	ASSIGNMENT NAME	COMMITTED €	COMMITMENT STAGE	COUNTRIES OF OPERATIONS
CEI-2002-12-04	Business Advisory Service (BAS) Programme in Croatia	21,965	closed	Croatia
CEI-2002-12-05	Business Advisory Service (BAS) Programme in Croatia	3,111	closed	Croatia
CEI-2003-02-01	North Macedonia, ATCO refresher courses	235,408	closed	North Macedonia
CEI-2003-02-02	North Macedonia, ATCO refresher courses	58,433	closed	North Macedonia
CEI-2003-05-01	CEI Business Advisory Service (BAS) Programme in Croatia and North Macedonia - Programme Evaluation	9,748	closed	Regional
CEI-2003-06-01	CEI Romanian Railways Cooperation Project	16,099	closed	Romania
CEI-2003-07-01F	Business Advisory Service (BAS) Programme in SE Europe (Croatia, Slovenia, Bosnia and Herzegovina, Bulgaria, and North Macedonia)	1,070,930	closed	Regional
CEI-2004-04-01	Bulgaria Water and Wastewater Project Facility	204,233	closed	Bulgaria
CEI-2004-06-02	FAO CEI - EASTAGRI	56,323	closed	Regional
CEI-2004-10-03F	Regional: Energy Audits Programme Framework Agreements (D'Appolonia)	226,582	closed	Regional
CEI-2004-10-04F	Regional: Energy Audits Programme Framework Agreements (MWH)	238,162	closed	Regional
CEI-2004-10-05	Bulgaria Water and Wastewater Project	43,860	closed	Bulgaria
CEI-2005-02-03	Milavitsa Strategic Industry Advisor	15,110	closed	Belarus
CEI-2005-02-04	TAM - Tikves	38,972	closed	North Macedonia
CEI-2005-04-05F	Business Advisory Service (BAS) Programme in Slovenia - Framework	92,232	closed	Slovenia
CEI-2005-07-06	CEI Insurance Privatisation Assistance for INSIG (Albania)	404,970	closed	Albania
CEI-2005-08-07	BiH Regional Railway Project: Environmental Analysis and Audit	19,800	closed	Bosnia and Herzegovina
CEI-2005-12-08	Bosnia - Sector Study of the Forestry Study	49,103	closed	Bosnia and Herzegovina
CEI-2005-12-09	Market Study for Sustainable Energy in the Slovak Republic	49,307	closed	Slovak Republic
CEI-2006-03-05	Regional: EastAgri CEI Network - Phase II	46,889	closed	Regional
CEI-2006-08-07	North Macedonia: Consulting Services for Implementation of Management and Financial Procedures and Systems for Air Navigation System Provider	235,814	closed	North Macedonia
CEI-2006-09-08	Brasov Urban Transport: Regulatory Strengthening Advisory Services to the City	69,084	closed	Romania
CEI-2006-09-09	Brasov Urban Transport: Corporate Development Programme	79,998	closed	Romania
CEI-2006-09-10	OECD Membership 2006	26,274	closed	Regional
CEI-2006-12-12	BiH Regional Railway Project: Assistance with Restructuring	279,950	closed	Bosnia and Herzegovina
CEI-2007-02-01F	TAM - Tikves	8,040	closed	North Macedonia
CEI-2007-07-04	Crimea Municipal Infrastructure - Yalta Vodocanal IFRS	49,440	closed	Ukraine
CEI-2007-08-05	Albania: Tirana Creditworthiness Enhancement Programme	330,018	closed	Albania
CEI-2007-08-06	BiH Regional Railway Project: Assistance with Restructuring (extension)	20,000	closed	Bosnia and Herzegovina
CEI-2007-09-07	Kiev City Transport: Financial Due Diligence and IFRS Audit - Kiev Metropolitan	60,000	closed	Ukraine
CEI-2007-12-08	Assessment of Sustainable Energy Potential in West Balkans	196,000	closed	Regional
CEI-2008-05-02	BiH Resettlement Framework and Action Plan for Corridor Vc	79,604	closed	Bosnia and Herzegovina
CEI-2008-07-04	BiH Resettlement Framework and Action Plan for Corridor Vc (Extension)	12,138	closed	Bosnia and Herzegovina
CEI-2008-09-05	Extension to IBP and Strengthening of SME Loans Procedures	191,544	closed	Belarus
CEI-2008-11-09F	Energy Audits Programme (CEI funded - extension) D'Appolonia	142,784	closed	Regional
CEI-2008-11-10F	Energy Audits Programme (CEI funded - extension) MWH	190,050	closed	Regional
CEI-2008-12-11	North Macedonia: Environmental and Social Analysis for ASR	46,567	closed	North Macedonia
CEI-2009-05-02	Sarajevo Water & Wastewater - Feasibility Study	190,840	closed	Bosnia and Herzegovina
CEI-2009-06-04	Mahovljani Interchange Feasibility and Environmental Due Diligence	170,140	closed	Bosnia and Herzegovina
CEI-2009-10-05	Assessment of SEI Potential in Belarus - Market Demand Study	74,512	closed	Belarus
CEI-2009-11-06	Sarajevo Water & Wastewater - Feasibility Study-Extension	37,125	closed	Bosnia and Herzegovina
CEI-2010-01-01F	TAM - Pantomarket	11,315	closed	Montenegro
CEI-2010-01-02F	TAM - Altimed	59,399	closed	Belarus
CEI-2010-02-03F	TAM - Pinski drev	55,217	closed	Belarus
CEI-2010-03-04F	TAM - Bereza Cheese Plant JCS	55,773	closed	Belarus
CEI-2010-11-06F	Regional Energy Efficiency Programme for the Corporate Sector - CEI - MWH	165,996	closed	Regional
CEI-2010-11-07F	Regional Energy Efficiency Programme for Corporate Sector - CEI - D'Appolonia	65,493	closed	Regional
CEI-2012-07-02	Energy Efficiency Programme for Corporate sector - CEI - D'Appolonia - Moldovan Railways	47,250	closed	Moldova
TCSR 7072/31893 CEIE00	Green Economy Transition (GET) Project Preparation and Implementation Framework	36,900	closed	Regional

