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***Evaluation of Contracts Implemented and Financed  
by IPA under the Civil Society and Media Action***

**Republic of Serbia**

**Evaluation Report**

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## Acronyms and abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CfP	Call for Proposal
CSF	Civil Society Facility
CSO	Civil Society Organisations
DAC	The OECD's Development Assistance Committee
DoA	Description of the Action
EC	European Commission
EES	European Evaluation Society
EIDHR	European Initiative on Democracy and Human Rights
EU	European Union
EU CS	The EU's Civil Society Guidelines
EUD	Delegation of the European Union to Serbia
FFIS	<i>Future of freedom of information in Serbia</i>
FOI	Freedom of Information
HIV	Human immunodeficiency viruses
IPA	Instrument of Pre-Accession
LGBTI	Lesbian, Gay, Bi-sexual, Transgender and Intersex
M&E	Monitoring and evaluation
MEI	Ministry of European Integration
MIPD	Multi-annual Indicative Programme Document
NIPAC	National IPA Coordinator
OCCRP	Organized Crime and Corruption Reporting Project
PAR	Public sector administration reform
ROM	Results-oriented Monitoring
SAA	Stabilisation and Association Agreement
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Available, Relevant and Time-bound
TACSO	Technical Assistance for Civil Society Organisations
UK	United Kingdom
UNSCR	United Nations Security Council Resolution
USAID	United States Agency of International Development

## Executive summary

The Civil Society Facility (CSF) is one of the European Commission's instruments for supporting the development of the civil society and media in enlargement countries. The CSF was set up in 2008 and has been providing the pre-accession assistance to civil society in the Western Balkans and Turkey, through National and Multi-beneficiary initiatives, since then. The overall intent of the CSF is to support the development of an active civil society that is capable of participating in public debate on democracy, human rights, social inclusion and the rule of law. The CSF aims to assist civil society in developing its capacity to influence policy-making and decision-making processes. Assistance to media focuses on direct support to media in quality investigative reporting and enforcement of the freedom of expression, democratisation of media and application of EU standards in the media field.

The subject of this Evaluation are two Civil Society Facility and Media programmes of the EU Delegation in Serbia. The programmes include 46 Actions and an indicative amount of EUR 10,197,961.05 in funding for these Actions. The main objectives of the evaluation were to provide the relevant services of the European Union, interested stakeholders and the wider public with an overall independent assessment of the performance of the Civil Society and Media Facility, paying particular attention to its results measured against its objectives. The evaluation assessed the CSF using the five standard DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and early signs of impact.

The evaluation was conducted in four phases. The inception phase structured the evaluation and clarified key issues to be addressed, revised the evaluation questions and defined judgement criteria and indicators and established data collection tools. This was all presented in an inception report. The desk phase comprised an in-depth analysis of all available documentation, remote interviews and finalisation of the methodological design for field research, analysis and reporting. This was all presented in a desk report. The field phase assessed the findings of the desk phase in greater detail with primary inputs from stakeholders and others. 96 people were interviewed during the field phase. The synthesis phase delivered this document, providing an analysis of findings, conclusions and recommendations.

## Findings

**Relevance.** The evaluation found significant, consistent evidence of the relevance of the CSF Actions being evaluated. Relevance is seen with regards to deepening citizen understanding of the legislative and policy reforms a country requires to qualify for EU membership, including a focus on the reform of public finance, public tendering processes and transparency in governance. CSF objectives are well-aligned with the Copenhagen Political criteria for accession, particularly *preservation of democratic governance and human rights*, with civil society empowerment an integral part of the political criteria for the EU accession process. In terms of media relevance, this report addresses in some detail the current status of media freedoms in Serbia and the role the CSF is playing in providing an approach to media assistance that addresses the key issues of sustainability of independent media. The aims, objectives and activities of projects funded by the CSF in Serbia contribute to CSF objectives and to the overall objectives of the EC in relation to civil society development. Guidelines for Calls for Proposals clearly refer to and align overarching priorities and strategies and funded projects were clearly prepared against the defined objectives of the Calls for Proposals and within the defined frameworks. All reviewed projects demonstrate a high degree of relevance to the Civil Society Facility against strategic frameworks.

**Design.** The funded Actions generally have a reasonable to solid design that offer a combination of interventions and activities that are likely to lead to envisaged results. There are however

issues across the projects where designs *do not clearly link Activities to Outputs to Outcomes*, although project designs are generally clear in what they are going to do and how this will contribute to their objectives. At the higher level of logical frameworks there is a tendency to attribute a more significant influence from projects in overall objectives rather than looking at what are the much more likely contributions of projects to specific objectives.

**Efficiency.** Reviewed projects are generally being implemented efficiently, with no, or only minor, delays. These delays have not had a negative impact on achieving anticipated results. Most delays, though, have been noted with regards to somewhat late arrival of EU funds and also elections or related political events. Reviewed projects presented satisfactory resilience to external factors through investing in networks of their partners and beneficiaries and also ensuring the project scope is realistic. Media projects in most cases focus on a small group of journalists willing to engage in difficult topics or in investigative journalism. There are numerous cases where linkages and partnerships between projects have been made to maximise the potential of projects. The most significant challenge for both media and CSO projects is the ‘narrowing of space’ for activities of these sector partners. Interviews with virtually all funded organisations and other stakeholders point to an increasing distance between the government and media organisations/ CSOs, resulting in a lack of responsiveness of government representatives to participate in events, roundtables and discussions.

**Effectiveness.** The funded Actions demonstrate a high level of effectiveness in completing activities on time and within budget and through these in delivering the expected results. The 46 projects are all progressing well against plans or have been completed well against plans, and by-and-large activities have been delivered as planned and within the timeframe proposed and the Outputs programmed from delivery have been or are being delivered. *Media projects* mostly use a combined set of activities including developing media content, providing capacity-building activities for their partners and beneficiaries and raising awareness of the general public on topics related to CSF priorities, EU priorities and pre-accession objectives. A number of projects directly focus on public awareness, generally with relation to human rights, anti-corruption and other accession frameworks and priorities. It was noted in the evaluation that the productions funded through the CSF demonstrate that the general public is and will continue to be interested in media productions that address serious issues if those productions are well-designed and well-presented. *CSO projects* focus on various issues related to governance and rights, with some using sub-granting as a tool for capacity-building and for applying the knowledge and skills gained into concrete initiatives and projects. Civil society projects have had some important cumulative results, mainly in the area of human rights and democratisation, capacity-building and networking, including notably cross-border networking with Kosovo<sup>1</sup> citizens, although there is also significant influence noted in raising public awareness. One noted aspect of the CSF’s programming has been the cooperation between civil society and media, where the knowledge of CSOs has assisted media organisations in the formulation of their work and then media organisations have assisted CSOs in raising awareness of specific areas of importance and in affirming the value of the role of civil society in reform processes.

**Impact and sustainability.** The evaluation found only limited evidence of concrete impacts to date, in both the media and civil society sectors. There does appear to be some prospect for longer term or wider impact in a number of projects, which is discussed in detail in the full report. Sustainability prospects of the majority of media projects is low as most media projects

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<sup>1</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.

have included production of media products that the media outlets for the most part cannot sustain without external assistance. EU assistance to media has focused on maintaining independent media within the complex political and market context which is not enabling to the sustainability of their operations, however no projects focused on raising financial sustainability capacities of media or developmental projects, which is a weakness of the media programme in terms of medium to long-term sustainability. CSOs have worked on legislative amendments or new legislation, and some legislation has been adopted, indicating sustainable outcomes as adopted legislation will bring significant and sustainable impact to targeted populations or the targeted sectors for the legislation. Implementing organisations demonstrate a high level of management, administrative and project delivery capacity. Organisations have improved skills in managing projects and have gained experience on thematic areas of focus.

**Coherence, Coordination and Consistency.** The evaluation found a clear view among interviewees that given its overall role and size of programme the EU should drive a more formal and directed coordination and coherence dynamic, ensuring at the least that donors engaged in financial support to Serbia's reform process are communicating and sharing on a regular basis. There was also consistent comment on a lack of coordination effort by the EUD of the grantees benefiting from the CSF/ media programme support - noted by interviewees as an important weakness of EU support to partners. In the CSO sphere, coherence exists though areas of improvement are visible, particularly in terms of ensuring synergy and coherence.

## **Conclusions**

A particular strength of the CSF and media programme is its relevance, to EU documents and priorities, to Serbia's stated accession priorities, to civil society and independent media organisations in Serbia. The relevance to the EU is particularly related to how the civil society and media programme links the priorities of funded organisations with the EU's focus on rights, and how the funded projects deliver specific outputs that contribute to building a belief in European values as a foundation for Serbia's EU accession processes. While there is a clear linkage between European values and EU accession processes, Chapter 23 in particular defines the critical values that underpin accession, and the funded projects have a significant focus around Chapter 23 and those values.

The funded initiatives have largely been delivered in an efficient manner. They have delivered or are delivering the intended outputs and are doing so on time and within budget. One ongoing area of weakness is the practical understanding of results-based management principles and processes and an effective, practical use of results-based management tools. Where this is most noticeable is in the failure of many project to define a clear linkage between Activities (what they are *funded to do*) and their planned outputs (what they are *funded to directly achieve*), with a further lack of strong linkage to the longer term outcomes they want to contribute to (and indeed a visible linkage to overall programme objectives). As a result, logical frameworks are not able to be used effectively as management or reporting tools. One area lacking focus is a system/ approach/ process on the part of the EU to ensure funded organisations are engaged with in a substantive way during project formulation, implementation and reporting. While consultation processes are noted, and visible, the consistent feedback from implementing partners indicating an ineffective engagement with the EU on matters of political importance and in development of a collaborative approach with CSOs and media organisations indicates that a more visible and structured approach would be of benefit to all parties.

Funded initiatives are being delivered as planned and are delivering their intended outputs. This is true for both media and civil society projects. All reviewed projects are progressing well against plans and achieving intended results. Media project are raising public awareness of

European values, EU objectives and priorities and are building the capacity of journalists in investigative journalism and journalism practice. CSO projects are maintaining a strong focus on and delivering results related to governance, rights, European values, EU accession processes and priorities and are building capacity within their own organisations and their partners – capacities that will assist civil society to be an effective interlocutor with government and the EU. A strong cooperation between civil society and media is developing. There is the clear view of supported organisations that EU political backing is missing, which is perceived as a mixed message of the EU to government and affected media outlets.

There is only limited evidence of concrete impacts to date, in both the media and civil society sectors. There are prospects for longer term or wider impact in a number of projects that address specific aspects of Serbia's accession agenda, including citizen engagement, legislative and policy development and addressing public financial reform, as well as project focused on the long-term resolution of regional reconciliation and certain critical issues related to human rights.

Prospects for sustainability remain limited, particularly with regards the media initiatives whose products tend to have a relatively short 'shelf life'. Both media organisations and CSOs demonstrate significant (and sustainable) management practices including effective planning and effective implementation processes, as well as expertise in their fields, expertise that also contributes to the effective and efficient implementation of funded initiatives. The professional, motivational and organisational structures of implementing partners are notably high, have developed through the assistance they have received from the donor community, including the CSF, and stand the organisations in good stead for future developments.

While the evaluation acknowledges the EU's consultation processes and liaison/ coordination activities and processes with government, the donor community and civil society, it is apparent that there are perceptions across stakeholders that there could be improvement or innovation in how the EU approaches the priorities of coordination, coherence and consistency with other donor agencies and with funded organisations. There is a sense among interviewees that current processes are too informal and unplanned, with a related disconnect between programming and priorities. Further, while the evaluation found strong examples of collaboration among funded organisations, a more formal facilitation of sharing by funded organisations has the potential to increase synergies during implementation processes and to also provide a range of benefits to the EU in its formulation of upcoming Calls for Proposals.

## **Recommendations**

Given the strongly indicated relevance of the CSF and the ongoing effectiveness of funded organisation in both the media and civil society components of the programme it is recommended that support be continued for the foreseeable future:

- A commitment to both a media and civil society component is indicated, including an acknowledgement that for media organisations in particular, and for the ongoing development of an independent media in Serbia, CSF support to the sector is critical.
- Ongoing work on collaboration between media organisations and CSOs is warranted.

It is recommended that the EU look in detail at the use of the national resource centre managed by Civic Initiatives, and TACSO's resources, to improve the application of results-based management practices by funded organisations. As noted in the Findings and Conclusions, there are four main areas where improvement is needed in how funded organisations define their

logical frameworks, improvement that would enable a *more effective use of the logical framework tool to contribute to project management*:

- A better understanding of the logical links between Activities – Outputs – Outcomes, and how Activities are intended to deliver Outputs and Outputs are intended to contribute to Outcomes. Further to this is the actual design of projects to reflect this logical linkage.
- Ensuring, at the higher levels of logical frameworks, that Outcomes not only logically flow from Outputs but that they are formulated in a way that is simply not beyond the scope of influence of the project Activities/ Outputs.
- Giving consideration in project design processes to how a funded project can contribute to overall programme objectives – linking the work of the implementing partner to the specifically stated CSF objectives for the Call.
- Improving the quality and usefulness of Output and Outcome indicators within project designs. Of most importance with indicators is a) that each indicator is pitched correctly for the related Output or Outcome statement and b) is formulated in such a way that it can indeed indicate the achievement of the related result. Some specific focus here is needed on media projects to assist them in understanding more about their productions that the number of views they have gotten on YouTube.
- Introduction of TOC approach to project design and implementation.

It is recommended that the EU, at the political level, give firm and public support to the work of the funded CSOs and media organisations, and to the importance of the work of these organisations in building a foundation of European values in Serbia's EU accession processes.

It is recommended that the EU strengthen its approach to collaboration with both the donor community in Serbia and with funded organisations as a way of improving synergies, and as a formal focus on coordination, coherence and consistency with the work of these groups. Two specific possibilities are proposed, but strategic thinking in this area should not stop with these two possibilities:

- A formal commitment to and engagement in donor coordination processes at the national level. It is noted that donor coordination is not best focused on a simple sharing of current activities and funded initiatives but a) on development of synergies/ collaboration as a way of strengthening results across priority areas and b) on strategic discussions of both overlaps and gaps and effective actions to address each. It is noted that this commitment and engagement is likely to be best done within the context of the established 9 Sector Working Groups (SWG) that are intended to ensure direct communication between responsible institution, development partners and civil society in the process of identification of priorities, actions and activities during the programming of IPA and other Official Development Assistance (ODA).
- Facilitation of ongoing communications between and development of potential collaboration between organisations funded by a Call for Proposals, or even across Calls. The evaluation heard a range of comment on the ongoing collaboration of funded organisations, together with an expressed desire that this collaboration had a wider application as it contributes to synergies and refinements to approaches/ activities. Consideration should be given to use of the national resource centre in facilitation of practical sharing/ collaboration/ sessions for CSOs and media organisations funded through the CSF.

It is recommended that the EU consider assistance to media organisations in the development of marketing and other financial sustainability strategies.

# 1 Introduction

## 1.1 Relations between the EU and Serbia

The European Council granted Serbia the status of candidate country on 1 March 2012. The Stabilisation and Association Agreement (SAA) between Serbia and the EU entered into force in September 2013. Accession negotiations formally started in January 2014, and, following progress in dialogue with Kosovo\*<sup>2</sup> and in some areas of the aquis the first two chapters of negotiations were opened in December 2015, chapters 32 and chapter 35. A total of 14 chapters have now been opened:

- 5 – Public procurement.
- 6 – Company law.
- 7 – Intellectual property law.
- 13 – Fisheries
- 17 - Economic and monetary policy.
- 18 – Statistics.
- 20 – Enterprise and industrial policy.
- 23 – Judiciary and fundamental rights.
- 24 – Justice, freedom, security.
- 25 – Science and research.
- 26 – Education and culture.
- 29 – Customs union.
- 30 – External relations.
- 32 – Financial control.
- 33 - Financial and Budgetary Provisions.
- 35 – Other issues / normalisation of relations between Serbia and Kosovo).

Two chapters been provisionally closed (chapters 25 and 26) and Serbia has tabled its negotiating position on chapter 9 and has been invited to table its negotiating positions on chapters 2, 4, 10, 14, 21, 27 and 28.

### 1.1.1 Country report for Serbia

In its country report on Serbia for 2018<sup>3</sup>, the European Commission makes a number of important points relevant to the framework of this evaluation assignment:

- Serbia is moderately prepared in the area of public administration reform. Some progress was achieved in the area of service delivery and with the adoption of several new laws. Serbia needs to implement its reform targets, professionalise and depoliticise the administration, especially regarding senior management positions, and ensure systematic coordination and monitoring of the public financial management reform programme 2016-20. Serbia's ability to attract and retain qualified staff in the administration dealing with EU issues will be crucial.
- Serbia's judicial system has some level of preparation. Some progress was made, notably by reducing the backlog of old enforcement cases and putting in place measures to harmonise court practice. Improved rules for evaluating professional performance of

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<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.

<sup>3</sup> <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-serbia-report.pdf>

judges and prosecutors were adopted. The scope for political influence over the judiciary remains a concern.

- Serbia has some level of preparation in the fight against corruption. Some progress has been achieved, especially in adopting amendments to the Criminal Code in the economic crimes section; to the law on the organisation of state authorities in the field of fight against corruption, organised crime and terrorism; and to the law on seizure and confiscation of proceeds of crime. However, there is a serious delay in adopting the new law on the Anti-Corruption Agency. Corruption remains prevalent in many areas and continues to be a serious problem.
- The legal and institutional framework for the respect of fundamental rights is in place. Its consistent implementation across the country needs to be ensured, including as regards protection of minorities. While Serbia has some level of preparation, no progress was made on freedom of expression, a matter of increasing concern. Further sustained efforts are needed to improve the situation of persons belonging to the most discriminated groups (Roma, LGBTI persons, persons with disabilities, persons with HIV/AIDS and other socially vulnerable groups). A gender equality law needs to be adopted.
- Serbia overall remained constructively committed to bilateral relations with other enlargement countries and neighbouring EU Member States and an active participant in regional cooperation.
- Regarding the normalisation of relations with Kosovo, Serbia has remained engaged in the dialogue. However, Serbia needs to make further substantial efforts on the implementation of existing agreements and contribute to the establishment of circumstances conducive to the full normalisation of relations with Kosovo, to be defined in a legally binding agreement.
- Transparency, inclusiveness, the quality of law making and effective oversight of the executive need to be enhanced and cross-party dialogue improved. The role of independent regulatory bodies needs to be fully acknowledged and supported. The use of the urgent procedure to adopt legislation decreased, but is still high. The effectiveness of the parliament in scrutinising legislation has on certain occasions been limited by deliberate actions by the ruling coalition.

Of particular note in relation to this evaluation of the Civil Society Facility are the report's<sup>4</sup> following comments on **civil society**:

- No progress was made towards establishing an enabling environment for the development and financing of civil society. A national strategy for an enabling environment for civil society organisations (CSOs) and its accompanying action plan has not been adopted. Further efforts are needed to ensure systematic cooperation between the government and civil society.
- An empowered civil society is a crucial component of any democratic system and should be recognised and treated as such by state institutions. CSOs and human rights defenders play a key role in raising awareness about civil and political rights in a climate not open to criticism, with negative statements made by government officials and echoed by the media on civil society in general and on funding of certain associations in particular. Human rights defenders have been the subject of harsh criticism from tabloid newspapers.
- The National Convention on the EU (made up of representatives of governmental bodies, political parties, non-governmental organisations, experts, syndicates, private

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<sup>4</sup> <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-serbia-report.pdf>.

sector and representatives of professional organisations aiming to support a structured debate on Serbia's accession to the EU) continued to monitor and assess the progress of accession negotiations. Their expertise should be used more systematically by the authorities, in order to benefit from the Convention's full potential.

- The relationship between the government and CSOs is still marked by fragmented cooperation and a selective approach towards individual CSOs. The adoption of laws using the urgent procedure limits democratic debate, as well as the effective inclusion of civil society in the process. A national strategy for an enabling environment for civil society and its action plan are still not adopted. A council for civil society cooperation still needs to be set up.
- Following CSO consultations organised by the Office for Cooperation with Civil Society, amendments to the regulation on public funding to CSOs were adopted, aiming to harmonise the internal legal acts regulating public CSO funding and increase transparency, monitoring and evaluation of the overall process. Most Serbian CSOs lack stable funding, and especially at local level, criteria for public financial support need to be better defined to ensure overall transparency. The lack of financial sustainability of CSOs affects the potential of social entrepreneurship to address local community needs and stimulate employment and economic growth.

In relation to the **media**, and **freedom of expression**, the report<sup>5</sup> also makes specific comments relevant to this evaluation:

- Serbia has some level of preparation concerning freedom of expression. However, there was no progress over the reporting period and this lack of progress is increasingly a matter of concern. The overall environment is still not conducive to the exercise of this right. Cases of threats, intimidation and violence against journalists are still a concern, while investigations and final convictions remain rare. Serbian authorities need to react promptly to and publicly condemn hate speech and threats against journalists. Legislation on the media still needs to be fully implemented. Serbia's legal framework needs to provide for greater transparency of ownership and funding of media outlets. Co-financing of media content to meet public interest obligations needs to be implemented in line with the legislative framework. This requires transparent and fair procedures without interference by the state administration, especially at local level.
- In addressing the shortcomings outlined here, Serbia should in particular:
  - create an enabling environment in which freedom of expression can be exercised without hindrance, and ensure that threats, physical assaults, the instigation of violence, and cases of invasion of privacy against journalists and bloggers are properly followed up by law enforcement and the judicial authorities, and publicly condemned by government officials;
  - ensure the full implementation of media laws and strengthen the independence of the Regulatory Body for Electronic Media.
  - adopt the new strategy for the development of a public information system, in a transparent and inclusive manner.
  - ensure adequate funding of public broadcasting services, and transparent and equitable co-funding for media content serving the public interest.

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<sup>5</sup> <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-serbia-report.pdf>

### **1.1.2 The Western Balkans Strategy**

The Western Balkans Strategy<sup>6</sup> stresses that the future of the Western Balkans is within the EU, with a merit-based approach being the basis of the accession process. The Strategy is a political commitment to enlargement, including an indicative timeframe for candidate countries such as Serbia to join the EU. The merit-based approach is fully dependent on Serbia's engagement in the accession process and its success rate in key reforms. Under IPA II, Serbia continues to benefit from pre-accession assistance with a total indicative allocation of EUR 1.5 billion for the period 2014-2020. The IPA National Programme 2017 amounts to EUR 138.2 million overall, with most of the funding supporting alignment with the EU acquis, justice, energy and environment.

The Western Balkan Strategy reconfirms the importance that civil society plays in the enlargement process in the Western Balkans. It underlines in particular the importance of the enabling environment, the need for inclusive structured dialogue between civil society and governments on reform priorities, the empowerment of the civil society, and the inclusion of citizens more broadly. It points to extensive political interference in and control of the media and underlines the need to safeguard the freedom of expression and independence of media as a pillar of democracy.