COMMITMENT NUMBER	ASSIGNMENT NAME	COMMITTED €	COMMITMENT STAGE	COUNTRIES OF OPERATIONS
CEI2-2010-06-04	Life in Transition Survey II - Bosnia and Herzegovina	45,000	closed	Bosnia and Herzegovina
CEI2-2010-06-05	Life in Transition Survey II - Albania	45,000	closed	Albania
CEI2-2010-07-06	Rail Corridor X in Serbia and North Macedonia: Lender's Monitor Advisor	196,300	disbursing	Regional
CEI2-2010-07-07	WeBSEDF:TC Banker	171,473	closed	Regional
CEI2-2010-12-08	Support to ZS for Implementation of Energy Information Management System - Serbia	250,000	disbursing	Serbia
CEI2-2011-07-03	Capljina Water Supply Environmental and Social Due Diligence	49,400	closed	Bosnia and Herzegovina
CEI2-2011-12-04	JSC Serbian Railways: Lender's Monitor Advisor	175,000	committed	Serbia
CEI2-2012-04-01	Montenegro: Energy Efficiency Action Plan for ZPCG	149,760	closed	Montenegro
CEI2-2012-05-02	Market Study: Opportunities to Implement Sustainable Strategies in the Maritime Sector	220,032	closed	Regional
CEI2-2012-06-05	Enhancing Public Procurement Professionalism - Pilot	40,000	closed	Regional
CEI2-2012-06-06	Resource and Process Efficiency in Manufacturing Sectors	427,570	closed	Regional
CEI2-2012-06-07	North Macedonia: Railway Corridor VIII - Energy Management System for PERI	175,000	disbursing	North Macedonia
CEI2-2012-08-08F	EGP - MixNet	60,000	disbursing	Ukraine
CEI2-2012-11-09	Kotor - Cetinje Cable Car - Technical Review and Preparation of PPP Tender	200,000	closed	Montenegro
CEI2-2012-12-10F	EGP - Maize I	60,000	disbursing	Ukraine
CEI2-2012-12-11	Montenegro: Energy Efficiency Action Plan for ZPCG extension	20,000	closed	Montenegro
CEI2-2013-01-02	Public-Private Policy Forum Dairy Sector	38,527	closed	Ukraine
CEI2-2013-02-03	Kotor Fortress Urban Regeneration - Technical and Market Due Diligence	74,800	disbursing	Montenegro
CEI2-2013-03-04	Training of Grain Farmers in Ukraine	265,077	disbursing	Ukraine
CEI2-2013-03-05	Strengthening the capacity of the Belarusian Renewable Energy Association (BREA) for its active involvement in policy- and decision-making processes in Belarus	175,166	closed	Belarus
CEI2-2013-07-09	Local Roads Reconstruction and Upgrade Project	164,350	disbursing	Montenegro
CEI2-2013-07-10	Moldova Railways: Environmental, Health and Safety Management Support and Capacity Building	73,000	disbursing	Moldova
CEI2-2013-07-11	Moldova Railways: Assistance in preparation and implementation of tender for rolling stock rehabilitation	250,000	disbursing	Moldova
CEI2-2013-07-12	Energy and Resource Efficiency Programme for the Corporate Sector - Production of fertilizers from agribusiness wastes: technical and market potential in Ukraine and Western Balkans	49,850	closed	Regional
CEI2-2013-08-13	Kotor - Cetinje Cable Car - Technical Review and Preparation of PPP Tender Extension	39,850	closed	Montenegro
CEI2-2013-08-14	Road Rehabilitation and Safety Project. Capacity Building on Road Safety Management (ISO 39001)	70,000	committed	Serbia
CEI2-2013-10-15	Sustainable Energy Action Plan (SEAP) for Chisinau. Urban Regeneration Market Study	110,000	closed	Moldova
CEI2-2013-11-16	Energy and Resource Efficiency Programme for the Corporate Sector CEI - Mark Formelle Cogeneration Plant: Feasibility Study	19,803	closed	Belarus
CEI2-2014-03-02	Enhancing Public Procurement Professionalism	40,000	closed	Regional
CEI2-2014-03-03	Resource and Process Efficiency in Manufacturing Sectors - extension 2014	42,650	closed	Regional
CEI2-2014-06-05	Energy and Resource Efficiency Programme for the Corporate Sector - CEI - D'Appolonia - Makstil	46,546	disbursing	North Macedonia
CEI2-2014-07-06	Montenegro Agency for the Protection of Competition	48,428	closed	Montenegro
CEI2-2014-09-08	Resource Efficiency Programme for the Corporate Sector - Uniflex	18,697	closed	Belarus
CEI2-2014-11-09	Energy and Resource Efficiency Programme for the Corporate Sector - CEI - D'Appolonia - Agrofusion	39,250	disbursing	Ukraine
CEI2-2014-11-10	Energy and Resource Efficiency Programme for the Corporate Sector - CEI - KPMG - Belarus Industry Study	48,280	closed	Belarus
CEI2-2015-02-01	North Macedonia: National Roads Programme - Project Implementation Unit support	450,000	disbursing	North Macedonia
CEI2-2015-02-02	North Macedonia: Railway Corridor VIII (second phase): PIU Support	350,000	committed	North Macedonia
CEI2-2015-02-03	Enhancing Public Procurement Professionalism - Capacity Building Programme: Extension	8,000	closed	Regional
CEI2-2015-02-04	Enhancing Public Procurement Professionalism - Capacity Building Programme (CEI)	75,000	closed	Regional
CEI2-2015-03-05	Energy and Resource Efficiency Programme for the Corporate Sector - CEI - Bingo III	40,000	closed	Bosnia and Herzegovina
CEI2-2015-05-07	Montenegro Water Sector Reform - Plan for the Reform of the Montenegrin Coastal Region	84,000	disbursing	Montenegro
CEI2-2015-08-08	2nd Extension - Enhancing Public Procurement Professionalism - Capacity Building Programme	15,000	closed	Regional
CEI2-2015-08-09	Tivat Airport Modernisation Project - Preparation of Concept Designs	281,000	disbursing	Montenegro
CEI2-2015-09-10	Energy and Resource Efficiency Programme for the Corporate Sector - CEI - D'Appolonia - Mesopromet	49,125	closed	Montenegro
CEI2-2015-09-11	Energy and Resource Efficiency Programme for the Corporate Sector - CEI - D'Appolonia - Serseris Grain Terminal	49,750	disbursing	Ukraine
CEI2-2015-09-12	Energy and Resource Efficiency Programme for the Corporate Sector - CEI - Polesie	38,086	disbursing	Belarus