### **1.1.3 Indicative Strategy Paper for Serbia (2014-2020)**

The Indicative Strategy Paper for Serbia (2014-2020)<sup>7</sup> underlines that reforms in the rule of law and fundamental rights sector are a key priority for Serbia, in line with the accession negotiation framework, which incorporates the new approach to the accession negotiations and puts the Rule of Law chapters at the heart of the enlargement process. The horizontal support to civil society and media is seen as one of priorities to improve democracy and rule of law and to contribute to deepening citizens' understanding of the reforms a country needs to complete in order to qualify for EU membership. This can help ensure EU accession is not just a government exercise and stimulate a balanced public debate, which is crucial to achieving a well-informed decision on EU membership at the end of the accession process.

### **1.1.4 Guidelines for EU support to civil society in enlargement countries, 2014-2020 and Guidelines for EU support to media freedom and media integrity in enlargement countries, 2014-2020**

DG Enlargement developed guidelines for EU support to civil society in enlargement countries for the Period 2014-2020<sup>8</sup> and Guidelines for EU support to media freedom and media integrity in enlargement countries, 2014-2020<sup>9</sup>. These guidelines include a set of objectives, results and indicators for the EU support to civil society and media which will allow the measurement of progress at country level as well across the enlargement region and provide framework for the assistance through IPA instrument.

### **1.1.5 The Civil Society Facility**

The Civil Society Facility (CSF) is one of the European Commission's instruments for supporting the development of the civil society and media in enlargement countries. The CSF was set up in 2008 and has been providing the pre-accession assistance to civil society in the

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<sup>6</sup> [https://ec.europa.eu/commission/sites/beta-political/files/communication-credible-enlargement-perspective-western-balkans\\_en.pdf](https://ec.europa.eu/commission/sites/beta-political/files/communication-credible-enlargement-perspective-western-balkans_en.pdf)

<sup>7</sup> [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key\\_documents/2014/20140919-csp-serbia.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key_documents/2014/20140919-csp-serbia.pdf)

<sup>8</sup> [http://ec.europa.eu/enlargement/pdf/civil\\_society/doc\\_guidelines\\_cs\\_support.pdf](http://ec.europa.eu/enlargement/pdf/civil_society/doc_guidelines_cs_support.pdf)

<sup>9</sup> [http://ec.europa.eu/enlargement/pdf/press\\_corner/elarg-guidelines-for-media-freedom-and-integrity\\_210214.pdf](http://ec.europa.eu/enlargement/pdf/press_corner/elarg-guidelines-for-media-freedom-and-integrity_210214.pdf)

Western Balkans and Turkey, through National and Multi-beneficiary initiatives, since then. The overall intent of the CSF is to support the development of an active civil society that is capable of participating in public debate on democracy, human rights, social inclusion and the rule of law. Further, the CSF aims to assist civil society in developing its capacity to influence policy-making and decision-making processes. Per the Terms of Reference for this evaluation<sup>10</sup>, support to civil society is reflected in two main goals:

- Achieving an environment that is conducive to civil society activities.
- Building the capacity of CSOs to be effective and accountable independent actors.

Assistance to media mainly focuses on:

- Direct support to media in quality investigative reporting.
- Enforcement of the freedom of expression, democratisation of media and application of EU standards in the media field.

## **1.2 The Action to be evaluated**

Overall assistance under IPA I and II has amounted to EUR 20 million for civil society and EUR 25 million for media. With support having been provided to more than 100 projects, the programme in Serbia is larger than any other in the Western Balkans and Turkey.

The subject of this Evaluation are two Civil Society Facility and Media programmes of the EU Delegation in Serbia. The programmes include an indicative amount of EUR 4,100,000 for media Actions (grant contracts) and EUR 6,100,000 for civil society Actions, comprised as follows:

- The Media Programme 2014, with an overall indicative amount made available under the Call for Proposals of EUR 1,800,000.
- The Civil Society Programme 2015, with an overall indicative amount made available under the Call for Proposals of EUR 3,800,000.
- The Civil Society Facility and Media 2016-2017 programme, with an overall indicative amount under the Call for Proposals of EUR 4,600,000, incorporating EUR 2,300,000 for civil society initiatives and EUR 2,300,000 for media initiatives.

The evaluation portfolio was composed of 46 Actions<sup>11</sup> funded by the EU within the four Calls for Proposals. The total contribution of the EU to these 46 Actions was EUR 10,197,961.05, comprised as follows.

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<sup>10</sup> Annex 1 - SPECIFIC TERMS OF REFERENCE - Evaluation of contracts implemented and financed by IPA under the Civil Society and Media Action - Framework Contract SIEA 2018 - LOT 3 - Human Rights, Democracy and Peace - EuropeAid/138778/DH/SER/Multi - Contracting Authority: European Union Delegation to the Republic of Serbia.

<sup>11</sup> See *Annex 9 - Actions* for the full listing of the 46 Actions.

Contracts Being Evaluated					
Call for Proposal	EU Contribution	%	Number of Contracts	Objectives of the Call	Themes of the Call
Media 2014	1,960,085.49	19.22	17	Media content produced on rule of law issues of public interest; Increased professional capacities of media and journalists.	Independence, transparency and efficiency in administration of justice and work of the court system; Law enforcement and fight against all forms of crime, including organised crime; Transparency of public budgeting and spending, accountability of public officials; Protection of human and fundamental rights.
Civil Society 2015	3,652,227.31	35.81	10	To increase the effectiveness of the Serbian CSOs in undertaking initiatives focused on Chapter 23 and 24. To enhance regional cooperation. To strengthen the role of civil society organisations in the process of negotiations with the EU and policy monitoring.	Theme 1 CSOs initiatives focused on Chapter 23 and 24 <ul style="list-style-type: none"> <li>• Effective access to justice for all.</li> <li>• Non-discrimination with special focus on migrants, asylum seekers and readmitted people, LGBTI persons, people with HIV/AIDS, people with disabilities and children belonging to vulnerable groups.</li> <li>• Fight against corruption.</li> <li>• Freedom of expression, including freedom and pluralism of the media.</li> </ul> Theme 2 Regional cooperation and dialogue between Serbia and Kosovo Good neighbourly relations and regional reconciliation; <ul style="list-style-type: none"> <li>• Cooperation between Serbia and Kosovo to improve everyday life of citizens.</li> </ul> Theme 3 CSOs participation in the process of negotiations and policy monitoring <ul style="list-style-type: none"> <li>• CSOs-government consultations in the EU Negotiations process;</li> <li>• CSOs-government dialogue in policy reforms.</li> </ul>
Media 2016	2,291,889.95	22.47	9	Lot 1- Support to Media - Improve conditions for quality investigative journalism including modern/innovative approaches to increase quality and credibility of media.	Specific sectors or themes: <ul style="list-style-type: none"> <li>• Rule of Law.</li> <li>• Environmental protection and Climate change.</li> </ul>

Contracts Being Evaluated					
Call for Pro-posal	EU Contrib-ution	%	Number of Con-tracts	Objectives of the Call	Themes of the Call
Civil Society 2017	2,293,758.30	22.49	10	Lot 2- Support to Civil Society - Increase capacities of the Serbian CSOs to address reform processes and EU integration process.	<ul style="list-style-type: none"> <li>• Cultural diversity.</li> <li>• Media and digital literacy.</li> <li>• Dialogue on the EU and Serbia's EU Accession Process.</li> </ul>
<b>Total</b>	<b>10,197,961.05</b>	<b>100.00</b>	<b>46</b>		

*Table 1- Contracts being evaluated*

## 2 Evaluation approach and methodology

### 2.1 Objectives of the evaluation

According to the evaluation Terms of Reference, the ‘main objectives of this evaluation are to provide the relevant services of the European Union, the interested stakeholders and the wider public with:

- An overall independent assessment of the past performance of the **Civil Society and Media Facility**, paying particular attention to its intermediate results measured against its expected objectives; and the reasons underpinning such results.
- Key lessons and recommendations in order to improve current and future Actions.

In particular, this evaluation will serve to maximise the impact of pre-accession assistance in Serbia by ensuring sustainability and impact through the provision of an evaluation assessment for the benefit of the Contracting Authority.

The main users of this evaluation will be:

- Relevant services of the European Union, i.e. EU Delegations to Serbia and DG NEAR Headquarters.
- Interested stakeholders.’<sup>12</sup>

### 2.2 Scope of the evaluation

The evaluation assessed the Action using the five standard DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and early signs of impact. In addition, the evaluation assessed two EU-specific evaluation criteria:

- The EU added value (the extent to which the Action adds benefits to what would have resulted from Member States' interventions only);
- The coherence of the Action itself, with the EU strategy in the Republic of Serbia and with other EU policies and Member State Actions.

The evaluation also gave consideration to whether gender, the environment and climate change were mainstreamed in the programme, whether relevant Sustainable Development Goals (SDG) and their interlinkages were identified and if the principle of Leave No-One Behind and the rights-based approach methodology was followed in the identification/ formulation documents, and the extent to which they have been reflected in the implementation of the Action, its governance and monitoring.

### 2.3 Phases of the evaluation

#### 2.3.1 Inception phase

The inception phase structured the evaluation and clarified key issues to be addressed. The inception phase began with a kick-off meeting and was followed by an initial document review and reconstruction of the intervention logic of the Action being evaluated. Based on this assessment the evaluation team revised the evaluation questions and defined judgement criteria and indicators and established data collection tools. The evaluation team then devised its work plan. All of the above was presented in the Inception Report.

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<sup>12</sup> Annex 1 - SPECIFIC TERMS OF REFERENCE - Evaluation of contracts implemented and financed by IPA under the Civil Society and Media Action - Framework Contract SIEA 2018 - LOT 3 - Human Rights, Democracy and Peace - EuropeAid/138778/DH/SER/Multi - Contracting Authority: European Union Delegation to the Republic of Serbia.

### 2.3.2 Desk phase

The desk phase of the evaluation comprised three activities:

- An in-depth analysis of all collected/ available documentation.<sup>13</sup>
- Some initial, remote interviews.
- Finalisation of the methodological design for field research, analysis and reporting. The desk phase laid the groundwork for the fieldwork, in methodological and operational/ logistical terms.

During the desk phase the evaluation team analysed relevant strategic and other documentation, including:

- IPA II 2014-2020 Serbia Civil Society Facility and Media Programme 2014-2015. European Commission.
- Guidelines for grant applicants for the Civil Society and Media Programme 2014-2015. Contracting Authority: European Commission.
- Guidelines for grant applicants for the Civil Society and Media Programme 2016-2017. Contracting Authority: European Commission.
- The Serbia 2018 Report. European Commission.
- The Indicative Strategy Paper for Serbia 2014-2020. European Commission.
- The *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*. European Commission.

As well, funded projects were analysed based on documentation provided by implementing partners.

- Descriptions of the Action.
- Logical frameworks.
- Contract documentation.
- Narrative and/ or final reports (depending on project implementation status).
- Financial reporting.
- A range of other documents, with varying relevance to the evaluation.

During the desk phase the evaluation's methodology was finalised, including determination of field enquiry focus, and timing and assignments for field enquiry. Based on the described document review, a Desk Report was submitted which provided a *summary of the findings of the review of the documentation*, against the evaluation criteria and agreed evaluation questions. The Desk Report also detailed the final evaluation methodology.

### 2.3.3 Field phase

The field phase of the evaluation focused particularly on assessing the findings of the desk phase in greater detail to confirm or question those findings and to also provide a greater and more reflective detail on the evaluation questions. During the field phase the evaluation team worked to ensure a wide range of enquiry with stakeholders and knowledgeable non-stakeholders of the CSF in Serbia, including implementing partners, government representatives, representatives of the EU and representatives of other donor organisations in Serbia including Embassies, development agencies and foundations. Significant focus was placed on triangulation of findings, and on testing the theories and preliminary findings that were addressed in the Desk Report.

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<sup>13</sup> Annex 8 – list of documents reviewed, provides a complete list of all reviewed documentation.

A total of 96 people were interviewed during the field phase<sup>14</sup>, comprising:

- 89 implementing partners.
- 0 government representatives.
- 1 EU representative.
- 6 knowledgeable non-stakeholders, including representatives of other donor organisations/ Embassies.

#### **2.3.4 Synthesis phase**

The synthesis phase delivered two documents, the Executive Summary and the Final Report of the evaluation (this document). These documents provide an analysis of findings, conclusions and recommendations, per the requirements of the Terms of Reference.

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<sup>14</sup> Annex 7 – *list of interviewees* provides full details of all individuals interviewed during the field phase.

## 3 Findings

### 3.1 Relevance

The evaluation found significant, consistent evidence of the relevance of the CSF Actions being evaluated in documentation and during field enquiry.

#### 3.1.1 EU documentation and priorities

The European Commission defines areas of clear focus in its *Indicative Strategy Paper for Serbia (2014-2020)* as part of IPA II. Most important in discussions of relevance in this evaluation are references to democracy, the rule of law, fundamental rights and freedom of expression. In terms of democracy, the Paper provides a focus on public administration reform, but also a key focus on the rule of law and fundamental rights. Specific mention is made of:

- ‘Enhanced cooperation of civil society organisations with public institutions; and
- Capacities of civil society organisations are strengthened to increase their autonomy, representativeness and accountability, as well as their membership base, fundraising and effectiveness.’<sup>15</sup>

The Indicative Strategy Paper for Serbia<sup>16</sup> stipulates that the reforms in the Rule of law and fundamental rights sector are a key priority for Serbia, with special focus on Chapters 23 and 24 that will become the core of EU assistance in this sector. The evaluation heard why Chapters 23 and 24 are critical, because they are about European values, more than accession processes they are about fundamental reforms, rather than legislative and policy framework. All reviewed projects address the issue of rule of law in general and a number of projects directly address issues related to Chapter 23 and Chapter 24 of the EU Acquis, with significant focus on human rights, the protection of rights, media freedoms, building public awareness and the importance of citizen engagement. Implementing partners see the underlying significance of Chapters 23 and 24 to the overall EU framework and have conceived projects within this priority area. As well as Chapters 23 and 24, there is a significant response to Chapter 35 related to relations between Serbia and Kosovo (both formal in building citizen relations and collaboration). Relevance is seen with regards to deepening citizen understanding of the legislative and policy reforms a country requires to qualify for EU membership, including a focus on the reform of public finance, public tendering processes and transparency in governance. As well as the mentioned focus on Chapters 23 and 24, there is a visible component of Chapters 5 and 16.

It can also be seen how CSF objectives, and the priorities of consecutive Calls for Proposals, are well-aligned with the Copenhagen Political criteria for accession<sup>17</sup>, particularly *preservation of democratic governance and human rights*. Civil society empowerment is an integral part of the political criteria for the EU accession process, especially the role of the government to successfully perform and establish the conducive environment for the sustainable develop of civil society.

According to the European Commission’s *IPA II 2014-2020 Serbia Civil Society Facility and Media Programme 2014-2015 Action Document*, ‘Support to civil society is reflected in two

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<sup>15</sup> *Indicative Strategy Paper for Serbia (2014-2020)*. European Commission.

<sup>16</sup> [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key\\_documents/2014/20140919-csp-serbia.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key_documents/2014/20140919-csp-serbia.pdf) p. 11

<sup>17</sup> See also the *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*, which states that ‘the actions funded from the CSF Serbia are aligned with the Copenhagen political criteria for accession.’

main goals: achieving an environment that is conducive to civil society activities and building the capacity of CSOs to be effective and accountable independent actors.<sup>18</sup> This document notes that ‘institutional mechanisms for cooperation between the government and CSOs are not fully developed and institutionalized as there is a lack on the side of government of understanding the role of CSOs, and low awareness of benefits of cooperation with CSOs.’<sup>19</sup> Field enquiry provided confirmation of this need and this approach, with a range of evidence being provided on the difficult relationship between civil society organisations and government, on the current difficulties with establishment and ongoing operation of a coordination body for civil society (all of which will be discussed in more detail below). Field enquiry also found evidence of the public’s ongoing lack of confidence in civil society organisations.

In relation to media, the *Action Document* notes ‘A further transformation of the media scene with clear orientation towards protecting freedom of expression and right to information, and ensuring media pluralism is necessary in line with international legislation and standards (in particular with the European Convention on Human Rights and the Universal Declaration of Human Rights).’<sup>20</sup> Further, and critical to the framework of the Actions being evaluated, the *Action Document* notes ‘The Ministry of Culture and Information, as an institution in charge of the media and audio-visual policy, has prepared a comprehensive Media Strategy that was adopted by the Government of the Republic of Serbia in September 2011.

The implementation of the Media Strategy indicates to a very slow pace of progress in this field. Capacity building among public authorities, media and information society stakeholders is required to meet EU standards and properly apply new media laws in their daily work and help citizens to protect their rights to the freedom of expression and information. The media content in Serbia has deteriorated in quality and there is a noticeable lack of media content that properly tackles common democratic principles such as transparency, good governance and the rule of law. The economic crisis in Serbia has led to the reduction of the resources for established journalists and media. This further increased the pressure on professional journalism in the country, and has led to likely bypassing of important stories in particular those that relate to the rule of law.

Media freedoms and professional journalism need to be strengthened and supported. This is especially valid for internet freedoms which have been challenged (including discussions on social media platforms) over the last several years by formal and informal groups. A stronger engagement of state authorities, regulators, self-regulators and professional associations to ensure freedom of information flows and secure a democratic environment should be one of the points of support through this project/programme.<sup>21</sup> As with civil society, evidence from field enquiry is extensive in the range of difficulties being faced by media organisations and production companies. Evidence from implementing partners as well as knowledgeable non-stakeholders references the high priority of funding for independent media, for investigative journalism practices and activities and for protection of the rights of journalists. Further discussion of these areas is found later in this report.

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<sup>18</sup> *IPA II 2014-2020 Serbia Civil Society Facility and Media Programme 2014-2015 Action Document*. European Commission.

<sup>19</sup> Ibid.

<sup>20</sup> Ibid.

<sup>21</sup> Ibid.

This perspective on the media situation in Serbia is supported by the *Strengthening Media Freedom* report<sup>22</sup> which notes that ‘the Serbian media system is far from a free and pluralistic one. Media outlets are severely limited in their ability to run sustainable media business and preserve their integrity in the pursuit of public interest in the area of communication.’ The report also notes the need for ‘a strategic approach to media assistance that should address the key issue of media sustainability as the key precondition for independent editorial policy and high media professionalism’, a point that will be returned to below.

### **3.1.2 The CSF's Calls for Proposals**

Relevance was specifically addressed by the evaluation against the defined objectives of the CSF and the related Calls for Proposals (see *Table 1 – Contracts being evaluated* above), where Guidelines for Calls for Proposals refer to and align the above-stated overarching priorities and strategies. The defined framework can be summarised as follows:

- The development of an active civil society that is capable of participating in public debate on democracy, human rights, social inclusion and the rule of law.
- To assist civil society in developing its capacity to influence policy-making and decision-making processes.
- To strengthen participatory democracies and the EU integration process by empowering civil society to take active part in decision-making and by stimulating an enabling legal and financial environment for civil society.
- To increase the effectiveness of the Serbian CSOs in undertaking initiatives focused on Chapter 23 and 24.
- To enhance regional cooperation.
- To strengthen the role of civil society organisations in the process of negotiations with the EU and policy monitoring.
- To increase capacities of the Serbian CSOs to address reform processes and EU integration process.
- To strengthen participatory democracies and the EU integration process by empowering civil society to actively take part in decision making and by stimulating an enabling legal and financial environment for civil society and pluralistic media.
- To improve conditions for quality investigative journalism including modern/innovative approaches to increase quality and credibility of investigative journalism.
- To support quality media production in the area of rule of law.
- To improve conditions for quality investigative journalism including modern/innovative approaches to increase quality and credibility of media.

Projects have been prepared against the defined objectives of the Calls for Proposals and within the defined frameworks. All reviewed projects demonstrate a high degree of relevance to the Civil Society Facility against this framework. Reviewed projects are also relevant to the EU priorities and pre-accession objectives in terms of addressing the recommendations from the European Commission Progress/ Country Reports for Serbia indicating the need to maintain and foster space for political dialogue, critical discussion and debate and expression of differing opinions both in mainstream media and in social networks. Interventions are also relevant from the perspective of the need to empower CSOs and media to create demand for enhanced transparency, accountability and effectiveness from public institutions and facilitate a greater focus on the needs of citizens in policy-making. This role of civil society is recognised in the

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<sup>22</sup> February 2016. Matic. *Strengthening Media Freedom*. Impact Assessment of the 2012 Media Fund Financial Assistance to the Republic of Serbia.

Guidelines for EU Support to Civil Society in Enlargement Countries (2014-2020).<sup>23</sup> While all reviewed projects address the issue of rule of law in general, a number of projects<sup>24</sup> directly address the issues related to Chapter 23 and Chapter 24 of the EU Acquis with significant focus on human rights and the protection of rights, on media freedoms, on building public awareness and the importance of citizen engagement. Projects see the underlying significance of Chapters 23 and 24 to the overall EU framework and have been conceived within this priority area.

The aims, objectives and activities of projects funded by the CSF in Serbia contribute to CSF objectives and to the overall objectives of the EC in relation to civil society development. There is significant focus on accountability, on dialogue and the strengthening of ties between CSOs, on the development of knowledge and skills, on EU Accession activities and on development of democratic processes and citizen engagement. This view is supported by the *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*:

- ‘CSF objectives for Serbia are relevant, based on the CSF guidelines and the recognised needs of civil society in the country, particularly taking into account the need for strengthening the capacities of CSOs to actively participate in decision-making processes, improving cooperation, coordination and exchange of knowledge at national and local levels.’
- ‘The EU provided assistance to the government of Serbia to establish a strategic and normative framework to enable civil society to be more active in building democratic institutions’ but also notes that ‘the strategy for cooperation with civil society has never been agreed by the Government of Serbia.’
- The CSF has had a strong focus on building the capacities of CSOs, through support to networks and development of grassroots organisations through re-granting schemes.’
- ‘In this context, there tends to be a *significant correlation* between the objectives of EU support and the activities and results of funded projects.’<sup>25</sup>

The CSF is focused on the EU political agenda and some critical issues in this area are covered by the CSF – anti-corruption, justice, human rights, good governance, freedom of expression, media freedom. Specific project examples include:

- The media project 372069 - *Public Finances Reform – 10 Key Issues* has focused on transparency in public finance.
- The media project 372036 - *The Proof* had as its key priority the need for public awareness in relation to the role of the judiciary in human rights and to media professionalism.
- The media project 372030 - *Access to my rights (through Ombudsman cases)* focused significantly on a) informing citizens of their rights and b) informing citizens on how to access assistance from public institutions in ensuring their rights are maintained.
- The civil society project 383187 - *Loud Whistle* crosses over between both a media focus and a judicial/ rights focus, while also building capacity in public institutions to further the protection of human rights.