COMMITMENT NUMBER	ASSIGNMENT NAME	COMMITTED €	COMMITMENT STAGE	COUNTRIES OF OPERATIONS
CEI2-2015-09-13	Establishing of Origination and Execution Capacity Program for SME Direct Finance in Ukraine, Moldova, Belarus	180,000	disbursing	Regional
CEI2-2015-10-15	Energy and Resource Efficiency Programme for the Corporate Sector – CEI – Resource Efficiency Audit at Glass Container Company	43,580	disbursing	Moldova
CEI2-2015-11-16	Utilisation of Production Residues in the Food Processing Sector in the Western Balkans	150,000	closed	Regional
CEI2-2015-11-17	Innovation Vouchers scheme for resource efficiency technologies and services: programme preparation and definition of possible implementation approaches	74,000	closed	Serbia
CEI2-2015-11-20	Analysis of Climate Risks in Transport Infrastructures in the Western Balkans	74,500	closed	Regional
CEI2-2015-11-21	Renewable Energy Power Purchase Agreement Preparation	65,000	committed	North Macedonia
CEI2-2016-02-01	Framework for joint EBRD-CEI collaboration for policy engagements: Project Facilitation and Analyst Support - Silk Road + Extension	170,000	disbursing	Regional
CEI2-2016-02-02	Enhancing Public Procurement Professionalism - Capacity Building Programme 2016 + Extension	120,000	closed	Regional
TCRS 1137	Independent System Operator of Bosnia and Herzegovina - Consultant for the Project Implementation Unit	400,000	disbursing	Bosnia and Herzegovina
TCRS 898 Assign 7485	Climate Resilience in the Bosnian Road Network. FBiH Roads – Flood Repair and Upgrade	135,000	closed	Bosnia and Herzegovina
TCRS 716/60234	Moldova Railways - Fleet Renewal Project	50,000	committed	Moldova
TCRS7072/63265	Green Economy Project Preparation and Implementation Framework	59,995	committed	Regional
TCRS 6871/28932	Albanian Railways - Asset Management Plan and Track Access Charges Methodology	350,000	committed	Albania
TCRS 6871/28930	Albanian Railways - Development of accounting and reporting systems for full IFRS compliance	150,000	committed	Albania
TCRS 1550/39786	Investment Climate and Governance Expert for Bosnia and Herzegovina, Serbia and Montenegro	145,000	committed	Regional
TCRS 7705	Albanian Railways - Assistance with Civil Society Engagement	120,000	committed	Albania
TCRS 8566/48100	Preparation of the Study on improvement of public transportation and preparation of tender for a multi-year public lines distribution	150,000	committed	Montenegro
TCRS 898/8176	FBiH Roads: Flood Repair and Upgrade - Introduction of Quality Management Systems and obtaining the ISO 9001 standard	70,000	committed	Bosnia and Herzegovina
TCRS 10695	Green Economy Transition - Project Preparation and Implementation Framework	190,005	committed	Regional
To be assigned	Preparation of a Corporate Plan for the organisational strengthening of Public Enterprise for State Roads	200,000	approved	North Macedonia
TCRS 716/60234	Moldova Railways - Fleet Renewal Project	50,000	committed	Moldova
TCRS7072/63265	Green Economy Project Preparation and Implementation Framework	59,995	committed	Regional
TCRS 6871/28932	Albanian Railways - Asset Management Plan and Track Access Charges Methodology	350,000	committed	Albania
TCRS 6871/28930	Albanian Railways - Development of accounting and reporting systems for full IFRS compliance	150,000	committed	Albania
TCRS 1550/39786	Investment Climate and Governance Expert for Bosnia and Herzegovina, Serbia and Montenegro	145,000	committed	Regional
TCRS 7705	Albanian Railways - Assistance with Civil Society Engagement	120,000	committed	Albania
TCRS 8566/48100	Preparation of the Study on improvement of public transportation and preparation of tender for a multi-year public lines distribution	150,000	committed	Montenegro
TCRS 898/8176	FBiH Roads: Flood Repair and Upgrade - Introduction of Quality Management Systems and obtaining the ISO 9001 standard	70,000	committed	Bosnia and Herzegovina
TCRS 10695	Green Economy Transition - Project Preparation and Implementation Framework	190,005	committed	Regional
To be assigned	Preparation of a Corporate Plan for the organisational strengthening of Public Enterprise for State Roads	200,000	approved	North Macedonia
To be assigned	CEI Support to Small Business Initiative: Expansion of Origination and Execution Capacity Programme for SME Direct Finance and Risk Sharing in Belarus - Phase 2	150,000	approved	Belarus
To be assigned	Enhancing Public Procurement Professionalism Capacity Building Programme	60,000	approved	Regional
To be assigned	Energy Efficiency in Public Buildings. Autonomous Province of Vojvodina	100,000	approved	Serbia
To be assigned	Miravci Wind Power Project. Project Preparation and Technical Study	150,000	approved	North Macedonia
<b>Total</b>		<b>27,704,467</b>		

# List of Know-how Exchange Programme Projects 2004-2018

REFERENCE NUMBER	PROJECT NAME	COUNTRY OF KNOW-HOW PROVIDER INSTITUTION	COUNTRY OF KNOW-HOW RECIPIENT INSTITUTION	TOTAL PROJECT COST €	CEI CO-FINANCING €	IMPLEMENTATION STAGE
1206.009-04	Introduction to Public Finance Management	Slovenia	North Macedonia	15,172	5,000	closed
1206.001-05	Sharing Policy Know-how In Transition Countries In CEI Region	Czech Republic, Hungary, Poland, Slovak Republic, Slovenia	Albania, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, North Macedonia, Moldova, Romania, Serbia and Montenegro, Ukraine	81,025	28,400	closed
1206.014-05	CEI Support to Wholesale Markets Development in Ukraine	Italy, Poland / FAO as coordinator	Ukraine	65,164	36,502	closed
1206.016-05	APRI - AER PEER Review Initiative in the CEI Region	Austria, Czech Republic, Hungary, Italy / AER as coordinator	Croatia, Romania, Ukraine	61,621	16,100	closed
1206.004-06	Prospects of EU-Ukraine Economic Relations	Poland	Ukraine	54,143	21,790	closed
1206.005-06	Entrepreneurship and Enterprise Development in South East Europe: Identification and Implementation of Good Policy Practices	EU CEI member states / OECD as coordinator	Albania, Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro and Serbia	95,900	38,200	closed
1206.006-06	SMILE - Support for Moldova: Innovation, Leadership and Positive Environment	Italy	Moldova	83,183	22,708	closed
1206.007-06	Introduction to Public Finance Management for Junior Governmental Officials assigned to Public Finance Management Positions	Slovenia	Romania	15,830	5,240	closed
1206.008-06	Support to the Development of Rural Tourism and Setting up of a Professional Tourist Organisation with Member Municipalities of the Rose Valley, Bulgaria	Austria	Bulgaria	50,118	20,500	closed
1206.009-06	Building Effective Fresh Fruit and Vegetables Quality Control System in Moldova	Slovak Republic	Moldova	10,791	1,660	closed
1206.010-06	Study Tour on EU co-ordination	Austria, Poland	Romania	8,523	3,689	closed
1206.001-07	CEI support to Wholesale Markets Development in Ukraine (phase 2): Wholesale Markets Training at Regional Level	Italy, Poland / FAO as coordinator	Ukraine	36,147	14,832	closed
1206.002-07	Improving Transparency in Local Government Finance in Moldova through Better Budgeting Process	Poland	Moldova	67,191	18,065	closed
1206.003-07	Human Resources Development and Improvement of Internal Control in Administration of Small Cities Of Moldovan -Ukrainian Borderland – Floresti, Soroca, Yampil	Poland	Moldova, Ukraine	117,712	23,249	closed
1206.004-07	Ecological Agriculture, Agrotourism Promotion and Development in the Eastern Ukrainian Carpathian Region and Moldova	Poland	Moldova, Ukraine	83,853	24,308	closed
1206.012-07	CEI Study Tour and Workshop: Networking and Cluster Model to Support SME Internationalisation	Italy, Slovenia	Albania, Bosnia and Herzegovina, Bulgaria, Croatia, North Macedonia, Montenegro, Romania, Serbia, Ukraine	88,044	34,584	closed
1206.001-08	Pilot project on enhancing sustainable local and rural development in the SAP (Stabilization and Association Process) countries by introducing the LEADER experience	Hungary	Albania, Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro, Serbia	40,376	18,598	closed
1206.002-08	1st Ukrainian School of Civil Society Leaders	Poland	Ukraine	128,666	32,992	closed
1206.014-08	BIOM-ALBA - Analysis and Study of the Feasibility of a Biomass Chain in Albania	Italy	Albania	97,039	31,987	closed
1206.015-08	Promotion and Development of Agrotourism and Ecological Agriculture in Moldova	Poland	Moldova	109,061	13,273	closed
1206.018-08	MOLDAGROFOOD - Systems for the Organisation of the Moldovan Food Farming Production Process	Italy	Moldova	83,185	36,023	closed