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<sup>23</sup> [http://ec.europa.eu/enlargement/pdf/civil\\_society/doc\\_guidelines\\_cs\\_support.pdf](http://ec.europa.eu/enlargement/pdf/civil_society/doc_guidelines_cs_support.pdf).

<sup>24</sup> Specific projects include: Public Finances Reform – 10 Key Issues; The Proof; Future of freedom of information in Serbia (FFIS) - strengthening capacities of civil society and young generations for defending the right to know; Beyond the Chapters: Accession to Diversity; Citizens on Watch; No secret; prEUgovor Policy Watch: Monitoring Reforms in Chapters 23 and 24; Public Money for Public Interest - supporting civil society initiative for public interest; Putting the Victim First: Legal Protection, Outreach and Monitoring the National Strategy for the Prosecution of War Crimes 2016–2020; Providing effective support to the members of the most discriminated groups and their organizations; Local Watchdogs; Access to my rights.

<sup>25</sup> *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*. European Commission. 1 December 2017.

- The civil society project 383188 - *prEUgovor Policy Watch: Monitoring Reforms* in Chapters 23 and 24 is focused on specific accession-related reforms.
- The civil society project 383195 - *Voice of Communities on the EU* - Enhancing local CSOs-government policy dialogue looks to improve the working relationship between civil society and government.
- The civil society project 393340 - *National Convention on EU in Serbia* - participation of civil society in EU negotiation process gives specific attention to the role and participation of civil society in EU accession processes.
- The civil society project 393340 - *Future of freedom of information in Serbia (FFIS)* – is focused on strengthening capacities of civil society and young generations for defending the right to information.

According to the *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*, ‘important support was directed to the media sector – whereby CSF support was important for sustaining investigative journalism and sustaining media networks that are weakened by recent changes in media policies and financing.’<sup>26</sup> The reviewed media projects responded to a significant extent to the emerging needs of Serbia in improving preconditions for investigative journalism and contributing to greater media freedom. This is particularly important having in mind that the Serbia 2018 Report indicated that “freedom of expression is one of the central areas where no progress was made, and lack of progress is increasingly a matter of concern.”<sup>27</sup> The situation in Serbia in terms of media freedom is deteriorating.

According to the IREX global media index for 2017 Serbia scores 1.78 - in the category of “unsustainable mixed system”. Project documentation indicates significant expressed concerns with the level of freedom of expression, including threats to journalists, intimidation and violence while investigations are underway and an absence of discussion of topics of public interest from mainstream media outlets. Further, there is an apparent hostility towards independent media companies.

The media programme operated within this context and media projects implemented with CSF support have responded to the need of media outlets and journalists to continue doing their work within this restrictive and financially limited context. Both the document review and interviews with implementing partners demonstrate that media outlets, journalists and production companies struggle significantly to ensure financial viability due to issues with inaccessible public funding and shrinking commercial activities. This situation makes it very difficult for these stakeholders to work on deeper research and investigative journalism as most often they are fighting for survival in this difficult market. In the current situation, these challenges are primarily faced by small alternative media outlets that are not interesting to government or who are not supported by public funds as a result of their opposition narrative and rather fearless approach to addressing issues of transparency, human rights and freedom of expression. Some have been subjected to smear campaigns and other challenges such as false charges and extensive visits from inspectorates (e.g. inspectorate visits and false charges). In situations such as this, support from external sources, such as EU funds, is of critical importance for ensuring media outlets are able to continue providing alternative narratives and investigative stories, products which would not happen otherwise.

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<sup>26</sup> Serbia 2018 Report <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-serbia-report.pdf>, p.25

<sup>27</sup> Ibid.

A number of the reviewed projects not only received the specific support noted above but were at the same time conceived to respond to the need for a more open and pluralistic media landscape, and have focused on enabling a sharing of information and commentary that will encourage critical thinking and will encourage involvement in decision-making by citizens that is based on unbiased and professional media content. For example:

- The civil society project 383186 - *Public Money for Public Interest - supporting civil society initiative for public interest* project has focused its intervention on topics related to free media and transparency in media financing from public funds.
- The civil society project 393340 - *Future of freedom of information in Serbia (FFIS)* – provided capacity building activities to grantees on conducting research on the FOI implementation in their local communities.
- The media project 372081 - *Prove & Improve: Investigating Rule of Law in Serbia* project methodology was to produce investigative stories related to rule of law (law enforcement and fight against all forms of crime, including organised crime).
- Transparency of public budgeting and spending, accountability of public officials; protection of human and fundamental rights), provide training and mentoring for local journalists in preparation of their stories produced and provide input for alternative monitoring reports of the informal coalition of CSOs within the civil society project 383188 - *PrEUgovor Policy Watch: Monitoring Reforms in Chapters 23 and 24*.

A number of funded projects crossed over between civil society and media, contributing to their relevance to programme objectives by building linkages that built on the skills, knowledge and approaches of both types of organisations. These include Project 383187 - *Loud Whistle*, Project 393336 – *Creative drive*, Project 383180 – *Providing effective support of the members of the most discriminated groups and their organisations*, Project 383184 – *Putting the victim first*, Project 383186 – *Public Money for Public Interest*, Project 383190 – *LOVE (Law, Order, Values) and Project 383212 – Reveal and Heal*.

### 3.2 Design

According to the *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*, ‘CSF Objectives are generally taken as clear and realistic, and its Priorities are well aligned with the needs of civil society in the country – capacity building, dialogue with authorities and empowerment. However, they need further elaboration in order to render them measurable, including introduction of SMART indicators, at all levels.’<sup>28</sup> Most projects reviewed for this evaluation reflect this comment – projects generally have a reasonable to solid design that offer a combination of interventions and activities that, if assumptions are correct, are likely to lead to envisaged results. There are however issues across the projects where designs *do not clearly link Activities to Outputs to Outcomes*. A number of examples are provided here although it is noted that this is not a complete list:

- The civil society project 383153 - *Childminders united regionally against sexual assault*. The project has generally clear and realistic objectives but the Activities defined within Result 3 cannot be assessed as being likely to actually deliver the defined result.
- The media project 372030 - *Access to my rights (through Ombudsman cases)* has a project objective which is obtainable, and stated specific objectives would contribute to this objective, but only Results 1 and 3 can be said to be achievable within the framework of the project.

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<sup>28</sup> *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*. European Commission. 1 December 2017.

Having said this, project designs are generally clear in what they are going to do (Activities) and how this will contribute to their objectives.

At the higher level of logical frameworks there is a tendency to attribute a more significant influence from projects in overall objectives rather than looking at what are the much more likely contributions of projects to specific objectives.

The majority of reviewed projects had at least some monitoring tool in place that would allow to track and measure the progress towards achievement of objectives. Projects such as the civil society project 383186 - *Public Money for Public Interest*, the media project 393214 - *Uncertain past - Timeline 1991- 2015*, the civil society project 393343 - *Citizens on Watch* and the civil society project 393340 - *Future of freedom of information in Serbia (FFIS)* had very detailed monitoring and evaluation tools developed. Detailed information was provided for monitoring and project teams organise internal monitoring sessions aimed at enabling project staff to adequately perform M&E activities and ensure the overall quality of gathered data. The effectiveness of capacity-building activities are measured through pre- and post- tests delivered to participants to judge the change in knowledge and awareness over the course of the event or the change in willingness and capacity over the course of the training.

While many projects defined indicators that can be described as SMART<sup>29</sup> (*Loud Whistle* is a particularly good example), there are exceptions. Measurability is one area of exception – for example, the civil society project 383183 - *Changing Minds: Trust through Innovation* project has one indicator ‘fruitful discussions’ - ‘fruitful discussions’ cannot be described as specific or measurable. The media project 372162 - *Abuse of political influence* – political parties as principal employers in Serbia developed indicators that are not measurable, and which will hinder project management in monitoring and evaluation. The defined ‘level’ of indicators is also an area of exception, with a number of projects mixing output and outcome indicators or using the same indicator at both the output and outcome levels. Specific examples include the media project 394162 - *Rule of Law and Public Funds Spending in Healthcare Sector in Serbia*, the civil society project 383184 - *Putting the Victim First* and the media project 371969 - *"Insider" Goes Local*.

Indicators can and are being used for monitoring purposes. A review of indicators demonstrates indicators are generally output-based: they are *mostly* feasible to measure the key results of the action, mainly at the output level. Some projects, for example the media project 394162 - *Rule of Law and Public Funds Spending in Healthcare Sector in Serbia*, the civil society project 383184 - *Putting the Victim First* and the media project 371969 - *"Insider" Goes Local* used indicators that are both at the output and outcome level and there are a number of examples of indicators being framed as targets rather than indicators (the civil society project 383183 - *Changing Minds: Trust through Innovation* and the civil society project 383153 - *Childminders united regionally against sexual assault* are both examples.

Overall, reviewed documents show that activities conducted were documented with relevant evidence – lists of participants, photos, reports from training programmes, workshop or seminars. However, some projects such as the civil society project 383184 - *Putting the Victim First*, the media project 393213 – *No Secret* and the media project 372162 - *Abuse of political influence* provided limited or no information at all on the monitoring procedures to be deployed in order to track and assess the progress made.

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<sup>29</sup> SMART: Specific, Measurable, Achievable, Relevant, Time-bound.

### 3.3 Efficiency

Reviewed projects are generally being implemented efficiently, with no, or only minor, delays. These delays have not had a negative impact on achieving anticipated results. Most delays, though, have been noted with regards to somewhat late arrival of EU funds and also elections or related political events. The *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey* notes that ‘Overall, the CSF in Serbia has a focus on flexibility, and responding to the changing needs of civil society organisations, although the funding approach is constrained by the size and variety of need, and flexibility of administrative arrangements are constrained by EU rules. A review of sampled projects and interviews with implementing organisations indicates that the EU has been flexible in approving amendments of project towards better attainment of results, in the changing contexts of project implementation.’<sup>30</sup>

There have been no significant deviations from initial project plans, though document review and interviews reveal that some small activities have been adapted due to external factors, such as elections or delays in the adoptions of a government Strategy or other policy documents (a number of projects envisaged adoption of strategies as part of their framework). Examples of this include Project 383184 - *Putting the Victim First: Legal Protection, Outreach and Monitoring the National Strategy for the Prosecution of War Crimes 2016–2020*, project 383183 - *Changing Minds: Trust through Innovation*, project 383153 - *Childminders united regionally against sexual assault*, and project 372030 - *Access to my rights (through Ombudsman cases)*, all of which made small changes to plans in order to address a changing situation. For the Humanitarian Law Center’s project 383184 - *Putting the Victim First*, the biggest challenge was the lack of any response from the government, and interviewees noted a lack of openness to cooperate on the side of government, which has been gradually increasing over the reference period of the evaluation. Activities were hampered by the lack of interest of relevant authorities to engage in projects and provide information, and by the fact that the authorities responsible for reporting on the implementation of Strategies had not yet published information. The project implementer decided to publish an extensive report - *Initial Report on the Implementation of the National Strategy for War Crimes Prosecution* which was a combination of two reports - the Baseline Study and the first Shadow Report on the Implementation of the National Strategy.

Project activities for the project 383186 *Public Money for Public Interest - supporting civil society initiative for public interest*, implemented by BIRN, were postponed as they were designed around the adoption of the Media Strategy that was not adopted in 2016 as envisaged by the project. However, implementing partners had been intensively involved in creation of a so-called “Alternative Media Strategy”. This document was drafted by the Media Coalition, an association that was formed in 2015 with the main goal to advocate the adoption and implementation of the Media Strategy and increase the independence of the media and their protection against pressure. Project 371969 - *Insider goes Local* had to modify its approach due to unexpected dropouts of journalists from developing concrete investigative stories after they received a tailor-made training. Therefore, project team selected other journalists from the lists of participants in the seminars and trainings and included them in project activities. The project 383153 - *Childminders united regionally against sexual assault* needed to revise its focus due to revisions to the expressed commitment of the Ministry of Education in relation to the protection of child rights. While the justifications are clear in project reporting some further detail will be sought from the implementing partner during field research.

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<sup>30</sup> *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*. European Commission. 1 December 2017.

Reviewed projects presented satisfactory resilience to external factors through investing in networks of their partners and beneficiaries and also ensuring the project scope is realistic. Media projects in most cases focus on small group/ critical mass of journalists willing to engage in difficult topics or in investigative journalism. There are numerous cases where linkages and partnerships between projects have been made (e.g. NUNS and BIRN; EBART and Vreme) to maximise the potential of projects. This is also discussed below, in the section on Coherence.

Projects responded to changing needs by building on other current interventions implemented by project partners. An example for this is project 394163 - *Beyond the Chapters: Accession to Diversity* implemented by Group 484 that made slight alternations in terms of changing the training location, moving from Belgrade to Bogovoda within the framework of another intervention and in order to avoid duplication and maximise potential. An added value and maximising the potential was visible in project 393212 - *Reveal and Heal - Investigative Journalism as a Cure for Corruption in Judiciary* implemented by KRIK that experienced the need to expand its target group in the process of gathering information on court judges. In the process of collecting information about judges and monitoring selected court cases from Court of Appeal, the KRIK team realised it is important to also analyse the work of judges from the Higher Court in Belgrade (Criminal Division) because several problematic verdicts were made within this jurisdiction.

The most significant challenge for both media and CSO projects is the so-called ‘closing of the government’ or ‘narrowing of space’ to any activities of these sector partners. Interviews with virtually all funded organisations point to an increasing distance between the government and media organisations and CSOs, resulting in a lack of responsiveness of government representatives to participate in events, roundtables and discussions. This is not represented necessarily by antagonism, or blocking, but by ignoring. Interviewees remember when government was interested and responsive and note now the lack of interest and response – a change that has been increasing during the time of CSF and media programme implementation. Journalists face significant challenges in obtaining information, even in cases when they write to government and specifically note the Access to Information Law that stipulates that a government institution must provide a response within a given time period. This challenge significantly affects the work of journalists, and particularly investigative journalism which depends significantly on official sources, but also civil society dealing with government (e.g. Humanitarian Law Center). Interviewed journalists noted that even in cases where they receive information from unofficial sources, they must check it with official sources in order to ensure the information is correct, which takes a lot of time, in some cases also until the case itself becomes less relevant. One media project noted the difficulties it faced in getting relevant data for its project – ‘You can always find data; the problem is how long it takes.’ Their experience was that with an unresponsive government the delays could be extensive. These situations have had a significant impact in delaying implementation of project activities and in some instances has threatened to delay projects as a whole.

The EU’s flexibility and understanding are noted by implementing partners in these circumstances. Indeed, the EU ‘gets good marks’ generally from funded organisations for their good, regular communications. Interviewees note what is for them a visible disengagement of the EU from issues of concern to civil society and media. Interlocutors emphasise their view of a lack of EU support or policy/political pressure on the government in cases where clear breaches of media and civil society freedoms are happening (e.g. smear campaigns, media repression, etc.), which is seen as a weakness from the perspective of EU Guidelines for civil society which stipulates that policy support (non-financial) is to be provided to ensure the

enabling environment is strengthened. The EU's role can be decisive here: projects are financially supported but there is the clear view of supported organisations that EU political backing is missing, which is perceived as a mixed message of the EU to government and affected media outlets.

For some of the issues tackled by projects, another challenge is an increasing populism and further shifting of public perceptions on various issues, including war crimes, independent media, civil society participation, while there is a noted increase in the public space for populist agendas and generally negative trends. It is visible however, in documentation and through the evaluation's enquiry process, that the EU addresses these issues although not in a way that is necessarily to the satisfaction of civil society organisations. The EU's annual report process is the main tool used by the EU to encourage the reform agenda and strong expressions and critical analysis are visible in the report.

### 3.4 Effectiveness

Analysis of the activities and results of the funded projects indicates a high level of effectiveness in completing activities on time and within budget and through these in delivering the expected results. While there are some deviations, as mentioned above, the general level of effectiveness is high. The *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey* noted that 'the CSF has to a varying degree contributed to the development of civil society, and links between civil society and government.' It also stated that 'CSF Assistance in Serbia has had a strong focus on empowering civil society organisations to take an active role in decision-making processes and to fulfil their mandates individually and/or through networks. Available project reports of sampled projects show results in building the capacities (knowledge and skills) of civil society organisations and have contributed to their further professionalization.'<sup>31</sup>

The 46 projects that form the basis of the evaluation are all progressing well against plans or have been completed well against plans. By-and-large activities have been delivered as planned, and within the timeframe proposed, and Outputs programmed for delivery have been or are being delivered within the limitations of the external factors. All reviewed projects are reaching their objectives in a more or less and effective way. Media projects mostly use a combined set of activities including developing media content, providing capacity-building activities for their beneficiaries and raising awareness of the general public on topics related to CSF priorities, EU priorities and pre-accession objectives (particularly within the scope of Chapters 23 and 24). There are a number of projects directly focused on public awareness, generally with relation to human rights, anti-corruption and/ or other related EU accession frameworks and priorities. Media projects often include transferring knowledge and building capacities for target groups (notably but not limited to journalists). CSO projects focus on various issues related to governance and rights, with some using sub-granting as a tool for capacity-building and for applying the knowledge and skills gained into concrete initiatives and projects.<sup>32</sup> There are slight differences among projects that use sub-granting schemes. While some projects, such as

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<sup>31</sup> *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*. European Commission. 1 December 2017.

<sup>32</sup> These projects include: Loud Whistle, Who Started All This, In Focus, Abuse of political influence – political parties as principal employers in Serbia, Public Money for Public Interest - supporting civil society initiative for public interest, Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue, Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills, The Proof, SHARE Online Media Freedoms, Citizens on Watch and Future of freedom of information in Serbia (FFIS) - strengthening capacities of civil society and young generations for defending the right to know

TRAG's *Voice of Communities*, have an elaborate granting mechanism involving an open Call for Proposals, others such as CRTA's *Citizens on Watch*, NUNS's *In Focus* and the European Movement's *National Convention on the EU in Serbia* offer grants to their partners and stakeholders. In general, subgrants are very useful for local partners as through these schemes there is an opportunity to build capacities and to build references in implementation of EU projects which many of these organisations would not otherwise have.

One noted aspect of the CSF's programming has been the cooperation between civil society and media, where the knowledge of CSOs has assisted media organisations in the formulation of their work and then the media organisations have assisted CSOs in raising awareness of specific areas of importance or simply in affirming the value of the role of civil society in Serbia's reform process. Notable media projects in this context are 383180 - *Providing effective support to the members of the most discriminated groups and their organizations*, 383184 - *Putting the Victim First*, 383186 - *Public Money for Public Interest*, 383190 - *LOVE (Law, Order, Values)* and 383187 - *Loud Whistle*. Notable civil society projects include 393212 - *Reveal and Heal* and 393336 - *Creative drive- support to media literacy*.

### **Media projects**

For media projects, addressing the current issues of quality in journalism in Serbia, including at the level of journalists themselves (through training) and then on to media organisations and production houses (through the direct support required to produce high quality shows) has ensured that one key result of the CSF has been increased capacities and knowledge of journalists. This is visible on a number of subjects, and in particular in relation to investigative journalism approaches and skills for stories on topics related to the rule of law, good governance and anticorruption, law enforcement and the fight against all forms of crime, including organised crime; protection of whistle blowers; transparency of public budgeting and spending (e.g. health sector); accountability of public officials; human rights and (systems for the) protection of human and fundamental rights; protection of the right to privacy; the significance of opening secret files for civil control of the security sector. Journalists have had an opportunity to build their capacities through training and then apply them in investigating and writing their stories within the framework of these projects. This opportunity has allowed and encouraged a growth in the capacities for these journalists as well as for their media outlets.

There is a flow-on to the general public as well. It was noted in the evaluation that the productions funded through the CSF demonstrate that the general public is and will continue to be interested in media productions that address serious issues if those productions are well-designed and well-presented. Examples of this include Vreme's two separate projects: 393205 - *State and solidarity: Looking Toward European Law* and 371885 - *Family Violence: Looking Toward European Law*, whose focus is on European values more than EU accession processes and The Business Information Centre's 372069 - *Public Finances Reform – 10 Key Issues* which generated a number of serious outputs that addressed critical public finance, public transparency and EU accession-oriented issues. A further example is the project implemented by CINS (372081 - *Prove and Improve*) where citizens, after having seen some of their stories produced within the framework of the intervention contacted CINS and provided tips on topics to be explored in the future. CINS received several high-profile awards in 2017 for packages of stories on anti-corruption and rule of law, which included stories developed within the reviewed intervention. These awards include:

- 2017 European Press Prize in investigative journalism category;
- 2017 Anthony Lewis Prize for Exceptional Rule of Law Journalism;
- 2017 Balkan Fact-Checking Award for Serbia;

- CINS was also a finalist for the Global Shining Light Award, awarded by the Global Investigative Journalism Network, with a package of stories including from the reviewed intervention;
- CINS journalist were nominated for the 2017 Annual Investigative Journalism Award in Serbia for two stories developed within the reviewed intervention.

Another good example is 372030 - *Access to my rights (through Ombudsman cases)*, a project that made creative use of real life stories represented in animated segments to provide an overview of the violation of rights by public authorities and how these violations can be addressed through existing protection mechanisms in Serbia (i.e. the Ombudsman's Office). Two investigative stories published under the project 393213 - *Reveal and Heal* received media awards: "No one is responsible for the Aunt from Canada" – written by Bojana Pavlovic won the national annual Award for Investigative Journalism, awarded by Independent Journalism Association of Serbia and The US Embassy in Serbia and the story "How Serbia's Health Minister helped a criminal avoid trial", written by Dragana Peco and Stevan Dojcinovic, has been republished and shared on the Organized Crime and Corruption Reporting Project's (OCCRP) website ensuring wider dissemination of the project findings.

Another important result, though with limited or no sustainability (see the Sustainability section below) is the opportunity provided to the wider public in Serbia to view important TV shows from independent or alternative perspectives; shows where important and relevant subjects are discussed. Media houses and production companies can maintain their signature shows thanks to the CSF and Media programme which would not be possible without such support. There are many examples of such strong, serious documentaries produced within the programme. These include:

- 372162 - *Abuse of political influence – political parties as principal employers in Serbia* project, broadcast on TV N1 Serbia and also in Montenegro, Croatia and BiH.
- 372030 - *Access to my rights (through Ombudsman cases)* – discussed above. This organisation has also been funded from earlier calls and produced *Sisters* and is currently producing *The Missing Babies*, each of which also fits within this result area.
- 372036 – *The Proof*, which focused on raising awareness about the importance of human rights (the right of freedom and presumption of innocence).