REFERENCE NUMBER	PROJECT NAME	COUNTRY OF KNOW-HOW PROVIDER INSTITUTION	COUNTRY OF KNOW-HOW RECIPIENT INSTITUTION	TOTAL PROJECT COST €	CEI CO-FINANCING €	IMPLEMENTATION STAGE
1206.020-08	Fostering Innovation in SMEs in the Western Balkans, Phase II	EU CEI member states / OECD as coordinator	Albania, Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro and Serbia	91,591	35,084	closed
1206.021-08	Monitoring SME Policy Implementation in the Western Balkans	EU CEI member states / OECD as coordinator	Albania, Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro and Serbia	102,622	40,000	closed
1206.026-08	Capacity Building in Public Accounting (CBIPA) in Moldova	Slovenia	Moldova	241,357	40,000	closed
1206.027-08	Transfer of Macrolotto Best Practice to the Management of Sustainable and Equipped Productive Areas	Italy	Serbia	41,508	14,181	closed
1206.002A-09	PORTRAIN	Italy	Albania	91,979	33,900	closed
1206.003A-09	Supporting Serbian SMEs in Accessing to EU Markets	Italy	Serbia	42,448	21,224	closed
1206.004A-09	SEA - System for Energy Autonomy	Italy	Moldova	121,600	20,000	closed
1206.005A-09	Assessment of Energy Sector in Bosnia and Herzegovina: AER Peer Review on Energy in Republika Srpska	Hungary, Romania / AER as coordinator	Bosnia and Herzegovina	25,992	12,092	closed
1206.006A-09	Development of Decision Support Systems for Integrated Water Management in Belarus	Italy	Belarus	64,306	31,288	closed
1206.007A-09	CEI Study Tour and Workshop: The Role of Professional Branch Associations in Fostering the Competitiveness of SMEs in the IT Sector – Creating a Common South-east Europe IT Brand	Austria, Bulgaria	Albania, Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro, Moldova, Serbia, Ukraine	66,961	25,941	closed
1206.008A-09	ICT Cooperation: Italy – Croatia Technology Cooperation	Italy	Croatia	14,492	6,239	closed
1206.009A-09	Capacity Building and Transfer of Knowledge for the Development of Organic Farming in Blidinje Nature Park	Czech Republic	Bosnia and Herzegovina	65,089	15,536	closed
1206.011A-09	Technical Assistance for the Development and Improvement of Technologies, Methodologies and Tools for the Enhanced Use of Agricultural Biomass Residues	Italy	Serbia	79,053	39,000	closed
1206KEP.005-10	Good Governance in Chisinau - Introduction of Performance Budget in the Capital of Moldova	Poland	Moldova	123,544	32,683	closed
1206KEP.006-10	Farming and Off Farming Activities in Mountain Areas and Natural Parks: "the Italian Experience" a Study Tour for Montenegro	Italy / FAO as coordinator	Montenegro	59,851	24,851	closed
1206KEP.007-10	Technical Assistance and Good Practices Sharing in order to Promote Female Entrepreneurship in the Tourism and Services Sector	Italy	Croatia	103,016	40,000	closed
1206KEP.008-10	AER peer review on energy in Vojvodina "How to create sustainable energy communities within our regions?"	Italy, Romania / AER as coordinator	Serbia	28,815	13,066	closed
1206KEP.009-10	FIT4SMEs - Financial Facilities for SMEs: Training and Capacity Building for Business Support Organisations in non-EU CEI Member States	Italy		80,000	39,883	closed
1206KEP.010-10	Monitoring SME Policy Implementation in the Western Balkans	EU CEI member states / OECD as coordinator	Albania, Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro and Serbia	142,858	40,000	closed
1206KEP.011-10	SAFE ADRIA - Technical Assistance to Luka Bar for the Development of Action Plans to Improve the Capacity in the Domains of Environment protection, Safety and Security at work	Italy	Montenegro	57,777	26,520	closed
1206KEP.012-10	COOPERADRIA - Support to the Capacity in Developing and Managing Cooperation Projects: Institute of Transport	Italy	Albania	45,899	15,622	closed
1206KEP.013-10	Krapina Zagorje County Rural Development Strategy	Slovenia	Croatia	28,908	12,919	closed
1206KEP.005-11	FIT4SMEs II - Financial Facilities for SMEs: Training and Capacity Building for Business Support Organisations in non-EU CEI Member States	Italy	Albania, Belarus, Bosnia and Herzegovina, Croatia, North Macedonia, Moldova, Montenegro, Serbia, and Ukraine	80,633	39,948	closed
1206KEP.009-11	Public Accountants Certification Training (PACT) in North Macedonia	Slovenia	North Macedonia	114,080	29,915	closed
1206KEP.010-11	Training of Internal Auditors in Public Sector in Montenegro	Slovenia	Montenegro	225,122	39,641	closed
1206KEP.011-11	Evaluating SME Policy Implementation in the Western Balkans	EU CEI member states / OECD as coordinator	Albania, Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro, Serbia	102,150	39,671	closed
1206KEP.001-12	Improving Environmental and Disaster Prevention Capacity in Serbia	Italy	Serbia	72,135	33,002	closed
1206KEP.002-12	Performance budgets in Cherkasy and Vinnitsa - Support for Good governance and Financial Transparency of Local Governments in Ukraine	Poland	Ukraine	188,742	24,475	closed
1206KEP.003-12	Context - Conditions for Technology Transfer of Experience for Tirana City	Italy	Albania	86,193	28,435	closed

REFERENCE NUMBER	PROJECT NAME	COUNTRY OF KNOW-HOW PROVIDER INSTITUTION	COUNTRY OF KNOW-HOW RECIPIENT INSTITUTION	TOTAL PROJECT COST €	CEI CO-FINANCING €	IMPLEMENTATION STAGE
1206KEP.004-12	Application of Open Source Software and Methods for Territorial Analysis and Sustainable Use of Natural Resources in Belarus	Italy	Belarus	57,694	28,006	closed
1206KEP.005-12	PACT - Public Accountants Certification Training in North Macedonia	Slovenia	North Macedonia	218,153	38,786	closed
1206KEP.006-12	Know-how for Donetsk Region - Strengthening of Administrative Structures and Regional Development in Ukraine	Poland	Ukraine	28,736	11,292	closed
1206KEP.008-12	ENIGMA - Environmental Impact Assessment of the Kozuf Metallogenic District in Southern North Macedonia	Czech Republic	North Macedonia	77,590	37,895	closed
1206KEP.009-12	Renewable Energy Knowledge and Technology Transfer in Albania and in Bosnia and Herzegovina	Italy	Albania, Bosnia and Herzegovina	89,737	39,110	closed
1206KEP.010-12	Competitiveness and New Industrial Policy: Building Capacities for Diagnosis, Design and Implementation	EU CEI member states / OECD as coordinator	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia	279,653	30,000	closed
1206.004-13	Supporting the Implementation of CEFTA 2006 in the Areas of Reduction and Elimination of Non-Tariff Barriers, Trade in Services and in Relation to the Investment Related Clauses	EU CEI member states / OECD as coordinator	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia	614,581	30,000	closed
1206.005-13	Improving Environmental Monitoring and Disaster Prevention Capacity in Drina River Basin – Phase II	Italy	Bosnia and Herzegovina, Montenegro	67,767	25,372	closed
1206.006-13	RES-SOL - Renewable Solutions: Transfer of Successful Renewables and Bioenergy Know-how to Ukrainian Stakeholders	Austria	Ukraine	34,774	13,451	closed
1206.008-13	Capacity Building and Transfer of Knowledge for Increasing and Improving Professional Skills in the Field of Secure, Clean and Efficient Energy in Albania, Montenegro and Serbia	Italy	Albania, Montenegro, Serbia	86,979	35,056	closed
1206.009-13	Implementation of Directive 2009/28/EC in the Field of Biofuels and Transport in the Republic of Serbia - Transfer of Best Practices	Croatia	Serbia	34,053	12,356	closed
1206.010-13	GISNS - Development of Online Geodata Portal of Cultural Heritage in Novi Sad	Italy	Serbia	44,106	14,951	closed
1206.011-13	Smallholders Farmers' Access to Markets in Eastern and Northern Bosnia-Herzegovina and Northern Albania	Italy	Albania, Bosnia and Herzegovina	79,527	36,600	closed
1206KEP.001-14	ALERT - Strengthening Serbian Multi-hazard Early Warning and Alert System	Italy	Serbia	86,291	30,741	closed
1206KEP.002-14	ALERT II - Strengthening Serbian Multi-hazard Early Warning and Alert System	Italy	Serbia	84,633	32,984	closed
1206KEP.003-14	On the Job Training in Humanitarian Demining and Mine Risk Education	Italy	Bosnia and Herzegovina	80,000	40,000	closed
1206.004-14	SUSAGRI - Development of Guidelines for Implementation of the Principles of Sustainable Agriculture according to EU Directive 2009/128	Italy	Bosnia and Herzegovina	61,581	30,781	closed
1206.005-14	PACKSENSOR - The Impact of the Controlled Atmosphere on Quality and Safety of the Close-Seal- Packaged Food applied in the SMEs of South Serbia	Italy	Serbia	86,695	37,000	closed
1206.006-14	MaCCIM - Maritime Cluster Cooperation Italy Montenegro	Italy	Montenegro	70,736	30,781	closed
1206.007-14	Next Generation Competitiveness Initiative (NGCI): South East Europe Competitiveness Outlook 2015	EU CEI member states / OECD as coordinator	Albania, Belarus, Bosnia and Herzegovina, Croatia, North Macedonia, Moldova, Montenegro, Serbia, and Ukraine	5,000,248	30,000	closed
1206.008-14	Emergency Management and Community Resilience: a Goal for Serbia	Italy	Serbia	74,289	24,829	closed
1206.011-14	The Development of Graphene-based Sensors for the Detection of Environmental Pollutants	Italy	Serbia	83,435	25,808	closed
1206.012-14	Water Supply, Sewerage Networks, and Future City Development: Theoretical Update and on-the-job Training of the UKT staff members in view of the Territorial Reform	Italy	Albania	43,188	12,602	closed
1206.001-15	WASTE MGMT in Vinnytsia – Capacity Building and Transfer of Knowledge for Increasing and Improving Professional Skills in Waste Management in the Region of Vinnytsia	Italy	Ukraine	88,853	38,047	closed
1206.002-15	Good Governance and Anti-Corruption Civil Society Initiative: Capacity Building for Monitoring SOE Governance in the Energy Sector	Bulgaria, Italy	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia	83,498	39,474	closed
1206.005-15	HYMEUR - Hydro meteorological Modelling for Environmental quality control	Italy	Serbia	78,881	37,831	closed
1206.006-15	Experiences in the Mirror from Italy to Moldova (SMA.RI.GO.)	Italy	Moldova	82,187	38,784	closed
1206.007-15	Development of a Training Program on Management of Disaster Prevention, Preparedness and Rapid Response	Italy	Serbia	73,850	36,925	closed
1206.008-15	Capacity Building for Improved Mineral Fuels Monitoring System - Transfer of Best Practices against Grey Economy (FUELPAGE)	Czech Republic	Serbia	49,178	17,445	closed