The main valued added and effectiveness input for media outlets is the opportunity to have funds for implementation of longer term projects that require financial inputs, but which media outlets which are critical to the government often do not have. This is also the main CSF effectiveness element: projects ensure that some topics and some discussions remain open to viewers despite the closing of media space. Programme effectiveness is also impacted through exploration of online and social media tools as an increasingly important media platform, particularly for media that are not able to penetrate public broadcasters or media with national visibility.

On the other hand, and as noted above, a large number of interviewees believe that the EU sends mixed messages to both media and the government by supporting media projects but not offering policy or political support to (independent) media efforts, and that what is lacking is stronger EU political support, particularly in cases when smear campaigns or pressure on journalists takes place, and where visible support to journalists (freedom of expression/ media independence) is needed. The EU guidelines for civil society note that policy/ political support is recognised as important and provision of political support to independent journalists and media would be in line with these guidelines. Use of political leverage by the

EU, to offer stronger support to civil society and media, is an area for further stronger engagement.

### **Civil society projects**

Civil society projects have had some important cumulative results, mainly in the area of capacity-building and networking, including notably cross-border networking with Kosovo citizens, although there is also significant influence noted in raising public awareness. At the same time, there are noted results of projects working directly with final beneficiaries (e.g. TRAG's subgrantee projects and Group 484's work on advancing the capacities of CSOs, professionals and students to contribute to the development of policies and practices for youth that enhance cultural diversity and civic engagement), where successes include increased access to education for migrant children; increased local advocacy capacities that resulted in allocations by local self-government to relevant issues (e.g. Counseling for LGBT in Vracar); and increased awareness of and use of the Law on access to information (e.g. Project 394852 - *Future of freedom of information in Serbia (FFIS)* on access to information related to public procurement and expenditure, privatisation, contracts of public institutions with corporate entities, environmental protection and protection of deprived social groups, etc.)

Project 383183 - *Changing Minds: Trust through Innovation*, project 383153 - *Childminders united regionally against sexual assault*, project 393342 - *Who Started All This* placed significant focus on regional networking. *Changing Minds* directly focused on peer networks between Kosovo and Serbia, *Childminders* looked more widely to Montenegro, Croatia, Slovenia and Serbia, although its initial focus also included a significant priority on public awareness and with *Who Started All This* the CSO Krokodil focused on regional writers and historians addressing historical revisionism in the wake of the Balkan wars.

Local CSOs have had an opportunity to improve their skills in monitoring the election process (e.g. CRTA's *Citizens on Watch*); there has been a focus on the improvement of the status of national minorities and influence on policy development in a number of important areas although with a significant focus on human rights related policy. The latter, policy focus on human rights, is most visible with *Loud Whistle*, which has had both a policy/ legislation focus (related to protection of whistle blowers) and a capacity-building focus, notable with the judiciary but also more recently with Prosecutors.

By combining training initiatives and grant schemes CSOs were provided an opportunity to learn through doing and to directly apply gained knowledge and skills in concrete initiatives. Some projects, such as 383180 - *Providing effective support to the members of the most discriminated groups and their organizations* and 383195 - *Voice of Communities on the EU* - focused their activities on grassroots CSOs, providing a unique opportunity to address local challenges and targeted advocacy initiatives in local contexts.

Projects focusing on supporting the EU integration process, 383188 - *PreUGOVOR*, 393340 - *National Convention on the EU in Serbia*, have been instrumental in bringing civil society closer to Serbia's accession negotiation process. EU support to these projects has resulted in a stronger voice for civil society in the negotiation and monitoring process for EU integration, also raising awareness and recognition with government of the benefits and role civil society can play in these processes.

Finally, CSOs worked on legislative and strategy development. Being in a position to work on legislative drafting with the government and to provide inputs to this process is a strong result

in the current context of Serbia. Important inputs to legislative processes were made through project 383180 - *Providing effective support to the members of the most discriminated groups and their organizations* in which 3 legislative changes were proposed (on same sex marriages; gender identity and consequences of changing gender; amendments to the other laws) – laws under consideration or which have already been adopted (the law on changing the name of a transgender person). As well, CRTA through its project 393343 – *Citizens on Watch* has been working on election legislation. Work on strategies, or monitoring of the implementation of strategies has also taken place (project 383184 – *Putting the Victim First*).

### 3.5 Impact

Review of project documentation and interviews conducted within the scope of the evaluation provide only limited evidence of concrete impacts to date, in both the media and civil society sectors. Having said this, there does appear to be some prospects for longer term or wider impact in a number of projects and there are obvious variations between projects in this regard. There is as well a significant difference between the media and civil society projects – the very nature of funded media projects is to keep media outlets that receive no government funding alive. These projects raise, and undertake research on important topics, generating stories that are relevant to Serbia's current context, including investigative stories on issues of corruption, organised crime, governance issues and EU integration are, naturally, relevant, even significant, but are generally one-off stories without a longer term focus on topic, or a process of following the story for a longer period of time. There is also the challenge of airing these stories on (public) broadcasters with national frequencies, or in national newspapers, as these organisations are generally not interested in the productions or the topics. This limits the audience to a relatively limited number of viewers/ readers. These issues were raised across the field enquiry, with interviewees noting the significant challenge for any more meaningful impact from the media projects. On the other hand, in the current context keeping these media outlets alive is an important outcome, and field enquiry indicates that this focus on and delivery of a level of media independence is an important empowerment tool being used by the EU, and one that needs to be continued in future.

Most civil society projects continue to address issues of concern and entail a longer timeframe of action and therefore for materialisation of impacts. This evaluation reconfirms the conclusions of the *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey* CSF which found that 'support has been an important investment for better recognition of the role of civil society and its professionalization, and has also improved mechanisms for consultation with civil society.'<sup>33</sup> The evaluation also noted that 'CSF impacts are strongly dependent on the extent to which the institutional environment, for support to civil society, is and continues to be strong and institutionalised.'<sup>34</sup>

There are a number of projects the evaluation sees that demonstrate prospects for impact. These include:

- Project 383188 – *prEUgovor*, and 393340 – *National Convention on the EU in Serbia* have impact prospects for strengthened democratisation and good governance through enabling more active role of citizens in policy processes, namely EU accession and its process monitoring

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<sup>33</sup> *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*. European Commission. 1 December 2017.

<sup>34</sup> Ibid.

- The *Public Finances Reform – 10 Key Issues* project indicates another kind of impact prospect – the implementing partner is better-positioned for its role in society and the media and is also better able to continue with similar types of activities. This is not the only project of this type - several projects in the media sector address the level of professionalism of journalists and their improved skills in performing investigative journalism and also contribute to more professional organisations.
- *Loud Whistle* has impact prospects within the Prosecution service and judiciary and may well impact in other countries as well based on reception of the work of the implementing partner. It was also noted in field enquiry that Serbia's watchdog protections are at the highest level in the world, and that Serbia provides advice and comment to other nations on watchdog legislation/ protections.
- The *Results of Uncertain past - Timeline 1991- 2015, production of media archive* project has impact prospects on citizens, in terms of developing a new national and local digital multimedia archive providing reliable and unbiased information covering the period 1991 – 2015.
- The project 393342 – *Who Started All This* is focused on the historical narrative in educational material within national educational systems. Impact prospects are currently limited at Ministerial level but have wide acceptance with teachers.
- The project 394163 – *Beyond the Chapters*, which has the potential for impact on the education levels and social integration of migrant children.
- Project 383184 - *Putting the Victim First: Legal Protection, Outreach and Monitoring the National Strategy for the Prosecution of War Crimes 2016–2020* project has significant impact prospects in terms of representing the victims of war crimes in cases dealt with in Serbian courts, and in providing the opportunity for victims and their families to monitor the hearings of sensitive war crime cases.
- Impact prospects are visible within the project 393346 - *Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills* implemented by Forum Mladih sa Invaliditetom. The project increases the extent to which youth with disabilities become digitally literate, to contribute to solving community problems and become active citizens in their communities.
- Improved capacities of CSOs to monitor election processes – project 393343 - *Citizens on Watch* has impact prospects as these skills can be used beyond the reviewed project and contribute to more democratic and accountable ad election processes.
- Project 383183 - *Changing Minds: Trust through Innovation* project is likely to produce impact on the regional level by contributing to establishment of amicable and stable relations between Serbia and Kosovo and reconciliation in the region, at the level of professional groups and their ongoing exchanges.
- Several projects in the media sector address significant human rights issues in Serbia, and of these a number point to ways to address these issues through changes at the policy level and in practice.

### 3.6 Sustainability

The evaluation confirms the conclusions of the *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey* 'sustainability of the CSF actions in Serbia remain fragile; many of the actions financed by the CSF face difficulties in producing effects after project finalisation. While projects show results during project activity, many of these results

disappear or decrease soon after the project ends, due mainly to the project orientation of organisations.’<sup>35</sup>

Projects implemented within the framework of CSF and Media programme support have been implemented by well-established and prominent media outlets and CSOs. With years of experience in investigative journalism, providing support to victims of war crimes and monitoring the implementation of reforms in the area of rule of law and fight against organised crime they were well positioned to deliver engaged project results but to also to transfer the knowledge and skills to local CSOs and local media outlets. This proven expertise has certainly contributed to efficiently and effectively implemented projects and achieved project objectives. There are a number of areas of enquiry discussed above that provide a range of detail and examples of this proven expertise, capacity and motivation. However, as also noted above, strategies for financial sustainability in a difficult media market are consistently lacking.

One visible area of sustainability is in fact related to administrative capacity and maintenance of the provided investment – the professionalism, motivation and organisational structures of a significant majority of implementing partners are of a very high level. While their financial sustainability prospects vary, subject to a range of factors, their ability to design, deliver and report (narrative and financial) on the grants they have received is apparent. As one interviewee said, *‘It is very important to note the organisational development that goes on when you have an 18-month project with good funding and then you repeat that twice. We have had a solid growth in professionalism (technical and organisational)’*.<sup>36</sup>

It is also worth noting that the technical and project management capacity implementing partners, as well as of their own partners and the beneficiary groups with whom they work, visibly improves though the growth in knowledge and skills they gain through their project implementation. Most projects that comprise this evaluation have some aspect of capacity-building for their target group, focused on knowledge, skills and practice.

Some stronger sustainability prospects can be seen with projects of longer duration and significant financial framework, as well as with projects working on changing policy and legislative frameworks in the area of media freedom and rule of law. Project 371966 - *SHARE Online Media Freedoms* is an example of this type of project: the action has complemented the efforts of Serbian authorities in designing and putting in place the necessary legislative and strategic framework and supported the participatory approach in the policy design related to digital rights and inclusion of all relevant stakeholders. Another project where sustainability of this type is visible is 383187 - *Loud Whistle* with the capacity-building work it has done with the judiciary, linked specifically to and in line with Serbia’s legislation on Whistle-blower protection.

Most reviewed projects have identified risks and defined respective mitigation measures during the preparation phase. They are mostly concrete and appropriate as are the assumptions and preconditions that are defined. Projects such as 372081 - *Prove & Improve*, 393211 - *‘CATCH 23’*, 393212 - *Reveal and Heal* and 393214 - *Uncertain past - Timeline 1991- 2015* presented risk analysis and mitigation measures in a very comprehensive and detailed manner including a revisiting of identified risks during project implementation as a way of ensuring ongoing risk

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<sup>35</sup> Ibid.

<sup>36</sup> From an interview with a funded organisation.

analysis. On the other hand, a number of projects such as 393213 - *No secret and I want to Know* did not identify any risks or assumptions in their project application and reporting. Very few projects provided any indication of particular elements that have hampered activities, other than the previously discussed absence of interest/ participation of government in most projects – this was a consistent theme across projects, the lack of a strong participation from institutions/ authorities.

### **Media projects**

Sustainability prospects of the majority of media projects is low as most media projects have included production of media products that the media outlets for the most part cannot sustain on their own without external assistance. EU assistance to media within the reviewed Calls for Proposals has focused on maintaining alternative/ independent media and their survival within the complex political and market context, which is not enabling to the sustainability of their operations. One of the main challenges recognised by interlocutors from the media sector is the lack of financial resources for independent media outlets and the repression of free media by the state through a decreasing of state support and the related shrinking of advertising finances coming to independent media. Other challenges to sustainability as voiced by interviewees is that there is too much focus on mere survival that prevents from developmental thinking for most alternative/ independent media organisations supported by the EU. This prevents market reorientation and the seeking new solutions for financial sustainability. As well, the shows produced by media projects focus on topics of importance at the time of the production and while most of these shows are also placed on YouTube or other social media channels their prospect for longer term use is limited. One exception is project 393214 - *Uncertain past - Timeline 1991- 2015* which is creating a digital library of media reporting on the most significant events from the 1990s as a memory and confidence-building base. The digital library has prospects of more long-term use by researchers, CSOs and members of the public interested in historical events.

### **Civil society projects**

With regards to CSOs, sustainability prospects are more tangible yet mixed, depending on the topic and overall recognition and positioning of the CSO. As mentioned in preceding sections, some CSOs worked on legislative amendments or new legislation - some legislation was adopted and as such these are sustainable outcomes. If planned legislation is adopted this will bring significant and sustainable impact to targeted populations or the targeted sectors for the legislation. As well, school enrolments of migrant children is a sustainable mechanism as it is owned by relevant government institutions.

At individual and organisational level, CSOs that have been included as primary recipients/ applicants, partners or subgrantees have improved skills in managing projects and have also gained experience working on the thematic areas of focus. The overall government recognition of civil society as partners or actors in policy making process, particularly EU accession, has increased and mechanisms are in place on many levels for CSO engagement. Particular among these mechanisms is the Office for Cooperation with Civil Society, which regularly provides support such as co-financing to projects approved within the CSF. The challenge that is raised by interviewees in this area is the increased utilisation of the so-called GONGOs<sup>37</sup> as government partners, decreasing the space for more established CSOs to participate. However,

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<sup>37</sup> Government-organised non-government organisation.

this could not be thoroughly evidenced by this evaluation due to time/ resource/ scope limitations.

As indicated above, implementing organisations demonstrate a high level of management, administrative and project delivery capacity. There is solid evidence in project documentation and from interviews of creating/ building sustainable capacity in these organisations - capacity to manage policy challenges and future assistance. Specific examples of the capacity to address these capacity and policy challenges include (but are not limited to):

- The project 383180 - *Providing effective support to the members of the most discriminated groups and their organizations* implemented by Centre for Legal Advanced Studies. Within the framework of this intervention, preparatory activities for the organisation of three civic legislative initiatives, for the adoption of three legislative acts (Draft Law on Legal Capacity and other Rights of Persons with Mental Disabilities, the Draft Law on Same-Sex Civil Partnership, and the Draft Law on Recognition of Legal Consequences of Sex Change concerning rights and freedoms of selected target groups, namely persons with mental disabilities, LGBT+ persons and trans-persons) were implemented.
- Providing effective support to the members of the most discriminated groups and their organisations: project 383166 – *Public Money for Public Interest* by BIRN had also extensive advocacy and policy development project component in terms advocating for more than 10 amendments of Law on Public Information and Media, which are related to improvement of media state financing framework and new Media Strategy.
- Proposals for Amendments to the Draft Law on Asylum have been in the focus of project 383188 - *prEUgovor Policy Watch* by the Beogradski Centar za Bezbednosnu Politiku, providing a set of proposals for Amending the Rules of Procedure of the Government of the Republic of Serbia and Amendments and Supplements to the Bill on Foreigners.
- Legislative changes in the specific field related to election processes have been proposed and advocated by the project 393343 - *Citizens on Watch* implemented by CRTA which included a wide range of CSOs developing amendments to regulations on election bodies, the voter register, misuse of public resources, transparency of election bodies and media in elections.
- Project 394163 - *Beyond the Chapters: Accession to Diversity* implemented by Group 484 is preparing proposals for improvement of policies and practice for schooling of children asylum seekers and refugees, ensuring conditions in local communities for the improvement of the status of national minorities, and with regard to supporting the integration of persons granted international protection, especially children in schools.

### **3.7 Cross-cutting Issues**

#### **3.7.1 Human rights**

Most projects deal directly with human rights, in a variety of ways and with a variety of focus areas. Indeed, within the framework of the funding being analysed within this evaluation, human rights are not ‘cross-cutting’ but are more core to the activities, intent and results of funded projects. Focus of implemented projects includes non-discrimination (including a focus on migrants and asylum seekers) social inclusion, freedom of expression, media independence and pluralism, protection of rights, public awareness of rights.

#### **3.7.2 Gender equality**

According to the *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*, the ‘While CSF assistance targets appropriately issues relating to human rights, it seems

that gender is included more as declarative and not truly mainstreamed concept. CfPs require elaboration, in a separate section, on how gender (as well as other cross-cutting issues) can be tackled by projects, but assessment of applications illustrates that gender is mentioned but not necessarily elaborated. Gender is also presented in most cases through gender disaggregation of participation in events or trainings, but no deeper analysis is performed. This is a weakness of the CSF approach to this cross-cutting issue.<sup>38</sup> This remains the case, based on the field enquiry and document review of this evaluation - there is no significant focus on gender in funded projects. Some projects make a moderate reference to gender equality and gender mainstreaming, but it is insignificant across projects. One project focused on gender-based violence in its title and design (371884 - *Small Arms and Gender-Based Violence: Towards a Culture of Responsible Gun Ownership*), but this is not as visible in the actual activities and results of the project.

### 3.7.3 Environment

According to the *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*, the 'CSF in Serbia did not have a focus on environment. This remains the case within the framework of the current evaluation - there is very little reference to environment in funded projects. Three projects (371932 - *In Focus*; 393211 - *CATCH 23*; 372081 - *Prove & Improve*) have mainstreamed environment as a cross-cutting issue either through media content (stories) or through sub-grantees.

### 3.7.4 Good Governance

As with human rights, good governance has a strong profile across a number and range of funded projects. Projects deal with democratisation, rule of law and media independence, with media freedoms, policy legislation, public awareness of rights and how to access rights and transparency in financial, procurement processes by state institutions, public finance, abuse of political influence, corruption in the judiciary, free and fair elections and protection for whistle blowers.

## 3.8 Coherence, Coordination and Consistency

The European Commission defines areas of clear focus in its *Indicative Strategy Paper for Serbia (2014-2020)* as part of IPA II. Most relevant to this evaluation are references to donor coordination and complementarity and references to democracy, the rule of law, fundamental rights and freedom of expression. With relation to coordination and complementarity, the role of the National IPA Coordinator (NIPAC) is mentioned, together with the reference that 'reform on donor coordination is progressing well but is not yet fully effective in all the sectors. Once completed, this reform will be a major step towards better coordination and ownership.'<sup>39</sup> Feedback from field enquiry indicates that during the recent period the Ministry of European Integration (MEI) has not driven the coordination process in the same way or with the same engagement that was the prior experience. When discussing coordination and coherence with donor organisations, *informal* is a regularly mentioned word, followed by an emphasis on a complete absence of formal systems of coordination or collaboration at the donor level, including on the part of the MEI and the EU.

There is a recognition that the EU organises consultations in relation to upcoming Calls for Proposals, but also a related recognition that the EU's process of consultation to Call to

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<sup>38</sup> *Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey*. European Commission. 1 December 2017.

<sup>39</sup> *Indicative Strategy Paper for Serbia (2014-2020)*. European Commission.

assessment to contracting is a long process and that therefore funded initiatives appear often to be disconnected from consultation processes, with civil society, donors or government. Further, there is an expressed view on the part of other donor organisations that given its overall role and size of programme the EU should drive a more formal and directed coordination and coherence dynamic, ensuring at the least that donors engaged in financial support to Serbia's reform process are communicating and sharing on a regular basis. While there is a view that other donors should look beyond accession processes and consider a greater focus on more fundamental reforms in relation to the European values that underpin accession, there is also a view that what is critical is synergies between donor programmes and priorities, and that a better communication would improve coherence and collaboration.

There is a visible lack of coordination effort by the EUD of the grantees benefiting from the CSF/ media programme support which has been noted by interviewees as an important weakness of EU support to partners. Interviewees note an absence of events or actions by the EUD, as a donor, to gather grantees together to ensure synergies and partnerships are sought and coherence is enabled. Interlocutors state that their partnerships or exchanges with other grantees depends on their personal/ organisational motivation to engage and depend also on the willingness of other partners. Having said that, a strength of the programme is the cooperation between civil society organisations and between CSOs and media/ production organisations, as discussed above. The focus is on the use of the knowledge of civil society to assist media in formulation of their work and for media to assist in raising awareness of the value of the role of civil society. Examples of this collaboration are provided at section 3.4 above.

In the CSO sphere, coherence exists though areas of improvement are visible, particularly in terms of ensuring more synergies and coherence (e.g. PreUgovo, Konvent, and Partneri za Srbiju) in projects which deal with same or similar topics. There are visible examples of complementarity between projects:

- Project 394852 - *Future of freedom of information in Serbia (FFIS)* - *strengthening capacities of civil society and young generations for defending the right to know* focused on monitoring the implementation of the FOI act and influencing policy development in this area. The project engaged in advocacy activities *in coordination with* the Belgrade Centre for Security Policy, CRTA, Civic Initiatives, Slavko Curuvija Foundation, Transparency Serbia, BIRN, and the Open Society Foundation Serbia, launching an initiative "Odbrani pravo na informacije" to defend the existing level of FOI rights.
- NUNS, an implementing partner of the project 383186 - *Public Money for Public Interest* was engaged in a regional project focused on media freedoms safety of journalists that includes annual monitoring of media freedoms against the set of indicators based on EU Guidelines for EU support to media freedom and media integrity in enlargement countries
- Project 372036 - *The Proof* was clearly coherent with and complementary to the range of media projects being funded through the CSF and contributed to public awareness of relevant EU priorities related to human rights, the media and governance.
- Project 372081 - *Prove & Improve* implemented by Center for Investigative Journalism of Serbia (CINS) ensured synergy with an informal CSO coalition, PreUgovor, that CINS is a member of. The coalition was founded in 2013 and comprises 7 CSOs. Its mission is to monitor the implementation of policies in the area of judiciary and fundamental rights (negotiation Chapter 23) and justice, freedom and security (Chapter 24), and to propose measures for the improvement of these areas towards progress in the accession to EU and democratization of Serbia. CINS provided inputs for alternative

monitoring report to the EU Delegation based on investigative stories developed within the framework of the intervention funded by CSF support.

- Project 372020 - *Access to my rights (through Ombudsman cases) project*, implemented by Monte Royal Pictures, cooperated closely with the Ombudsman's office as the documentaries are based on cases from the Ombudsman office. In addition, the Ministry of Culture and Information of the Republic of Serbia supported production of the documentary series.
- Project 372167 - *Local Watchdogs* implemented by Beta Press acknowledged the relationship established prior to the project intervention with the Euractive.com agency from Brussels, the network of European media that enables direct access to the European public in 15 European countries. Euractive.com assisted in disseminating the articles produced by Beta.
- Project 383187 - *Loud Whistle* demonstrates coherence and complementarity, fitting well within Serbia's accession priorities. Other donors also provide support to the implementing partner related to the focus area of whistle blowing.
- Project 371964 - *Ordinary people: Missing rights – finding solutions* - There were three formal partners in this Action, the beneficiary (Independent Journalists' Association of Vojvodina) and the two co-applicants (Balkan Investigative Reporting Network, BIRN Kosovo and Forum Ziviler Friedensdienst EV, forumZFD). The project also cooperated with the representatives of 6 government bodies – the Ministry of Education, Science and Technological Development of Serbia, the Municipality Čajetina, the City of Belgrade, the Trust Office for Refugees and Displaced Persons of the City of Pancevo and two in Kosovo – The Ministry of Education, Science and Technology Kosovo, Ministry of Labour, Employment, Veteran and Social Affairs.

### 3.9 Visibility

Implementing partners have followed the EU's visibility guidelines and acknowledged the role of the EU in all promotional materials produced. Most reviewed projects tracked visibility activities using either Google analytics or other relevant tools and documentation indicates that most projects had good visibility and outreach of activities. In field enquiry implementing partners noted their communication strategies, which incorporated the EU's visibility guidelines, and also discussed the visibility tools they used, including both traditional and social media. One particular focus of visibility actions was on European values, beyond a simple description of project activities or EU accession priorities.

### 3.10 Cost benefit analysis

A cost-benefit analysis has not been possible through the document review. An actual 'cost-benefit' analysis was not possible, neither during the document review nor during the field and synthesis phases. There is no available criteria or framework for analysing costs and benefits in the context of the financed initiatives, and financial reporting does not provide details that enable an addressing of cost benefits. The discussion at efficiency above describes feedback on and an analysis of the efficiency of systems and management and the use of the provided financial assistance in the delivery of activities, which has been carried out in an efficient way.

## 4 Conclusions and recommendations

### 4.1 Conclusions

A particular strength of the CSF and media programme is its relevance, to EU documents and priorities, to Serbia's stated accession priorities, to civil society and independent media organisations in Serbia. The relevance to the EU is particularly related to how the civil society

and media programme links the priorities of funded organisations with the EU's focus on rights, and how the funded projects deliver specific outputs that contribute to building a belief in European values as a foundation for Serbia's EU accession processes. While there is a clear linkage between European values and EU accession processes, Chapter 23 in particular defines the critical values that underpin accession, and the funded projects have a significant focus around Chapter 23 and those values.

The funded initiatives have largely been delivered in an efficient manner. They have delivered or are delivering the intended outputs and are doing so on time and within budget. One ongoing area of weakness is the practical understanding of results-based management principles and processes and an effective, practical use of results-based management tools. Where this is most noticeable is in the failure of many project to define a clear linkage between Activities (what they are *funded to do*) and their planned outputs (what they are *funded to directly achieve*), with a further lack of strong linkage to the longer term outcomes they want to contribute to (and indeed a visible linkage to overall programme objectives). As a result, logical frameworks are not able to be used effectively as management or reporting tools. One area lacking focus is a system/ approach/ process on the part of the EU to ensure funded organisations are engaged with in a substantive way during project formulation, implementation and reporting. While consultation processes are noted, and visible, consistent feedback from implementing partners indicates an ineffective engagement with the EU on matters of political importance and in development of a collaborative approach with CSOs and media organisations indicates that a more visible and structured approach would be of benefit to all parties. Projects are financially supported but there is the clear view of supported organisations that the EU's political backing is missing, which is perceived as a mixed message of the EU to government and affected media outlets.

Funded initiatives are being delivered as planned and are delivering their intended outputs. This is true for both media and civil society projects. All reviewed projects are progressing well against plans and achieving intended results. Media project are raising public awareness of European values, EU objectives and priorities and are building the capacity of journalists in investigative journalism and journalism practice. CSO project are maintaining a strong focus on and delivering results related to governance, rights, European values, EU accession processes and priorities and are building capacity within their own organisations and their partners – capacities that will assist civil society to be an effective interlocutor with government and the EU. A strong cooperation between civil society and media is developing.

There is only limited evidence of concrete impacts to date, in both the media and civil society sectors. There are prospects for longer term or wider impact in a number of projects that address specific aspects of Serbia's accession agenda, including citizen engagement, legislative and policy development and addressing public financial reform, as well as project focused on the long-term resolution of regional reconciliation and certain critical issues related to human rights.

Prospects for sustainability also remain limited, particularly with regards the media initiatives, whose products tend to have a relatively short 'shelf life'. This is not necessarily true of the media/ production organisations, whose situations are very similar to funded CSOs, i.e., they are largely dependent on public and/ or private donations. These organisations, both media and CSO, demonstrate significant (and clearly sustainable) management practices including effective planning and effective implementation processes, as well as expertise in their fields, expertise that also contributes to the effective and efficient implementation of funded initiatives.

The professional, motivational and organisational structures of implementing partners are notably high, have developed through the assistance they have received from the donor community, including the CSF, and stand the organisations in good stead for future developments. Some assistance to media organisations in terms of strategies for marketing approaches and other sustainability measures in a difficult market would be of benefit to these organisations.

While the evaluation acknowledges the EU's consultation processes and liaison/ coordination activities and processes with government, the donor community and civil society, it is apparent that there are perceptions across stakeholders that there could be improvement or innovation in how the EU approaches the priorities of coordination, coherence and consistency with other donor agencies and with funded organisations. There is a sense among interviewees that current processes are too informal, with a related disconnect between programming and priorities. Further, while the evaluation found strong examples of collaboration among funded organisations, a more formal facilitation of sharing by funded organisations has the potential to increase synergies during implementation processes and to also provide a range of benefits to the EU in its formulation of upcoming Calls for Proposals.

## 4.2 Recommendations

Recommendation	Responding to the following conclusion	Deadline for implementation	Responsible for implementation
<p>Recommendation 1 - Given the strongly indicated relevance of the CSF and the ongoing effectiveness of funded organisation in both the media and civil society components of the programme <b>it is recommended</b> that support be continued for the foreseeable future:</p> <ul style="list-style-type: none"> <li>A commitment to both a media and civil society component is indicated, including an acknowledgement that for media organisations in particular, and for the ongoing development of an independent media in Serbia, CSF support to the sector is critical.</li> <li>Ongoing work on collaboration between media organisations and CSOs is warranted.</li> </ul>	<p>A particular strength of the CSF and media programme is its relevance, to EU documents and priorities, to Serbia's stated accession priorities, to civil society and independent media organisations in Serbia. The relevance to the EU is particularly related to how the civil society and media programme links the priorities of funded organisations with the EU's focus on rights, and how the funded projects deliver specific outputs that contribute to building a belief in European values as a foundation for Serbia's EU accession processes.</p>	<p>2019-2020 within preparation of the new CSF Calls for Proposals, and the new cycle of EU support to democracy and human rights.</p>	<p>EUD to Serbia.</p>
<p>Recommendation 2 - <b>It is recommended</b> that the EU look in detail at the use of the national resource centre managed by Civic Initiatives, and TACSO's resources, to improve the application of results-based management practices by funded organisations. There are a number of areas where improvement is needed in how funded organisations define their logical frameworks, improvement that would enable a <i>more effective use of the logical framework tool to contribute to project management</i>:</p> <ul style="list-style-type: none"> <li>A better understanding of the logical links between Activities</li> </ul>	<p>The funded initiatives have largely been delivered in an efficient manner. They have delivered or are delivering the intended outputs and are doing so on time and within budget. One ongoing area of weakness is the practical understanding of results-based management principles and processes and an effective, practical use of results-based management tools. Where this is most noticeable is in the failure of many project to define a clear linkage between Activities (what they are <i>funded to do</i>) and their planned outputs (what they are <i>funded to directly achieve</i>), with a further lack of strong</p>	<p>Immediately. To be ensured during the next cycle of Calls for Proposals as a requirement of the Call, and also as a component of the TACSO assistance package to civil society.</p>	<p>TACSO, in close collaboration with the EUD to Serbia.</p>

Recommendation	Responding to the following conclusion	Deadline for implementation	Responsible for implementation
<p>– Outputs – Outcomes, and how Activities are intended to deliver Outputs and Outputs are intended to contribute to Outcomes. Further to this is the actual design of projects to reflect this logical linkage.</p> <ul style="list-style-type: none"> <li>• Ensuring, at the higher levels of logical frameworks, that Outcomes not only logically flow from Outputs but that they are formulated in a way that is simply not beyond the scope of influence of the project Activities/ Outputs.</li> <li>• Giving consideration in project design processes to how a funded project can contribute to overall programme objectives – linking the work of the implementing partner to the specifically stated CSF objectives for the Call.</li> <li>• Improving the quality and usefulness of Output and Outcome indicators within project designs. Of most importance with indicators is a) that each indicator is pitched correctly for the related Output or Outcome statement and b) is formulated in such a way that it can indeed indicate the achievement of the related result. Some specific focus here is needed on media projects to assist them in understanding</li> </ul>	<p>linkage to the longer term outcomes they want to contribute to (and indeed a visible linkage to overall programme objectives). As a result, logical frameworks are not able to be used effectively as management or reporting tools.</p>		

Recommendation	Responding to the following conclusion	Deadline for implementation	Responsible for implementation
<p>more about their productions than the number of views they have gotten on YouTube.</p> <ul style="list-style-type: none"> <li>• Introduction of Theory of Change approach to project design and implementation.</li> </ul>			
<p>Recommendation 3 - <b>It is recommended</b> that the EU, at the political level, give firm and public support to the work of the funded CSOs and media organisations, and to the importance of the work of these organisations in building a foundation of European values in Serbia's EU accession processes.</p>	<p>While consultation processes are noted, and visible, consistent feedback from implementing partners indicates an ineffective engagement with the EU on matters of political importance and in development of a collaborative approach with CSOs and media organisations indicates that a more visible and structured approach would be of benefit to all parties. Projects are financially supported but there is the clear view of supported organisations that the EU's political backing is missing, which is perceived as a mixed message of the EU to government and affected media outlets.</p>	<p>Ongoing.</p>	<p>EUD to Serbia</p>
<p>Recommendation 4 - <b>It is recommended</b> that the EU strengthen its approach to collaboration with both the donor community in Serbia and with funded organisations as a way of improving synergies, and as a formal focus on coordination, coherence and consistency with the work of these groups. Two specific possibilities are proposed, but strategic thinking in this area should not stop with these two possibilities:</p> <ul style="list-style-type: none"> <li>• A formal commitment to and engagement in donor coordination processes at the national level. It is noted that</li> </ul>	<p>The evaluation acknowledges the EU's consultation processes and liaison/coordination activities and processes with government, the donor community and civil society. It is apparent however that there are perceptions across stakeholders that there could be improvement or innovation in how the EU approaches the priorities of coordination, coherence and consistency with other donor agencies and with funded organisations.</p>	<p>Immediately, and latest by programming and implementation of the new cycle of assistance beginning in 2019.</p>	<p>Under EUD and Government of Serbia leadership, and in close coordination with other donors to Serbia.</p>

Recommendation	Responding to the following conclusion	Deadline for implementation	Responsible for implementation
<p>donor coordination is not best focused on a simple sharing of current activities and funded initiatives but a) on development of synergies/ collaboration as a way of strengthening results across priority areas and b) on strategic discussions of both overlaps and gaps and effective actions to address each. It is noted that this commitment and engagement is likely to be best done within the context of the established 9 Sector Working Groups (SWG) that are intended to ensure direct communication between responsible institution, development partners and civil society in the process of identification of priorities, actions and activities during the programming of IPA and other Official Development Assistance (ODA).</p> <ul style="list-style-type: none"> <li>Facilitation of ongoing communications between and development of potential collaboration between organisations funded by a Call for Proposals, or even across Calls. The evaluation heard a range of comment on the ongoing collaboration of funded organisations, together with an expressed desire that this collaboration had a wider</li> </ul>			

Recommendation	Responding to the following conclusion	Deadline for implementation	Responsible for implementation
<p>application as it contributes to synergies and refinements to approaches/ activities. Consideration should be given to use of the national resource centre in facilitation of practical sharing/ collaboration/ sessions for CSOs and media organisations funded through the CSF.</p>			
<p>Recommendation 5 - <b>It is recommended</b> that the EU consider assistance to media organisations in the development of marketing and other financial sustainability strategies.</p>	<p>The professional, motivational and organisational structures of implementing partners are notably high, have developed through the assistance they have received from the donor community, including the CSF, and stand the organisations in good stead for future developments. Some assistance to media organisations in terms of strategies for marketing approaches and other sustainability measures in a difficult market would be of benefit to these organisations.</p>	<p>To be ensured during the next cycle of Calls for Proposals that there is a Call for media projects.</p>	<p>EUD to Serbia.</p>

## **5 Annexes**

### **5.1 Annex 1 - The Terms of Reference of the evaluation**

## 5.2 Annex 2 – Evaluator CVs

**Family name:** Newkirk

**First names:** James Alan

**Date of birth:** 9 October 1953

**Passport Holder:** Australia

**Residence:** Belgrade, Serbia

**Education:**

Institution	Degree(s) or Diploma(s) obtained:
Australian Institute of Business Adelaide South Australia	Masters of Business Administration: Organisational Change; Action Learning

**Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)**

Language	Reading	Speaking	Writing
English	Native	Native	Native
Spanish	2	2	3
Serbian	3	2	4

**Membership of professional bodies:**

European Evaluation Society (EES); International Association of Facilitators; Serbian Facilitator's Network; European Mentoring and Coaching Council; Balkan's Evaluator's Network.

**Key qualifications: (Relevant to the assignment)**

Jim has over 40 years of experience in development cooperation in South-eastern Europe, Brazil, Peru, Indonesia and Australia, including significant results-based project management experience at a senior level: design, implementation, monitoring and evaluation. This experience includes the use of participative processes during more than 14 years in monitoring/ evaluation of development assistance projects including evaluations and outcome/ impact assessments for a range of donors; development and/ or implementation of monitoring systems; preparation and delivery of results-based and/ or monitoring training programmes. Jim also has design and management experience with theories of change in understanding project/ programme processes, issues, results. Jim's thematic experience includes private sector development, sustainable development, human rights-based approaches, gender equality, public sector administration reform, peace and security and social development and he has conducted a range of complex evaluations (geographic complexity, financial size and complexity, thematic complexity).

### 5.2.1 Zehra Kacapor-Dzihic

**Family name:** Kacapor-Dzihic

**First names:** Zehra

**Date of birth:** February 3, 1975

**Passport Holder:** Serbia, Bosnia and Herzegovina

**Residence:** Vienna, Austria

**Education:**

Institution	Degree(s) or Diploma(s) obtained:
University of Birmingham, UK	MSc in Public administration and Development
University of Bologna and University of Sarajevo	MA in Human Rights and Democracy

**Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)**

Language	Reading	Speaking	Writing
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Serbian/Bosnian/Croatian	Native	Native	Native
English	1	1	1
German	3	2	4

**Membership of professional bodies:**

European Evaluation Society (EES); Austrian Evaluation Network; Balkan's Evaluator's Network.

**Key qualifications: (Relevant to the assignment)**

Zehra has 20 years of experience in development cooperation that includes leading, managing programmes, and supporting donor-funded strategic, thematic, midterm, final, outcome, and impact evaluations of complex interventions. Her thematic expertise lays within democratic governance and sustainable development, with particular focus on civil society. Zehra versed in evaluation methodologies and adept at applying differentiated approaches to a diverse portfolio of international aid interventions, including strategic evaluations for European Union, UN agencies, USAID, DFID, ADA, SIDA, etc.).

### 5.3 Annex 3 - Evaluation methodology

The evaluation assessed the Action using the five standard DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and early signs of impact. The evaluation also gave consideration to whether gender, the environment and climate change were mainstreamed in the programme.

The inception phase structured the evaluation and clarified key issues to be addressed. The inception phase began with a kick-off meeting and was followed by an initial document review and reconstruction of the intervention logic of the Action being evaluated. Based on this assessment the evaluation team revised the evaluation questions and defined judgement criteria and indicators and established data collection tools. The evaluation team then devised its work plan. A number of tools were critical to the evaluation – the programme and project documentation, the provided spreadsheet which detailed each funded project; the evaluation matrix (see Annex 4) and the developed interview protocols. The interview protocols were developed against the structure of the evaluation matrix, and gave the evaluation team both a structure for enquiry and a simple tool for notes on interviews, within the evaluation's framework of enquiry, that could be retained for and used in the synthesis phase.

The desk phase of the evaluation comprised three activities: an in-depth analysis of all collected/ available documentation, some initial, remote interviews and finalisation of the methodological design for field research, analysis and reporting. The desk phase laid the groundwork for the fieldwork, in methodological and operational/ logistical terms. Based on the described document review, a Desk Report was submitted which provided a *summary of the findings of the review of the documentation*, against the evaluation criteria and agreed evaluation questions. The Desk Report also detailed the final evaluation methodology.

The field phase of the evaluation focused particularly on assessing the findings of the desk phase in greater detail to confirm or question those findings and to also provide a greater and more reflective detail on the evaluation questions. During the field phase the evaluation team worked to ensure a wide range of enquiry with stakeholders and knowledgeable non-stakeholders of the CSF in Serbia, including implementing partners, government representatives, representatives of the EU and representatives of other donor organisations in Serbia including Embassies, development agencies and foundations. Significant focus was placed on triangulation of findings, and on testing the theories and preliminary findings that were addressed in the Desk Report.

The synthesis phase delivered two documents, the Executive Summary and the Final Report of the evaluation. These documents provide an analysis of findings, conclusions and recommendations.

## 5.4 Annex 4 - Evaluation Matrix

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
<b>RELEVANCE</b>					
EQ 1	To what extent are the CSF and Media objectives relevant to the pre-accession objectives and current EU priorities?	Consistency of CSF and Media objectives and priorities with EC Enlargement Strategy. Consistency of these objectives and priorities to EC country report and related strategy, policy and programme documents. Alignment of these objectives with the Copenhagen Political criteria for accession and Guidelines for EU Support to Civil Society in Enlargement Countries, 2014-2020. Alignment of CSF and Media objectives with the needs of civil society and media in Serbia.	Objectives of the CSF are identifiable in EU, country and sector strategies and policy documents, including EU CS Guidelines, and Programme documents. Evidence of alignment between civil society and media stated needs and CSF programme frameworks, incl. EU CS Guidelines. Evidence of the involvement of CSOs and media in need assessments, definition of strategies and other relevant aspects of the intervention logic. Examples of gaps between the CSF aims and objectives	Documents - MIPD/ CSP; CSF programme; country/ sector strategies; administrative data from EUD and national authorities; Enlargement Progress Reports, Monitoring and Evaluation Reports, Mid-term IPA review report, ROM reports, EU CS Guidelines baseline and annual reports/survey. Structured interviews with EUDs national authorities, programming and implementing actors, and CSF beneficiaries. Interview/responses	The evaluation found significant, consistent evidence of the relevance of the CSF Actions being evaluated in documentation and during field enquiry. CSF objectives, and the priorities of consecutive Calls for Proposals, are well-aligned with the Copenhagen Political criteria for accession. Evidence from implementing partners as well as knowledgeable non-stakeholders references the high priority of funding for independent media, for investigative journalism practices and activities and for protection of the rights of journalists.
EQ 2	To what extent are the objectives at different level clear, measurable and realistic?	Quality of CSF intervention logic. Formulation of SMART indicators at all levels.	Clarity of relationship between planned results, specific objectives and overall objectives. Evidence of objectives and expected results fulfilling necessary standards and quality requirements. Evidence of indicators and expected results fulfilling necessary standards and	Documents - MIPD/ CSP; CSF programme; country/ sector strategies; administrative data from EUD, and national authorities; Enlargement Progress Reports, Monitoring and Evaluation Reports, Mid-term IPA review report, ROM reports, EU CS Guidelines baseline and annual reports	The aims, objectives and activities of projects funded by the CSF in Serbia contribute to CSF objectives and to the overall objectives of the EC in relation to civil society development.