REFERENCE NUMBER	PROJECT NAME	COUNTRY OF KNOW-HOW PROVIDER INSTITUTION	COUNTRY OF KNOW-HOW RECIPIENT INSTITUTION	TOTAL PROJECT COST €	CEI CO-FINANCING €	IMPLEMENTATION STAGE
1206.001-16	Support Anti-corruption Capacity Building in Albania	EU CEI member states / OSCE as coordinator	Albania	70,210	34,920	closed
1206.002-16	Dams Safety: a New Approach for the Monitoring of the Dams with the Use of Remote Sensing	Italy	Albania	79,710	39,885	under implementation
1206.003-16	GIs for Non-wine Food Products: Exchange of know-how and Boost for Partnerships' based Rural Development in Moldova	Poland	Moldova	24,816	11,940	closed
1206.004-16	Development and Regulation of the University of Belgrade Laser-laboratory infrastructure for Education and Research	Italy	Serbia	584,978	39,900	under implementation
1206.005-16	Preserving Kotor Bay as Natural and Historical Heritage-Analysing Sea Pollution Sources and Raising Ecological Awareness	Italy	Montenegro	74,794	33,263	closed
1206.006-16	Professional Intergovernmental Know-how Exchange on the Implementation of Large Scale Secondary School Scholarship and Mentoring Programme for Roma Students	Hungary	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia	78,481	38,550	under implementation
1206.001-17	Innovation Vouchers Scheme for Resource Efficiency Technologies and Services in Serbia	Italy	Serbia	81,872	40,000	closed
1206.002-17	Strengthening Governance through Public Procurement in the Western Balkans - Regional Western Balkans Master's Programme in Public Procurement Management	Italy	Serbia	88,783	40,000	closed
1206.003-17	Heritage First Aid: Cultural Tourism in Support of Heritage Conservation	Italy	Albania	84,000	37,429	under implementation
1206.004-17	WASTE OIL FREE - Integrated Waste-oils Management System. Transfer of Best Practices for Safe, Sustainable and Eco-friendly Transport in Serbia	Czech Republic	Serbia	41,330	17,560	under implementation
1206.005-17	SAFEMEAT	Italy	Serbia	80,000	37,000	under implementation
1206.006-17	SMART RIVER GOVERNANCE 2.0	Italy	Moldova	80,000	37,000	under implementation
1206.007-17	EMS WeB - Improving Disaster Risk Reduction Skills and Resilience. Building Practices in the Western Balkans	Italy	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia	60,200	27,100	under implementation
1206.008-17	Sustainable Approach to Managing Construction and Demolition Waste (SAMCODE)	Italy	North Macedonia	61,960	30,870	under implementation
1206.009-17	CEI support for strengthening Energy Regulatory Authorities in the Western Balkans	Italy	Albania, Montenegro, Serbia	81,588	27,845	closed
1206.010-17	Capacity building on PPPs (Public Private Partnerships) for road construction and exploitation for Albanian authorities with the participation of Serbia and other Western Balkan countries	Italy	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia	74,991	36,979	closed
1206.001-18	CEI support for strengthening Energy Regulatory Authorities in the Western Balkans - Second phase	Italy	Albania, Montenegro, Serbia	85,521	39,855	approved
1206.002-18	Capacity building program for extension services in the Western Balkans to support participation in IPARD calls	Italy	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia	64,475	32,250	approved
1206.003-18	Training in dietary assessment and sharing platforms for monitoring population food consumption habits in a long term perspective (TRAIN-DIE)	Italy	Serbia	80,000	40,000	approved
1206.004-18	Capacity Building for Implementing Innovative EU Monitoring Tools for Good Governance and Anti-Corruption	Bulgaria	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia	79,987	39,994	approved
1206.005-18	BE.ST. (BEst practices exchange to STimulate Serbian SMEs growth)	Italy	Serbia	72,020	35,970	approved
1206.006-18	INNOVATION to prevention and protection from natural and environmental RISKS: experiences in the mirror between civil protection and emergency management from Italy to Moldova (INNOVA.RISKS)	Italy	Moldova	79,975	39,988	approved
<b>TOTAL</b>				<b>13,932,049</b>	<b>2,878,021</b>	