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
			quality requirements (e.g. SMART).		
EQ 3	To what extent do programming and monitoring mechanisms include SMART (Specific, Measurable, Available, Relevant and Time-bound) indicators to measure progress towards achievement of objectives?	Presence, throughout the evaluation portfolio of adequate design and programming including verifiable indicators, including reliable quantified data (baseline values in particular).	Evidence of presence of such indicators, both on an upstream formulation level (CfP guidelines and other relevant documents, etc.) and on the level of the evaluated Actions.	CSF documents and all relevant documentation (DoA, contracts, progress reporting).	<p>Most projects reviewed for this evaluation reflect this comment – projects generally have a reasonable to solid design that offer a combination of interventions and activities that, if assumptions are correct, are likely to lead to envisaged results.</p> <p>There are however issues across the projects where designs do not clearly link Activities to Outputs to Outcomes.</p> <p>Project designs are generally clear in what they are going to do (Activities) and how this will contribute to their objectives.</p> <p>At the higher level of logical frameworks there is a tendency to attribute a more significant influence from projects in overall objectives rather than looking at what are the much more likely contributions of projects to specific objectives.</p>
EQ 4	How well did the financial assistance respond to the specific needs of the country in the targeted sectors?	Evident contribution of CSF assistance to civil society and development, including the development of links between national strategies/ measures/ action plans and civil society and	Evidence of improved/ new links between the needs and priorities of the civil society and media and CSF objectives/ strategic priorities.	Documents - CSP; CSF programme; country/ sector strategies; administrative data from EUD, and national authorities; Enlargement Progress Reports,	There is significant focus on accountability, on dialogue and the strengthening of ties between CSOs, on the development of knowledge and skills, on EU Accession

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
		media development/ strategies/ planning. Correlation between CSF and country needs assessment documents/studies and assessments on the enabling environment in which they operate.	Evidence of improvements in interactions between beneficiaries and government/ public authorities or cases of improved sectoral and inter-sectoral cooperation	Monitoring and Evaluation Reports; Structured interviews with national authorities, programming and implementing actors, and CSF beneficiaries.	activities and on development of democratic processes and citizen engagement. The CSF is focused on the EU political agenda and some critical issues in this area are covered by the CSF – anti-corruption, justice, human rights, good governance, freedom of expression, media freedom.
<b>EFFICIENCY AND EFFECTIVENESS</b>					
EQ 5	Did the assistance reach the objectives set out in Civil Society and Media Facility Action documents 2014-2015 and 2016-2017 in an effective and efficient way?	Extent to which the CSF programme achieved/ is achieving its objectives. Identification and extent of main effects resulting from CSF. Extent of the reach of the CSF to grassroots organisations. Extent of improvements in interactions between beneficiaries and government/ public authorities or cases of improved sectoral and inter-sectoral cooperation; Extent (number or examples) of initiatives undertaken by CSOs in EU Acquis policy areas.	Evidence of progress towards objectives stated in programming and strategic documents. Evidence of visible achievements for society stemming from project delivery. Prevailing observed changes in: Civil society development and local democracy. Social inclusion, antidiscrimination, gender and the fight against poverty, youth. Good governance, PAR and public financial management, rule of law and the fight against corruption. Media and freedom of expression.	Documents - CSP; CSF programme; country/ sector strategies; administrative data from EUD, and national authorities; Enlargement Progress Reports, Monitoring and Evaluation Reports. Structured interviews with national authorities, programming and implementing actors, and CSF beneficiaries.	The aims, objectives and activities of projects funded by the CSF in Serbia contribute to CSF objectives and to the overall objectives of the EC in relation to civil society development.
EQ 6	To what extent has financial assistance been effective in achieving the foreseen results?	Extent of CSO and media acknowledgement that different types of instruments provide	Identifiable effects of different implementation instruments.	Documents - CSP; CSF programme; country/ sector strategies; administrative	Reviewed projects are generally being implemented efficiently, with no, or only

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
		<p>better options for use of funding and success of outcomes.</p> <p>CSF calls for proposals contribute to the selection of diverse thematic grants.</p> <p>The CSF project portfolio is diverse in terms of thematic focus of grants, types and size of funded organisations.</p> <p>CSF calls for proposals address civil society and media needs and constraints as identified and formulated in EU and national strategies, policies.</p>	<p>Examples of outputs/ outcomes/ impact from any specific instrument and its use in a project:</p> <p>Comparison of the number of projects delivered by the different instruments in terms of outputs, reach, types of stakeholders/ participants.</p>	<p>data from EUD, and national authorities; Enlargement Progress Reports, Monitoring and Evaluation Reports;</p> <p>Structured interviews with national authorities, programming and implementing actors, and CSF beneficiaries.</p>	<p>minor, delays. These delays have not had a negative impact on achieving anticipated results. Most delays, though, have been noted with regards to somewhat late arrival of EU funds and also elections or related political events.</p> <p>Reviewed projects presented satisfactory resilience to external factors through investing in networks of their partners and beneficiaries and also ensuring the project scope is realistic.</p> <p>The most significant challenge for both media and CSO projects is the so-called ‘closing of the government’ or ‘narrowing of space’ to any activities of these sector partners.</p> <p>Analysis of the activities and results of the funded projects indicates a high level of effectiveness in completing activities on time and within budget and through these in delivering the expected results.</p> <p>The 46 projects that form the basis of the evaluation are all progressing well against plans or have been completed well against plans, and by-and-large activities have been delivered as planned, and</p>

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
					within the timeframe proposed and the Outputs programmed from delivery have been or are being delivered.
EQ 7	To what extent did the financial assistance respond to the specific needs of civil society in the targeted sectors?	<p>Degree to which the CSF objectives and priorities are based on/ linked with the stated objectives of funded projects.</p> <p>Degree to which civil society and media priorities are reflected in the objectives of funded projects.</p> <p>Correlation between CSF objectives and priorities and the stated objectives of funded projects.</p> <p>Integration of civil society and media needs into relevant country and sector strategies and programmes, policies and legislation.</p> <p>Description of the main gaps/ weaknesses between the current programming framework and accession/ EU/ beneficiary frameworks.</p>	<p>Evidence of the involvement of CSOs and media in need assessments, definition of strategies and other relevant aspects of the intervention logic.</p> <p>The CSF programme reflects and makes reference to outcomes of needs assessments prepared as part of the programming process.</p>	Structured interviews with national authorities, programming and implementing actors, and CSF CS and media beneficiaries	<p>CSF objectives, and the priorities of consecutive Calls for Proposals, are well-aligned with the Copenhagen Political criteria for accession.</p> <p>Evidence from implementing partners as well as knowledgeable non-stakeholders references the high priority of funding for independent media, for investigative journalism practices and activities and for protection of the rights of journalists.</p> <p>One noted aspect of the CSF's programming has been the cooperation between civil society and media, where the knowledge of CSOs has assisted media organisations in the formulation of their work and then the media organisations have assisted CSOs in raising awareness of specific areas of importance or simply in affirming the value of the role of civil society in Serbia's reform process.</p>
EQ 8	To what extent is the provided financial assistance flexible enough to respond to changing needs?	EU assistance has facilitated the timely attainment of planned results and has been flexible to	Evidence of flexibility of the CSF support as result of the changing needs of the CSOs and media.	Documents - CSP; CSF programme; country/ sector strategies; administrative data from EUD and national	The EU's flexibility and understanding are noted by implementing partners in these circumstances.

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
		changing needs of CSOs and media. EU assistance has responded to needs of more flexible, longer-term aid modalities based on CSO and media needs.	Evidence of consultation with different stakeholders to address the changes in the programme as a result of changing CSO needs. Evidence of use of simplified/ targeted application procedures. Extent of diversification of requirements related to minimum co-financing requirements/ arrangements. Extent of long-term and variety of aid modalities used to support CSOs. Extent of the use of arrangements allowing/ encouraging the use of local language.	authorities; Enlargement Progress Reports, Monitoring and Evaluation Reports. Structured interviews with national authorities, programming and implementing actors, and CSF& media beneficiaries.	
<b>IMPACT AND SUSTAINABILITY</b>					
EQ 9	What have been the impacts of the CSF and Media to date?	Identification of differences in the achievement/ extent of impacts attributable to certain thematic areas, implementation instruments. Extent to which there has been an effect on the policies and/ or other measures of public authorities in relation to civil society and media.	Type, quality/ quantity of intended and unintended impacts, specifically attributable to the specific thematic areas and/ or implementation instruments of the CSF. Evidence of CSO and media engagement with national/ local authorities in sector/ Acquis related achievements, including policy initiatives, innovative approaches, etc. Evidence of new CSO and media capacities (human, institutional, financial, policy etc.).	Structured interviews with national authorities, programming and implementing actors, and CSF & media beneficiaries.	Review of project documentation and interviews conducted within the scope of the evaluation provide only limited evidence of concrete impacts to date, in both the media and civil society sectors. Having said this, there does appear to be some prospects for longer term or wider impact in a number of projects and there are obvious variations between projects in this regard. One noted aspect of the CSF's programming has been the cooperation between civil

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
			Evidence of progress made in achieving EU and national aims, objectives and priorities. Evidence of change in the conditions in which CSOs operate		society and media, where the knowledge of CSOs has assisted media organisations in the formulation of their work and then the media organisations have assisted CSOs in raising awareness of specific areas of importance or simply in affirming the value of the role of civil society in Serbia's reform process.
EQ 10	Were the achieved results sustainable, especially in terms of retaining improved administrative capacity and maintenance of provided investment?	Extent to which the results achieved in the framework of the CSF are indicating a sustainability of action/ output. Extent to which there are visible prospects of sustainability of change (or reversal) in terms of CSF strategic priorities. Evidence of the visible effects of CSF assistance on CSO and media capacity to be effective, accountable and independent actors.	Evidence of sustainability of output/ outcome from the ongoing CSF assistance. Gaps or areas of weakness where improvements are required	Structured interviews with national authorities, programming and implementing actors, and CSF beneficiaries.	Projects implemented within the framework of CSF and Media programme support have been implemented by well-established and prominent media outlets and CSOs. With years of experience in investigative journalism, providing support to victims of war crimes and monitoring the implementation of reforms in the area of rule of law and fight against organised crime they were well positioned to deliver engaged project results but to also to transfer the knowledge and skills to local CSOs and local media outlets. One visible area of sustainability is in fact related to administrative capacity and maintenance of the provided investment – the professionalism, motivation and organisational structures
EQ 11	Were the identified impacts sustainable?				
EQ 12	Were there elements which could hamper the impact and/or sustainability of assistance? If yes, what measures could be undertaken to prevent negative effects of such elements.	External factors that have contributed/detracted to impact. Elements of CSF design or implementation that have contributed to or detracted from impact.	Evidence of administrative processes that have contributed to or detracted from outcomes/ impact. Evidence of the existence of an enabling environment for the functioning of CSOs and media in Serbia.		

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
					<p>of a significant majority of implementing partners are of a very high level.</p> <p>It is also worth noting that the technical and project management capacity implementing partners, as well as of their own partners and the beneficiary groups with whom they work, visibly improves though the growth in knowledge and skills they gain through their project implementation.</p> <p>Some stronger sustainability prospects can be seen with projects of longer duration and significant financial framework, as well as with projects working on changing policy and legislative frameworks in the area of media freedom and rule of law.</p>
EQ 13	To what extent was the support provided by the EC coherent and complementary to the national budget and other donors?	<p>CSF aims and objectives are complementary to the aims and objectives of programmes funded by other donors and public authorities in beneficiary countries.</p> <p>CSF aims and objectives are complementary to the aims and objectives of other EU initiatives (EIDHR, CBC, IPA bilateral programmes, etc.)</p> <p>Level of visible work among CSF leadership/ management</p>	<p>Evidence of complementarity in design and implementation of the CSF programme and the programme of other donors.</p> <p>Evidence of complementarity in design and implementation of the CSF programme and other EU funded initiatives.</p> <p>Evidence of a focus among donor agencies on ensuring awareness of the priorities</p>	<p>Documents - MIPD/ CSP; CSF programme; country/ sector strategies; administrative data from national authorities; Enlargement Progress Reports, Monitoring and Evaluation Reports; Structured interviews with, EUDs, national authorities, programming and implementing actors, and CSF beneficiaries.</p>	<p>The European Commission defines areas of clear focus in its <i>Indicative Strategy Paper for Serbia (2014-2020)</i> as part of IPA II. Most relevant to this evaluation are references to donor coordination and complementarity and references to democracy, the rule of law, fundamental rights and freedom of expression. Feedback from field enquiry indicates that during the recent</p>

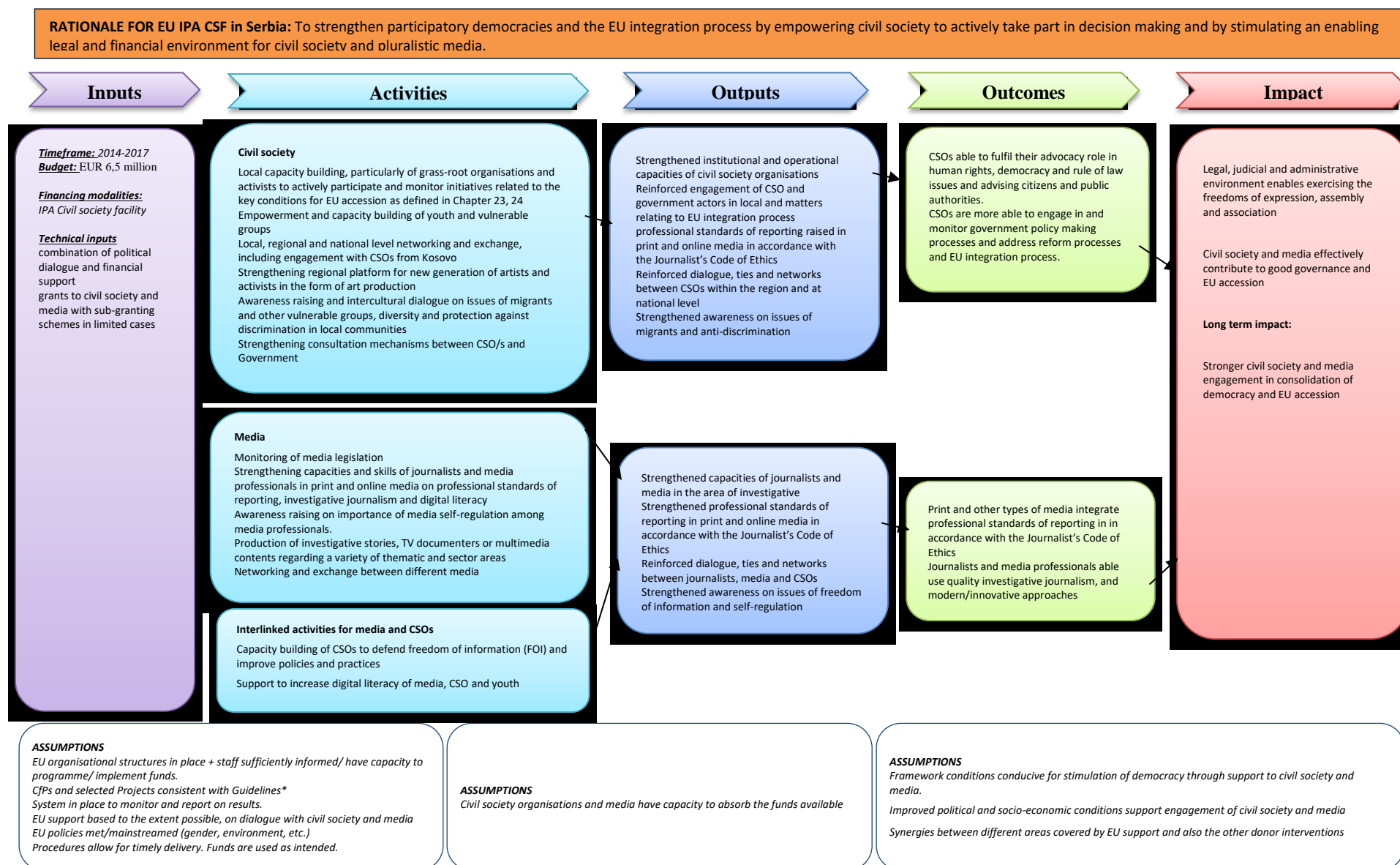
EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
		and other donors in coordinating areas of focus.	and focus of each other's work and on systems/ approaches that build complementarity without overlap		<p>period the Ministry of European Integration (MEI) has not driven the coordination process in the same way or with the same engagement that was the prior experience.</p> <p>When discussing coordination and coherence with donor organisations, <i>informal</i> is a regularly mentioned word, followed by an emphasis on a complete absence of formal systems of coordination or collaboration at the donor level, including on the part of the MEI and the EU.</p> <p>There is a visible lack of coordination effort by the EUD of the grantees benefiting from the CSF/ media programme support which has been noted by interviewees as an important weakness of EU support to partners.</p>
EQ 14	Have suitable and appropriate indicators been established, allowing for reasonable and efficient measuring of results, outcomes and, when applicable, impacts? If yes are they SMART? Which better indicators can be proposed (including baselines and targets) at sector and policy objective level?	Presence, throughout the evaluation portfolio of adequate design and programming including verifiable indicators, including reliable quantified data (baseline values in particular).	Evidence of presence of such indicators, both on an upstream formulation level (CfP guidelines and other relevant documents, etc.) and on the level of the evaluated Actions.	CSF documents and all relevant documentation (Description of the Action - DoA, contracts, progress reporting).	Most projects reviewed for this evaluation reflect this comment – projects generally have a reasonable to solid design that offer a combination of interventions and activities that, if assumptions are correct, are likely to lead to envisaged results. There are however issues across the projects where designs do not clearly

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
					link Activities to Outputs to Outcomes.
EQ 15	Are the indicators in line with the overarching sector strategies and policy priorities?	Alignment of observed indicators with overarching sector strategies and policy priorities	Evidence of presence of such indicators	CSF documents, Actions' documents (intervention logic), EU policy and sector strategy reporting	At the higher level of logical frameworks there is a tendency to attribute a more significant influence from projects in overall objectives rather than looking at what are the much more likely contributions of projects to specific objectives.
EQ 16	Has sustainable capacity been created in the beneficiary institutions to manage policy challenges and future assistance?	Observed capacity of beneficiaries to reinforce their capacity to manage policy challenges and future assistance	Demonstrated capacity to manage future assistance and cope with policy challenges		It is also worth noting that the technical and project management capacity implementing partners, as well as of their own partners and the beneficiary groups with whom they work, visibly improves though the growth in knowledge and skills they gain through their project implementation.
EQ 17	Was the institutional framework adequate to deliver programmes in a sustainable manner?	Adequacy of the institutional framework assessed against the formulated risks and assumptions on programme and Action levels	Evidence of presence of appropriate institutional framework and its evolution		Some stronger sustainability prospects can be seen with projects of longer duration and significant financial framework, as well as with projects working on changing policy and legislative frameworks in the area of media freedom and rule of law.
EQ 18	Cost/benefit analysis of the type of support either on contract or project level (e.g. table listing costs on one hand in terms of time and money,	Set of ad hoc criteria applied in this qualitative & quantitative assessment, in the frame of a wider comparative overview and analysis, to be developed in the	Indicators to be defined upon initial overview and analysis of the Actions' documentation in the Desk Phase	Actions' documentation allowing for such qualitative and quantitative comparative appraisal.	A cost-benefit analysis has not been possible through the document review. An actual 'cost-benefit' analysis was not possible, neither during the

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
	and sustainable outcomes and impact achieved on the other).	Desk Phase on the basis of the Desk Phase overview of Actions.			document review nor during the field and synthesis phases. There is no available criteria or framework for analysing costs and benefits in the context of the financed initiatives, and financial reporting does not provide details that enable an addressing of cost benefits. The discussion at efficiency above describes feedback on and an analysis of the efficiency of systems and management and the use of the provided financial assistance in the delivery of activities, which has been carried out in an efficient way.
EQ 19	Has EU assistance achieved maximum visibility? Did the implemented visibility activities succeed in conveying key strategic messages justifying the delivered assistance?	Extent to which CSF guidelines are clear about the visibility strategy and the responsibilities of funded bodies. Extent to which projects funded through the CSF have a clear EU visibility approach and outcomes. Extent to which stakeholders are aware the role of the EU in project implementation. Extent to which stakeholders are aware of EU priorities in relation to civil society development.	Evidence of guidelines in CSF funding approaches. Evidence of visibility strategies in funded projects. Evidence of EU visibility activities in funded projects. Evidence that the CSF program has ensured the fulfilment of the visibility strategy set by the European Commission.	Documents - MIPDs/ CSPs; CSF programme; country/ sector strategies; administrative data from DG NEAR, EUDs, and national authorities; Enlargement Progress Reports, Monitoring and Evaluation Reports; administrative data from DG NEAR. Structured interviews with DG NEAR, EUDs, national authorities, programming and implementing actors, and CSF beneficiaries.	Implementing partners have followed the EU's visibility guidelines and acknowledged the role of the EU in all promotional materials produced. Most reviewed projects tracked visibility activities using either Google analytics or other relevant tools and documentation indicates that most projects had good visibility and outreach of activities. In field enquiry implementing partners noted their communication strategies, which incorporated the EU's visibility guidelines, and also

EVALUATION QUESTIONS		JUDGEMENT CRITERIA	INDICATORS	SOURCES OF VERIFICATION	FINDINGS
					discussed the visibility tools they used, including both traditional and social media. One particular focus of visibility actions was on European values, beyond a simple description of project activities or EU accession priorities.

## 5.5 Annex 5 - Intervention logic / Logical Framework matrices (planned/real and improved/updated)



## 5.6 Annex 6 – Map of where the Action took place



## 5.7 Annex 7 - List of persons/organisations consulted

	No	Project	NAME	Organisation
1	362243	Improving the quality of print and online media content through self-regulation	Emil Holcer	Savet za Stampu (Press Council)
2	371885	"Family Violence: Looking Toward European Law	Stevan Ristic Aleksandar Aleksic Vojislav Milosevic	Novinsko preduzece "Vreme" d.o.o. (Newspaper Company "Vreme" Ltd)
3	371964	Ordinary people: Missing rights – finding solutions	Dusko Medic Dinko Gruhonjic	Independent Journalists' Association of Vojvodina
4	371966	SHARE online media freedoms	Andrej Petrovski Kristina Sandik	SHARE Fondacija
5	372030	"Access to my rights" (through Ombudsman cases)	Bojana Maljevic	Monte Royal Pictures International
6	372036	The Proof (doc received 740 MO!)	Bojana Lekic Bojan Moraca	Brendon Doo
7	372069	Public Finances Reform – 10 Key Issues	Biljana Stepanović Milos Obradovic	Business Info Group
8	383153	Childminders united regionally against sexual assault	Dusica Popadic	Incest Trauma Centre Belgrade
9	383183	Changing Minds: Trust through Innovation	Djordje Popovic	Beogradski Fond za Politicku Izuzetost - fondacija
10	383187	Loud Whistle – capacity building for the improvement of protection and visibility of whistle-blowers in Serbia	Sandra Stanić Dragana Matovic Vladimir Radomirovic	Eutopia Association
11	383190	LOVE (Law, Order, Values) to migrants/asylum seekers/persons granted asylum in enjoying rights without discrimination	Rados Djurovic Jovana Vincic Jana Stojanovic	Asylum Protection Centre
12	393205	State and solidarity: Looking Toward European Law- series of articles on social solidarity	Stevan Ristic Aleksandar Aleksic Vojislav Milosevic	Novinsko preduzece "Vreme" d.o.o. (Newspaper Company "Vreme" Ltd)
13	393206	Missing Babies - Documentary Drama	Bojana Maljevic	Monte Royal Pictures International
14	393209	32 for 23 - Awareness on Rule of Law state of play and related EU Accession issues - production of TV serial	Miodrag Cvorovic Bogdan Turudija	Insajder Produkcija
15	393210	Rule of Law "Danas"/Vladavina prava "Danas"-production of specialized supplement on Chapter 23	Aleksandar Roknic Radomir Licina	Preduzece za novinsko izdavacku delatnost DAN GRAF DOO
16	393333	Human Rights School for Youth	Kisic Izabela Luka Bozovic	Helsinki Odbor za Ljudska Prava u Srbiji
17	393336	Creative drive- support to media literacy	Tijana Femic Bumbic	Novosadska Novinarska Skola

18	393342	WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation	Milena Beric Vladimir Arcenijevic	Udruzenje "Krokodil"
19	393344	"Youth kitchen laboratory"- support intercultural dialogue Projekat: Omladinska kuhinjska laboratorija. Edukacija mladih kuvara iz srednje ekonomske/Trgovinske skole	Biljana Čakovan Dragana Đukić	Udruzenje Resurs Centar za Odrzivi Razvoj
20	371872	Media Freedom as Human Right – a series of TV documentary programs	Maja Divac Lila Radonjic Snezana Stojadinovic	Produkcijaska grupa Mreza d.o.o. / Production group Mreza d.o.o
21	371884	Small Arms and Gender-Based Violence: Towards a Culture of Responsible Gun Ownership"	Sarita Matijevic	Playground Produkcija Doo
22	371886	"I want to Know" (Local Media Supporting Public Interest: Focus on Public Budget Transparency and Accountability of Public Officials)	Misa Tadic	PD Boom93 d.o.o – Radio Boom93
23	371932	In Focus	Tamara Filipovic	Independent Journalists Association of Serbia
24	371935	Investigative media reporting and the rule of law in the criminal justice system	Vukasin Obradovic	Vranjske
25	371969	"Insider" Goes Local	Misa Tadic	Association of Independent Electronic Media (ANEM)
26	372081	Prove & Improve: Investigating Rule of Law in Serbia	Branko Cecen	Centar za istraživačko novinarstvo - Fondacija (Center for Investigative Journalism of Serbia)
27	372162	Abuse of political influence – political parties as principal employers in Serbia	Jovana Polic	Media Centre Ltd.
28	372167	Local Watchdogs	Zlata Kures	BETA Press
29	383180	Providing effective support to the members of the most discriminated groups and their organizations	Sasa Gajin	Centre for Legal Advanced Studies
30	383184	Putting the Victim First: Legal Protection, Outreach and Monitoring the National Strategy for the Prosecution of War Crimes 2016–2020	Jelena Krstic Visnja Sijacic Ivana Zanic Budimir Ivanisevic	Humanitarian Law Centre

31	383186	Public Money for Public Interest - supporting civil society initiative for public interest	Tamara Filipovic – NUNS Tanja Maksic-BIRN; Kalina Simic-BIRN Gabrijela Vukicevic-BIRN Dragana Obradovic-BIRN Stefan Janjić - Novosadska novinarska škola	Balkanska Istrazivacka Mreza - BIRN
32	383188	prEUgovor Policy Watch: Monitoring Reforms in Chapters 23 and 24	Bojan Elek	Beogradski Centar za Bezbednosnu Politiku
33	383195	Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue	Dragan Sreckovic Svetlana Radosavljevic	Trag Foundation
34	393211	CATCH 23", multimedia and multiplatform hard talk, news and investigative feature production on chapter 23	Zoran Sekulic Djordje Vlajic Tamara Skroza Danica Vucinic Ljiljana Neskovic	FONET Novinsko izdavačko društvo
35	393212	Reveal and Heal - Investigative Journalism as a Cure for Corruption in Judiciary	Jelena Vasic Snezana Petijevic	KRIK, Mreza za istraživanje kriminala i korupcije
36	393213	NO SECRET, television production on civilian control of the security system in Serbia	Jelena Vasic Snezana Petijevic	JSP Production
37	393214	Uncertain past - Timeline 1991- 2015, production of media archive	Ivan Cirus Danica Balaban	EBART Consulting Media Documentation
38	393340	National Convention on EU in Serbia - participation of civil society in EU negotiation process	Natasa Dragojlovic Dina Rakic Nina Cvetanovic	Evropski Pokret u Srbiji
39	393343	Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy	Rasa Nedeljkov Pavle Dimitrijevic Bojana Milosevic	Crta
40	393346	Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills	Jovana Krivokuca- Milovanovic Sladjana Levic Bojana Tesic	Forum Mladih sa Invaliditetom Udruzenje
41	394162	Rule of Law and Public Funds Spending in Healthcare Sector in Serbia, series of investigative reports in monthly magazine	Biljana Stepanovic Ivana	Business Info Group
42	394163	Beyond the Chapters: Accession to Diversity	Robert Kozma	Association Group 484
43	394852	Future of freedom of information in Serbia (FFIS) - strengthening capacities of civil society and young generations for defending the right to know	Uros Misljenovic Ana Desic Kristina Kalajdzic Snezana Djapic Marina Mijatovic	Partneri za demokratske promene Srbija
44			Miodrag Milosavljevic	Fund for and Open Society
45			Jelena Avramovic	USAID

46			Jasmina Zoric-Petrovic	Swedish Embassy/ Sida
47			Natasa Radovic	UK Embassy Belgrade
48			Maja Zaric	Ministry of Culture
49			Sanja Atanaskovic-Opacic	Office for Cooperation with civil society
50			Svetlana Djukic	EU Delegation

## **5.8 Annex 8 - Literature and documentation analysed**

### **5.8.1 EU documents**

- 20140919-csp-serbia
- 20180417-serbia-report
- BCSDN-Position-on-IPA-III
- brief\_2\_theoryofchange\_eng
- Serbia key figures 2018
- Serbia Eval Matrix 8 July
- Specific\_ToR\_CSF\_Media\_final
- IMPACT ASSESSMENT of the 2012 Media Fund Financial Assistance to the Republic of Serbia

### **5.8.2 CSF documents**

- Civil society and media programme 14/15 serbia
- CS and Media 16/17 CfP - Guidelines for applicants 154831
- CS Serbia Portfolio dc\_070319
- CSF Media CFP Guidelines 14/15

### **5.8.3 Documents from funded projects (the 46 Actions)**

#### **Media 2014**

#### **Project 362243 - Improving the quality of print and online media content through self-regulation**

- Contract 362243 Improving the quality of print and online media content through self-regulation\_Addendum 1.pdf
- Contract 362243 Improving the quality of print and online media content through self-regulation\_Budget.xls
- Contract 362243 Improving the quality of print and online media content through self-regulation\_Description of action.doc
- Contract 362243 Improving the quality of print and online media content through self-regulation\_Contract - RS and CL
- Contract 362243 Improving the quality of print and online media content through self-regulation\_Contract Special Conditions signed
- Contract 362243 Improving the quality of print and online media content through self-regulation\_General conditions
- Contract 362243 Improving the quality of print and online media content through self-regulation\_LEf and BAF
- 362-243 List of expenditures to be checked 1
- AUP\_Press Council\_expenditure verification
- FINAN NARRATIVE REPORT Press Council 2017
- Press Council Final Financial report 2
- Press Council\_Annex GVla\_Interim narrative report\_Final
- Press Council\_Annex GVlc\_Interim financial report\_Final
- Press Council - Annex A\_Grant application form – FINAL
- Press Council - Annex B\_Budget
- Press Council - Annex C\_Logframe\_FINAL
- Press Council Reallocation
- Press Council Request

#### **Project 371872 - Media Freedom as Human Right – a series of TV documentary programs**

- Contract 371872 Media Freedom as Human Right – a series of TV documentary programs\_Budget
- Contract 371872 Media Freedom as Human Right – a series of TV documentary programs\_Contract - RS and CL
- Contract 371872 Media Freedom as Human Right – a series of TV documentary programs\_Contract
- Contract 371872 Media Freedom as Human Right – a series of TV documentary programs\_Lef&BAF
- Contract 371872 Media Freedom as Human Right – a series of TV documentary programs\_NOL 1 - Budget variations up to 25%

- Contract 371872 Media Freedom as Human Right – a series of TV documentary programs\_Revised budget
- Contract 371872 Media Freedom as Human Right – a series of TV documentary programs\_SC
- Analytics All Web Site Data Преглед аквизиција 20160924-20170810
- Analytics All Web Site Data Странице 20160924-20170810
- Annex GVIB\_Final narrative report MREZA
- Annex IX\_transferassetownership PG Mreza
- Annex V 2015 371 872 PG Mreza Request for Payment
- AUDIT REPORT PG MREZA BEOGRAD CRIS 2015-371-872
- Final financial report PG Mreza 2015\_371\_872
- overall and balance sheet PG Mreza 2015\_371\_872 (1)
- Panel
- TV Mreza - Pravo na medije (Nov16-Jun17)

### **Project 371884 - Small Arms and Gender-Based Violence: Towards a Culture of Responsible Gun Ownership"**

- Contract 371884 Support to the media production through the project Small Arms and Gender-Based Violence\_cl
- Contract 371884 Support to the media production through the project Small Arms and Gender-Based Violence\_Contract - RS and CL
- Contract 371884 Support to the media production through the project Small Arms and Gender-Based Violence\_contract
- Contract 371884 Support to the media production through the project Small Arms and Gender-Based Violence\_gc
- Contract 371884 Support to the media production through the project Small Arms and Gender-Based Violence\_Lef & Baf
- Contract 371884 Support to the media production through the project Small Arms and Gender-Based Violence\_Project Closure Summary Sheet
- ANNEX 1 RTV broadcast analysis
- ANNEX 2 press clipping (1)
- ANNEX 3 apps on Google Play
- ANNEX 4 web site visits report
- ANNEX 5 social media networks screenshots
- ANNEX 6A episodes transcripts page visit report
- ANNEX 7 promotions attendance sheets
- ANNEX 8 video viewings reports
- Annex A\_Grant Application Form\_SMALL ARMS AND GENDER BASED VIOLENCE\_final
- Annex GVIA\_Interim narrative report
- Annex GVIB\_Final narrative report
- Annex GVIC\_Final financial report
- GRANT CONTRACT 2015371-884
- interim EUd financial report
- REVISED LogFrame\_playground produkcija

### **Project 371885 - "Family Violence: Looking Toward European Law"**

- EP-FINAL\_INR\_NP Vreme\_Projekat
- EP-TOR
- Prilog TOR
- VREME - Annex GVIB\_Final narrative report - 2015 371-885
- VREME - Annex GVIC\_Final financial report - 2015 371-885
- VREME - INCOME AND EXPENDITURE - 2015 371-885
- VREME - PART B - FULL APPLICATION - Annex A\_Grant Application Form
- VREME Annex B\_Budget
- VREME Annex C\_Logical Framework
- Vreme Monitoring report

### **Project 371886 - "I want to Know" (Local Media Supporting Public Interest: Focus on Public Budget Transparency and Accountability of Public Officials)**

- Annex GVIB\_Final narrative report - Boom93 - FINAL 2017
- Contract 371886 Support to media freedom through the project I want to Know\_Budget

- Contract 371886 Support to media freedom through the project I want to Know\_Contract - RS and CL
- Contract 371886 Support to media freedom through the project I want to Know\_GC
- Contract 371886 Support to media freedom through the project I want to Know\_Lef&BAF
- Contract 371886 Support to media freedom through the project I want to Know\_Project Closure Summary Sheet
- Contract 371886 Support to media freedom through the project I want to Know\_Signed contract
- EU - overall and balance for budget 29017 - final 2 POSLATO 2018 - XI 2018
- Final financial report - Boom93 2017 - 2 FINAL POSLATO 2018 - XI 2018
- note on the project
- The action PLAN - Boom93

### **Project 371932 - In Focus**

- Annex A\_ In Focus Grant Application Form
- Annex GVIA Interim narrative report - In focus
- Contract 371932 Support to media freedom through the project In focus\_Budget
- Contract 371932 Support to media freedom through the project In focus\_Contract RS and CL
- Contract 371932 Support to media freedom through the project In focus\_GC
- Contract 371932 Support to media freedom through the project In focus\_Lef&BAF
- Contract 371932 Support to media freedom through the project In focus\_Modified budget
- Contract 371932 Support to media freedom through the project In focus\_Non Objection Letter No 1
- Contract 371932 Support to media freedom through the project In focus\_Signed contract
- Evaluacioni izvestaj 'U Fokusu' - finalna verzija (2)
- In Focus - Executive Summary PDF
- In Focus Narrative report
- PODRŽANI PROJEKTI – sažetak
- Revised - Annex C In Focus Logical Framework

### **Project 371935 - Investigative media reporting and the rule of law in the criminal justice system**

- Contract 371935 Investigative media reporting and the rule of law in the criminal justice system\_Addendum no 1 - RS and CL
- Contract 371935 Investigative media reporting and the rule of law in the criminal justice system\_Addendum no 1
- Contract 371935 Investigative media reporting and the rule of law in the criminal justice system\_Addendum no 2
- Contract 371935 Investigative media reporting and the rule of law in the criminal justice system\_Contract RS and CL
- Contract 371935 Investigative media reporting and the rule of law in the criminal justice system\_Signed Contract & Budget & LEF\_BAF

### **Project 371964 - Ordinary people: Missing rights – finding solutions**

- Report of factual findings
- KosovoNazdravlje
- KosovoNazdravlje2
- TucoviciDrugi
- TucoviciDrugi2
- Dozvola za emitovanje Stvarni ljudi clanicama ANEMA
- GledanostN1
- GledanostN1
- Kanal 9 emitovanje filmova
- PismoRTS
- RTK Ugovor
- TV FORUM Izvestaj o emitovanju filmova
- Ugovor o programskoj saradnji N1 i NDNV
- VIMEO report
- VimeoFacebook
- Education confirmation and photos
- Documents produced within the project
- Facebook reports on investigative stories
- Final conference

- Annex V
- Final financial report
- Final source of funding
- Interim report
- Investigative stories
- Press Clipping
- Public promotion reports
- Media concurs
- 20160428\_GSC evaluation report\_NG draft
- Ordinary people subgranting final report
- Ordinary PEOPLE2016\_Guidelines for Applicants
- Sub granting programming proposal forum ZFD
- Annex GV Ia\_Interim narrative report\_IJAV\_OrdinaryPeople (1)
- Annex GV Ib\_Final narrative report\_IJAV\_OrdinaryPeople
- Annex GV Ic\_Final financial report (1) (1)
- Annex IX\_transfer assets ownership
- Application form 12\_Ordinary people\_Missing rights\_finding solutions
- Balance sheet complete (income and expenditure) final
- Grant Contract 2015-371-964 (1)
- IJAV - Cover letter
- Logical Framework 12\_Ordinary People\_Missing rights\_finding solutions (1)

#### **Project 371966 - SHARE online media freedoms**

- Addendum no 1 - EU – Share
- Annex A\_Grant Application Form\_SHARE Foundation
- Annex B\_Budget\_Share Foundation\_FINAL
- Annex C\_Logical Framework\_Share Foundation
- Contract
- FINAL narrative report- SHARE Foundation
- FINAL narrative report
- Contract 371966 SHARE Online Media Freedoms\_Addendum no 1 - RS and CL
- Contract 371966 SHARE Online Media Freedoms\_Addendum no 1
- Contract 371966 SHARE Online Media Freedoms\_Contract Closure
- Contract 371966 SHARE Online Media Freedoms\_Contract RS and CL
- Contract 371966 SHARE Online Media Freedoms\_Signed Contract & Budget & LEF\_BAF

#### **Project 371968 - "Network 21-Making Waves in Vojvodina"**

- Contract 371968 Support to media freedom through the project Network 21-Making Waves in Vojvodina\_Contract - RS and CL
- Contract 371968 Support to media freedom through the project Network 21-Making Waves in Vojvodina\_Signed Contract & Budget & LEF\_BAF

#### **Project 371969 - "Insider" Goes Local**

- Contract 371969 Insider goes local\_Addendum no 1
- Contract 371969 Insider goes local\_Contract - RS and CL
- Contract 371969 Insider goes local\_Contract closure
- Contract 371969 Insider goes local\_GC
- Contract 371969 Insider goes local\_Signed Contract & Budget & LEF\_BAF

#### **Project 372030 - "Access to my rights" (through Ombudsman cases)**

- Contract 372030 Access to my rights through Ombudsman cases\_Contract RS+CL
- Contract 372030 Access to my rights through Ombudsman cases\_contract
- Contract 372030 Access to my rights through Ombudsman cases\_gc
- Contract 372030 Access to my rights through Ombudsman cases\_Lef & Baf
- Contract 372030 Access to my rights through Ombudsman cases\_on the spot monitoring report
- Contract 372030 Access to my rights through Ombudsman cases\_Project Closure Summary Sheet
- Access to my rights-Balance sheet (income and expenditure)
- Access to my rights-Cover letter
- ANALIZA\_MojePravo\_v3
- Aneks1\_Access to my rights

- Aneks2\_Access to my rights
- Aneks3\_SCENARIO PO TEMAMA
- Annex A\_App.Form\_Access to my rights
- Annex C\_Log.Framework\_Ombudsman\_FINAL
- Annex V\_requestpay-Access to my rights
- FINAL financial report-Access to my rights
- FINAL NARRATIVE Report Access to my rights
- Report on Expenditure verification MONTROYAL 2017

### **Project 372036 - The Proof (doc received 740 MO!)**

- BRENDON Logframe 2015
- Contract 372036 Support to media freedom through the project The Proof\_add1
- Contract 372036 Support to media freedom through the project The Proof\_add2
- Payments & conversion euro
- Contract 372036 Support to media freedom through the project The Proof\_baf new
- Contract 372036 Support to media freedom through the project The Proof\_Contract - RS and CL
- Contract 372036 Support to media freedom through the project The Proof\_CONTRACT
- Contract 372036 Support to media freedom through the project The Proof\_Lef & Baf
- Contract 372036 Support to media freedom through the project The Proof\_New Bank Account
- The Proof - Design (visibility)
- The Proof – Events
- Annex GVIC\_Final financial report The Proof
- Annex GVIB\_Final narrative report The PROOF
- The Proof – PRINT
- The Proof - SOCIAL MEDIA
- The Proof – TV
- The Proof – WEB
- The Proof - Media coverage - Online communication
- The Proof - Public opinion polls
- The Proof – Ratings
- The Proof - Video promotion
- Annex V
- Audit Report IPA\_Brendon, Belgrade
- List of interlocutors - The Proof
- The European Commission - nalog za knjizenje 29.01.16.
- The Proof - Grant Contract DEU Brendon 2015 372-036

### **Project 372069 - Public Finances Reform – 10 Key Issues**

- 372 069 Budget final
- 372 069 DoA
- 372 069 Final Report\_012017
- 372 069\_Budget final
- 372069 Financial audit report
- Annex B\_Grant Application Form\_BIG 2016
- Annex C\_Logical Framework\_BIG
- Annex VI\_Final report BIG January 2017
- Contract 372069 Public Finances Reform – 10 Key Issues\_Addendum no 1 - RS and CL
- Contract 372069 Public Finances Reform – 10 Key Issues\_Annex II
- Contract 372069 Public Finances Reform – 10 Key Issues\_Budget proposal
- Contract 372069 Public Finances Reform – 10 Key Issues\_cl
- Contract 372069 Public Finances Reform – 10 Key Issues\_Contract - RS and CL
- Contract 372069 Public Finances Reform – 10 Key Issues\_Contract Closure Summary Sheet
- Contract 372069 Public Finances Reform – 10 Key Issues\_Lef&BAF
- Contract 372069 Public Finances Reform – 10 Key Issues\_Signed contract
- Copy of Annex B\_Budget\_BIG FINAL
- Copy of Annex VI Financial report 2016

### **Project 372081 - Prove & Improve: Investigating Rule of Law in Serbia**

- +Annex GVIB\_Final narrative report

- Annex A\_Grant Application Form\_CINS
- Annex C\_Logical Framework\_CINS
- CINS Monitoring report

### **Project 372162 - Abuse of political influence – political parties as principal employers in Serbia**

- Annex A\_Grant Application Form MEDIJA CENTAR DOO Corrected
- Annex GVib\_Final narrative report
- Annex GVic\_Final financial report
- Contract 372162 Support to media freedom through the project Abuse of political influence – political parties as principal employers in Serbia\_Contract RS and CL
- Contract 372162 Support to media freedom through the project Abuse of political influence – political parties as principal employers in Serbia\_GC
- Contract 372162 Support to media freedom through the project Abuse of political influence – political parties as principal employers in Serbia\_Project Closure Summary Sheet
- Contract 372162 Support to media freedom through the project Abuse of political influence – political parties as principal employers in Serbia\_Signed Add 1
- Contract 372162 Support to media freedom through the project Abuse of political influence – political parties as principal employers in Serbia\_Signed Contract & Budget & LEF\_BAF

### **Project 372167 - Local Watchdogs**

- 9. Narrative report (1)
- Annex A\_Grant Application Form WD
- Contract 372167 Support to media freedom through the project Local Watchdogs\_Annex 2
- Contract 372167 Support to media freedom through the project Local Watchdogs\_Budget proposal
- Contract 372167 Support to media freedom through the project Local Watchdogs\_Contract RS and CL
- Contract 372167 Support to media freedom through the project Local Watchdogs\_Lef&BAF new address
- Contract 372167 Support to media freedom through the project Local Watchdogs\_Project Closure Summary Sheet
- Contract 372167 Support to media freedom through the project Local Watchdogs\_Signed contract

### **Civil Society Programme 2015**

### **Project 383153 - Childminders united regionally against sexual assault**

- 2017 CSF-ITC Audit Report 1st period
- 2017 CSF-ITC Interim Fin Report - signed pdf
- 2017 CSF-ITC Payment Request no. 1- signature
- 2017 CSF-ITC Payment Request no. 1
- 2017 CSF-ITC-WHPC Reviewing ISPCAN & NSPCC Research Database
- 0070800034602-500306-10032017
- Contract 383153 CHILDMINDERS UNITED REGIONALLY AGAINST SEXUAL ASSAULT\_Budget
- Contract 383153 CHILDMINDERS UNITED REGIONALLY AGAINST SEXUAL ASSAULT\_Contract
- Contract 383153 CHILDMINDERS UNITED REGIONALLY AGAINST SEXUAL ASSAULT\_CONTRACT
- Contract 383153 CHILDMINDERS UNITED REGIONALLY AGAINST SEXUAL ASSAULT\_GC
- Contract 383153 CHILDMINDERS UNITED REGIONALLY AGAINST SEXUAL ASSAULT\_L&B
- Copie de Corrected Financial report ITC-indirect costs
- Copie de CSF-ITC Interim Financial Report for 2017
- Corrected Financial report ITC-indirect costs
- CSF-ITC 2017 E-knjiga - Ono sto niste videli - Patrik Sjoberg
- CSF-ITC Annex A.2 - Full Proposal 2016 Sept
- CSF-ITC Annex C - Logical framework 2016 Sept.
- CSF-ITC Interim Fin Report 2017 signed PDF
- CSF-ITC Interim Narrative Report for 2017
- CSF-ITC ToT Manual 2017-Meeting Intl Standard of Competency in CP Training
- ITC-Contract2016-383-153-Letter of Confirmation
- obavestenje o prilivu sredstava

### **Project 383180 - Providing effective support to the members of the most discriminated groups and their organizations**

- Contract 383180 PROVIDING EFFECTIVE SUPPORT TO THE MEMBERS OF THE MOST DISCRIMINATED GROUPS AND THEIR ORGANIZATIONS\_budget
- Contract 383180 PROVIDING EFFECTIVE SUPPORT TO THE MEMBERS OF THE MOST DISCRIMINATED GROUPS AND THEIR ORGANIZATIONS\_contract
- Contract 383180 PROVIDING EFFECTIVE SUPPORT TO THE MEMBERS OF THE MOST DISCRIMINATED GROUPS AND THEIR ORGANIZATIONS\_GC
- Contract 383180 PROVIDING EFFECTIVE SUPPORT TO THE MEMBERS OF THE MOST DISCRIMINATED GROUPS AND THEIR ORGANIZATIONS\_L&B
- CUPS\_Annex VI (1) - Narrative interim report
- CUPS\_Annex VI (1) - Narrative interim report-1
- Full Application Form
- Full Application Form-1