## Abbreviations and acronyms

ACER	Albanian Center for Economic Research
AER	Assembly of European Regions
APV	Autonomous Province of Vojvodina
ARERA	Regulatory Authority for Energy, Networks and Environment (Italy)
ATCO	Air Traffic Control Officer
BAS	Business Advisory Service
BiH	Bosnia and Herzegovina
BSO	Business Support Organisation
CCI	Center for Civic Initiatives
CDT	Center for Democratic Transition
CEI	Central European Initiative
CENM	Centre of Research Excellence in Nutrition and Metabolism
CEP	European Policy Centre
CETIR	Central Initiative System - transport information reporting system
CH	Combined heat and power
CP	Corporate Plan
CREA	Council for Agricultural Research and Economics
CSD	Center for the Study of Democracy
CSO	Civil Society Organisation
DAM	Day Ahead Market Integration
DFF	Direct Finance Framework
DRIVE	Delivering Resource Efficiency Investment Programme
EBRD, the Bank	European Bank for Reconstruction and Development
EC	European Commission
EE	Energy Efficiency
EFSA	European Food Safety Authority
EGP	Enterprise Growth Programme
EIR	EBRD Investment Ratio
ELEM	Elektrani na Makedonija AD
ENP	European Neighbourhood Policy
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FBIH	Federation of Bosnia and Herzegovina
FDI	Foreign Direct Investment
GEF	Global Environment Facility
GET	Green Economy Transition Approach
GIV	Green Innovation Voucher
GPA	Governance and Political Affairs
ICGI	Investment Climate and Governance Initiative
IDS	Individual dietary surveys
IFI	International Financial Institution
IFRS	International Financial Reporting Standards
ISO	International Organisation for Standardisation
IMPPM	International Master Programme in Procurement Management
IMR	Institute for Medical Research
IPARD	Instrument for pre-accession assistance for rural development
KEP	Know-how Exchange Programme
MAECI	Ministry of Foreign Affairs and International Cooperation, Italy
MCIC	Macedonian Center for International Cooperation
MRC	Multi-Regional Market Coupling
MWH	Montgomery Watson Harza
NGO	Non-governmental Organisation
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PACT	Public Accountants Certification Training
PIU	Project Implementation Unit
PESR	Macedonian Public Enterprise for State Roads
PFI	Partner Financial Institution
PPP	Public Private Partnership
PV	Photovoltaic
R&D	Research and Development
RBMP	River Basin Management Plans
RSF	Risk Sharing Framework
SEE	South East Europe
SME	Small and medium-sized enterprise
SWG RRD	Regional Rural Development Standing Working Group of South-Eastern Europe
TAM	TurnAround Management Programme
TC	Technical Cooperation
TIR	Total Investment Ratio
UNEP/MAP	United Nations Environment Programme / Mediterranean Action Plan
UoB	University of Belgrade
UTV	University of Rome Tor Vergata
ZPCG	Zeljeznicki Prevoz Crne Gore (Montenegro Railway Transport)
ZS	Zeleznice Srbije (Serbian Railways Company)

## Glossary - Country Groupings

EU CEI Member States	Bulgaria, Croatia, the Czech Republic, Hungary, Italy, Poland, Romania, the Slovak Republic, and Slovenia
Non-EU CEI Member States	Albania, Belarus, Bosnia and Herzegovina, Moldova, Montenegro, North Macedonia, Serbia, and Ukraine
Western Balkan CEI countries	Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, and Serbia
ENP CEI countries	Belarus, Moldova, and Ukraine





Management and Coordination

Elisabetta Dovier

Contributions

Simon Andov

Cristian Carraretto

Claudia Neuschulz

Olivia Oddi

Tania Pibernik

Design

Farfalle nella testa, Italy

Printing

Grafiche Filacorda, Italy

Photography credits

shutterstock.com

## Office for the CEI Fund at the EBRD

### London Office at the EBRD

One Exchange Square // London EC2A 2JN // United Kingdom  
homepage: [www.ebrd.com](http://www.ebrd.com)

### Trieste Office at the CEI Headquarters

Via Genova 9 // 34121 Trieste // Italy  
e-mail: [cei.ebrd@cei.int](mailto:cei.ebrd@cei.int)  
homepage: [www.cei.int](http://www.cei.int)

Follow-us on



**European Bank**  
for Reconstruction and Development