#### **Project 383183 - Changing Minds: Trust through Innovation**

- Annex 1
- Annex V - Standard request for payment 01 Program Manager
- Annex VI (3) -Financial report\_31122017
- BFPE Budget
- BFPE Full Application
- BFPE Logical framework
- EU Delegacija-CSF Programme 2015-Changing Minds- Trust through Innovation
- Interim narrative report (1)

#### **Project 383184 - Putting the Victim First: Legal Protection, Outreach and Monitoring the National Strategy for the Prosecution of War Crimes 2016–2020**

- Activity plan\_FHP\_2019
- HLC Interim Narrative Report-31 January 2019
- Letter to Ms. Una Kelly - Putting the Victim First Legal Protection Outreach and Monitoring the National Strategy for the Prosecution of War C
- Ms Svetlana Đukić

#### **Project 383186 - Public Money for Public Interest - supporting civil society initiative for public interest**

- Contract 383186 Public Money for Public Interest - supporting civil society initiative for public interest\_contract
- Contract 383186 Public Money for Public Interest - supporting civil society initiative for public interest\_GC
- Contract 383186 Public Money for Public Interest - supporting civil society initiative for public interest\_L&B
- Contract 383186 Public Money for Public Interest - supporting civil society initiative for public interest\_NOL No 1
- Contract 383186 Public Money for Public Interest - supporting civil society initiative for public interest\_Revised budget
- Interim Report PM4PI\_BIRN Serbia Feb2018
- IPA\_2016\_152728\_39 Full application Public Money for Public Interest, Revised

#### **Project 383187 - Loud Whistle – capacity building for the improvement of protection and visibility of whistle-blowers in Serbia**

- Contract 383187 Loud Whistle capacity building for the improvement of protection and visibility of whistle-blowers in Serbia\_Add 1
- Contract 383187 Loud Whistle capacity building for the improvement of protection and visibility of whistle-blowers in Serbia\_GC
- Contract 383187 Loud Whistle capacity building for the improvement of protection and visibility of whistle-blowers in Serbia\_NOL No1
- Contract 383187 Loud Whistle capacity building for the improvement of protection and visibility of whistle-blowers in Serbia\_NOL No2
- Contract 383187 Loud Whistle capacity building for the improvement of protection and visibility of whistle-blowers in Serbia\_Revised budget
- Contract 383187 Loud Whistle capacity building for the improvement of protection and visibility of whistle-blowers in Serbia\_Signed Contract & Budget & LEF\_BAF
- Copy of Eutopia Association - Final Financial Report
- Eutopia Association - Final narrative report

- Eutopia Association - Grant Contract - Description of Action
- Eutopia Association - Grant Contract
- Eutopia Association - Modification 1 - Notification about adjustment of Activity No. 2 & 5
- Eutopia Association - Modification 2 - Notification about adjustment of Activity 5 & Budget
- Eutopia Association - Modification 3.1 - Request for reallocation and no-cost extension
- Eutopia Association - Modification 3.2 - No-cost extension - Revised Description of Action
- Eutopia Association - Modification 3.3 - Revised Logical Framework
- Eutopia Association - Modification 3.4 - Grant Contract - Addendum no. 1

### **Project 383188 - prEUgovor Policy Watch: Monitoring Reforms in Chapters 23 and 24**

- 2018-03-01 Notification Letter No 1 prEUgovor Policy Watch
- 2018-03-01 prEUgovor Policy Watch - interim narrative report
- Annex G-VI 3 Financial report and forecast - prEUgovor Policy Watch
- Methodology Handbook
- prEUgovor ALARM-EN April 2017
- prEUgovor ALARM-EN October 2017
- 3. Policy briefs
- 4. Legislative amendments
- 5. rEUformator bulletins
- prEUgovor Reform Agenda
- ALAC
- Criminal liability of police officers
- SOS hotline
- 2. Lists of participants
- Press clipping report for prEUgovor\_ for 2017

### **Project 383189 - Pertej/Beyond/Preko 20 years**

- Annex A.2 - Full application Pertej revised
- Annex C - Logical framework Pertej fin (1)
- Annex-A.1-Concept-Note-Pertej 20\_signedDO
- Contract 383189 Pertej\_Beyond\_Preko 20 years\_GC
- Contract 383189 Pertej\_Beyond\_Preko 20 years\_L&B
- Contract 383189 Pertej\_Beyond\_Preko 20 years\_Modified Budget
- Contract 383189 Pertej\_Beyond\_Preko 20 years\_NoL1 - Change of Bank Account
- Contract 383189 Pertej\_Beyond\_Preko 20 years\_NoL2 Minor Budget Modification
- Contract 383189 Pertej\_Beyond\_Preko 20 years\_NoL3
- Contract 383189 Pertej\_Beyond\_Preko 20 years\_Signed contract
- Declaration applicant CZKD signed
- Declaration signed CZKD and GLOCAL
- Message 383189\_070319
- Annex VI - Narrative report FINAL ed.pdf
- Auditor report PERTEJ.pdf
- Final financial report PERTEJ.pdf
- Source of funding PERTEJ project.pdf

### **Project 383190 - LOVE (Law, Order, Values) to migrants/asylum seekers/persons granted asylum in enjoying rights without discrimination**

- Annex A.1 - Concept note APCCIJBETA
- Annex A.2 - Full application\_APCCIJBETA
- Annex C - Logical framework APCCIJBETA fin
- Contract 383190 LOVE Law, Order,Values to migrants\_asylum seekers\_persons granted asylum in enjoying rights without discrimination\_Budget
- Contract 383190 LOVE Law, Order,Values to migrants\_asylum seekers\_persons granted asylum in enjoying rights without discrimination\_Contract
- Contract 383190 LOVE Law, Order,Values to migrants\_asylum seekers\_persons granted asylum in enjoying rights without discrimination\_GC
- Contract 383190 LOVE Law, Order,Values to migrants\_asylum seekers\_persons granted asylum in enjoying rights without discrimination\_Signed Contract & Budget & LEF\_BAF
- CSF APC Interim Narrative report f

### **Project 383195 - Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue**

- 2016-383-195 Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue Final
- Annex A 2 - Full application Trag - Voice of Communities on the EU Enhancing local CSOs-government policy dialogue\_FINAL September 2016
- Contract 383195 Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue\_BAF
- Contract 383195 Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue\_Budget
- Contract 383195 Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue\_Contract
- Contract 383195 Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue\_CONTRACT
- Contract 383195 Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue\_GC
- Contract 383195 Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue\_LEF
- Contract 383195 Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue\_NOL1

**Civil Society Facility and Media 2016-2017**

### **Project 393205 - State and solidarity: Looking Toward European Law- series of articles on social solidarity**

- 1 - Narrative interim report
- Contract 393205 State and solidarity/ Looking Toward European Law- production of series of articles on social solidarity\_BAF
- Contract 393205 State and solidarity/ Looking Toward European Law- production of series of articles on social solidarity\_Contract RS and CL
- Contract 393205 State and solidarity/ Looking Toward European Law- production of series of articles on social solidarity\_Description of the Action
- Contract 393205 State and solidarity/ Looking Toward European Law- production of series of articles on social solidarity\_gc
- Contract 393205 State and solidarity/ Looking Toward European Law- production of series of articles on social solidarity\_LEF
- Contract 393205 State and solidarity/ Looking Toward European Law- production of series of articles on social solidarity\_sugned contract
- UGOVOR
- VREME - Annex A.2 - Full application
- VREME - Annex B – Budget
- VREME - Annex C - Logical framework
- VREME - ANNEX V - Standars request for payment
- VREME - Interim financial report 1 - december 2018 - Annex VI (3)

### **Project 393206 - Missing Babies - Documentary Drama**

- Annex A.2 - Full App.MRPI
- Annex C - Logical framework\_Babies\_rev.1.12.17doc
- Contract 393206 MISSING BABIES - Documentary Drama\_Contract RS and CL
- Contract 393206 MISSING BABIES - Documentary Drama\_Contract
- Contract 393206 MISSING BABIES - Documentary Drama\_Description of the Action
- Contract 393206 MISSING BABIES - Documentary Drama\_General Conditions
- Contract 393206 MISSING BABIES - Documentary Drama\_Lef and Baf
- Contract 393206 MISSING BABIES - Documentary Drama\_Signed contract
- Copy of Annex VI (3) - Model financial report-Z-A
- NARATIV INTERIM - MB - 393-206

### **Project 393209 - 32 for 23 - Awareness on Rule of Law state of play and related EU Accession issues - production of TV serial**

- 393 209 DoA\_130219
- 393 209 Final Report

- 393 209 Interim narrative report
- Anex IV Interim Financial Report Insajder
- Annex C - Logical framework\_Insider32x23
- Contract 393209 32 for 23 - Awareness on Rule of Law state of play and related EU Accession issues - production of TV serial\_Contract RS and CL
- Contract 393209 32 for 23 - Awareness on Rule of Law state of play and related EU Accession issues - production of TV serial\_Full Application
- Contract 393209 32 for 23 - Awareness on Rule of Law state of play and related EU Accession issues - production of TV serial\_GC
- Contract 393209 32 for 23 - Awareness on Rule of Law state of play and related EU Accession issues - production of TV serial\_signed contract
- EU Project 2016 final AUDIT

### **Project 393210 - Rule of Law "Danas"/Vladavina prava "Danas"-production of specialized supplement on Chapter 23**

- anex A.1
- Annex VI (1) -Model narrativeinterim report RL 13122018 (2)
- Contract 393210 Rule of Law Danas -production of specialized supplement on Chapter 23\_Contract RS and CL
- Contract 393210 Rule of Law Danas -production of specialized supplement on Chapter 23\_Description of the Action
- Contract 393210 Rule of Law Danas -production of specialized supplement on Chapter 23\_GC
- Contract 393210 Rule of Law Danas -production of specialized supplement on Chapter 23\_Signed Contract
- Copy of Annex VI (3) - Model financial report - 28012019 (1)-1
- logframe matrix of the project
- ugovor eu

### **Project 393211 - CATCH 23", multimedia and multiplatform hard talk, news and investigative feature production on chapter 23**

- Catch23\_ListofProduction\_Mart2018-February2019
- Contract 393211 CATCH 23, multimedia and multiplatform hard talk, news and investigative feature production on chapter 23\_Contract RS and CL
- Contract 393211 CATCH 23, multimedia and multiplatform hard talk, news and investigative feature production on chapter 23\_Full Application
- Contract 393211 CATCH 23, multimedia and multiplatform hard talk, news and investigative feature production on chapter 23\_gc
- Contract 393211 CATCH 23, multimedia and multiplatform hard talk, news and investigative feature production on chapter 23\_signed contracts
- FoNet Catch 23 Final Application (1)
- FoNet\_Catch23\_narrative interim report\_161218

### **Project 393212 - Reveal and Heal - Investigative Journalism as a Cure for Corruption in Judiciary**

- Annex A.2 - Full application KRIK
- Annex C - Logical framework KRIK
- Contract 393212 Reveal and Heal - Investigative Journalism as a Cure for Corruption in Judiciary, series of analytical articles on judiciary\_Contract RS and CL
- Contract 393212 Reveal and Heal - Investigative Journalism as a Cure for Corruption in Judiciary, series of analytical articles on judiciary\_Full Application
- Contract 393212 Reveal and Heal - Investigative Journalism as a Cure for Corruption in Judiciary, series of analytical articles on judiciary\_GC
- Contract 393212 Reveal and Heal - Investigative Journalism as a Cure for Corruption in Judiciary, series of analytical articles on judiciary\_Signed Contract

### **Project 393213 - NO SECRET, television production on civilian control of the security system in Serbia**

- Annex VI (1) -Model narrative interim report
- Annex VI (3) - Model financial report JSP
- Contract 393213 NO SECRET, television production on civilian control of the security system in Serbia\_Addendum no 1

- Contract 393213 NO SECRET, television production on civilian control of the security system in Serbia\_Budget
- Contract 393213 NO SECRET, television production on civilian control of the security system in Serbia\_Contract RS and CL
- Contract 393213 NO SECRET, television production on civilian control of the security system in Serbia\_Description of the Action
- Contract 393213 NO SECRET, television production on civilian control of the security system in Serbia\_GC
- Contract 393213 NO SECRET, television production on civilian control of the security system in Serbia\_Signed Contract

#### **Project 393214 - Uncertain past - Timeline 1991- 2015, production of media archive**

- 393214- Uncertain past - Timeline 1991- 2015
- Contract 393214 Uncertain past - Timeline 1991- 2015, production of media archive\_Concept Note
- Contract 393214 Uncertain past - Timeline 1991- 2015, production of media archive\_Contract RS and CL
- Contract 393214 Uncertain past - Timeline 1991- 2015, production of media archive\_GC
- Contract 393214 Uncertain past - Timeline 1991- 2015, production of media archive\_Signed Contract
- Mail Attachment

#### **Project 393333 - Human Rights School for Youth**

- Agendas
- Annex A.2 - Full application\_Helsinki Committee (1) draft final
- Annex C - Logical framework\_Helsinki Committee
- Annex
- Contract 393333 Human Rights Schools for Youth\_Contract RS and CL
- Contract 393333 Human Rights Schools for Youth\_Full Application
- Contract 393333 Human Rights Schools for Youth\_GC
- Copy of Finansijski izvestaj 20,12,2018,
- Finansijski izvestaj 20,12,2018,
- Interim Narrative report January 2019

#### **Project 393336 - Creative drive- support to media literacy**

- 393336\_DOA\_070319
- Annex VI (1) -Model narrative interim report Final
- Contract 393336 Creative drive- support to media literacy\_Addendum no 1
- Contract 393336 Creative drive- support to media literacy\_Full Application
- Contract 393336 Creative drive- support to media literacy\_Signed Contract
- Copy of Annex VI - Model financial report

#### **Project 393339 - The Houseleek/Čuvarkuća"- support to intercultural dialogue in Vojvodina**

- Annex A.2 Full Application Houseleek\_Foundation021\_2017
- Contract 393339 The Houseleek\_&#268;uvarku&#263;a- support to intercultural dialogue in Vojvodina\_Full Application
- Contract 393339 The Houseleek\_&#268;uvarku&#263;a- support to intercultural dialogue in Vojvodina\_Signed contract
- Foundation021\_Houseleek\_REV-LFA
- Ugovor EU i Fondacija 021 - projekat Cuvarkuca 2
- Ugovor EU i Fondacija 021 - projekat Cuvarkuca 3
- Ugovor EU i Fondacija 021 - projekat Cuvarkuca 4
- Ugovor EU i Fondacija 021 - projekat Cuvarkuca 5
- Ugovor EU i Fondacija 021 - projekat Cuvarkuca

#### **Project 393340 - National Convention on EU in Serbia - participation of civil society in EU negotiation process**

- Annex A 2 - Full application
- Annex C - Logical framework
- Contract 393340 National Convention on EU in Serbia - participation of civil society in EU negotiation process\_Contract RS and CL
- Contract 393340 National Convention on EU in Serbia - participation of civil society in EU negotiation process\_Full Application

- Contract 393340 National Convention on EU in Serbia - participation of civil society in EU negotiation process\_GC
- Contract 393340 National Convention on EU in Serbia - participation of civil society in EU negotiation process\_Lef and Baf
- Contract 393340 National Convention on EU in Serbia - participation of civil society in EU negotiation process\_Signed contract

### **Project 393342 - WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation**

- 393 342 NOL1
- Annexes.rar
- e3h5\_interreport\_en\_Association KROKODIL\_Association Krokodil
- Financial documentation
- 393342 Interim report\_070319
- Annex A.2 - Full application
- Annex C - Logical framework
- Comms report EU DelegationQualitative analysis with QA proposal
- Contract 393342 WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation\_budget
- Contract 393342 WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation\_Contract RS and CL
- Contract 393342 WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation\_ctr signed
- Contract 393342 WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation\_Explanatory Note for addendum 1
- Contract 393342 WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation\_Full Application
- Contract 393342 WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation\_GC
- Contract 393342 WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation\_L&B
- Contract 393342 WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation\_Working documents for processing of addendum 1
- Report 1st Conference Who started all this
- Revised Budget 393 342

### **Project 393343 - Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy**

- Capacity building trainings
- Contract 393343 Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy\_budget
- Contract 393343 Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy\_Contract RS and CL
- Contract 393343 Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy\_Description of the Action
- Contract 393343 Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy\_GC
- Contract 393343 Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy\_L\_B
- Contract 393343 Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy\_signed contract
- Electoral law working groups
- Networking
- Project application
- Project documents
- Project reports
- South Serbia case study

**Project 393344 - "Youth kitchen laboratory"- support intercultural dialogue**  
**Projekat: Omladinska kuhinjska laboratorija. Edukacija mladih kuvara iz srednje ekonomske/Trgovinske škole**

- 5\_Detailed breakdown of costs Resurs
- Annex A.2 - Full application (2)
- Annex B - Budget rev
- Annex C - Logical framework
- Contract 393344 Youth kitchen laboratory- support intercultural dialogue\_Contract RS and CL
- Contract 393344 Youth kitchen laboratory- support intercultural dialogue\_CTR
- Contract 393344 Youth kitchen laboratory- support intercultural dialogue\_Full Application
- Contract 393344 Youth kitchen laboratory- support intercultural dialogue\_GC
- Contract 393344 Youth kitchen laboratory- support intercultural dialogue\_Lef and Baf
- Financial report interim
- Kikinda - Youth kitchen laboratory - narrative interim report-1
- 5. Izvestaj open Event- konferencije
- Edukacije 2 kom
- Kampovi 2 kom
- komunikacioni plan
- monitoring izvestaji
- sajam 19-24.09

**Project 393346 - Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills**

- Annex A.2 - Full application
- Annex VI (1) -Model narrative interim report
- Contract 393346 Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills\_budget
- Contract 393346 Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills\_Contract RS and CL
- Contract 393346 Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills\_Description of the Action
- Contract 393346 Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills\_GC
- Contract 393346 Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills\_L&B
- Contract 393346 Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills\_signed contract
- press clipping presentation

**Project 394162 - Rule of Law and Public Funds Spending in Healthcare Sector in Serbia, series of investigative reports in monthly magazine**

- Annex B\_Grant Application Form\_BIG 2016
- Annex VI\_Final report 2015
- Annex VI\_Final report BIG January 2017
- BIG\_e3b\_applicform\_en\_Part B\_Full Application Form 2014
- Annex 1\_Socila media and Google statistics
- Annex 2\_public forum agenda
- Annex 3\_Event list of participants
- Annex 4\_press clipping
- Annex B - Budget\_BIG
- Contract 394162 Rule of Law and Public Funds Spending in Healthcare Sector in Serbia, series of investigative reports in monthly magazine\_BAF
- Contract 394162 Rule of Law and Public Funds Spending in Healthcare Sector in Serbia, series of investigative reports in monthly magazine\_contract RS and CL
- Contract 394162 Rule of Law and Public Funds Spending in Healthcare Sector in Serbia, series of investigative reports in monthly magazine\_contract signed
- Contract 394162 Rule of Law and Public Funds Spending in Healthcare Sector in Serbia, series of investigative reports in monthly magazine\_GC

### **Project 394163 - Beyond the Chapters: Accession to Diversity**

- Annex A - Beyond the Chapters\_Group 484
- Annex C - Beyond the Chapters\_Group 484
- Annex VI\_Narrative interim report\_2017\_393\_363
- Contract 393363 \_Addendum 1
- Contract 393363 \_Contract RS and CL
- Contract 393363 \_Description of the Action
- Contract 393363 \_GC
- Contract 393363 \_Lef and Baf
- Contract 393363 \_Signed contract
- Contract 393363 \_Supporting documents for addendum 1

### **Project 394852 - Future of freedom of information in Serbia (FFIS) - strengthening capacities of civil society and young generations for defending the right to know**

- Application form FOI-4-ALL
- Budget form FOI-4-ALL
- Open call for CSO s- FOI-4-ALL - KONKURS ZA PODRÊKU UDRUŦENJIMA GRA—ANA
- Annex 1.1.1.1. (Report on the conducted competition)
- annex 1
- annex 2
- annex 3
- annex 4
- annex 5
- annex 6
- Annex 7. Contracts signed
- Appendix A IE-Contract-2018\_BN
- Appendix B Assessor-DECLARATION
- 1.1.2.1. List of Participants
- 1.1.2.2. Training Agenda
- Evaluation of Capacity Building Training for CSOs
- Evaluation of Zlatibor Narrative Report
- 1.1.3.1. Summaries of research Actions supported
- 1.1.3.2. Interim reports of small grant project beneficiaries
- 1.2.2.1. Assessment of the work of the Administrative Inspection in implementation of the FOI Law
- 1.2.2.2. Assessment of the work of misdemeanour courts in implementation of the FOI Law
- 1.2.2.3. Assessment of implementation of FOI standards in public-private partnership at the local level
- 1.2.2.4. Assessment of the implementation of the FOI standards in public procurement
- 1.3.3.1. Policy document
- 1.3.3.2. Comments on the Draft Law
- 1.3.3.3. Initiative to the National Assembly of the Republic of Serbia
- 1.3.3.4. Criteria for the selection process of the new Commissioner
- 1.3.3.5. Letter to president of Media and Culture Board of the National Assembly of Republic of Serbia
- 1.3.3.6. Letters to five MPs
- 1.3.4.1. Agenda of Consultative Meeting
- 1.3.5.1. Agenda of Public event
- 1.4.1.1. Application form
- 1.4.2.1. Training Agenda
- 1.4.2.3. Evaluation of Training
- 2.1.1.1. List of Students
- 2.1.2.1. Autumn School Agenda
- 2.1.2.2. Autumn School Brochure
- 2.1.2.3. Evaluation of the Autumn School
- 2.1.2.4. Students' Free Access to Information Requests, Workshop - Autumn School
- 2.1.2.5. Autumn School - List of Participants
- 2.2.1.5. The List of Students' topics
- Partners Serbia - Interim Financial Report and Forecast Budget
- Partners Serbia - list of supporting documents

- Partners Serbia Interim Report Y1
- Annex A2 Full Application
- Annex C - Logical framework - Partners Serbia
- Partners Serbia - Interim Financial Report and Forecast Budget
- Partners Serbia Interim Report Y1

## 5.9 Annex 9 – Table of projects evaluated (46)

N°		Applicant	Action Title	Applicant's location	Total Cost	EU contribution	Start date	End date	Duration months
<b>MEDIA 2014</b>									
1	371872	Produkcijaska grupa Mreza d.o.o. / Production group Mreza d.o.o	Media Freedom as Human Right – a series of TV documentary programs	Belgrade	€ 118,662.96	€ 106,701.73	1/1/2016	6/30/2017	18
2	371935	Vranjske	Investigative media reporting and the rule of law in the criminal justice system	Vranje	€ 131,265.00	€ 117,889.10	1/1/2016	9/30/2017	23
3	371886	PD Boom93 d.o.o – Radio Boom93	"I want to Know" (Local Media Supporting Public Interest: Focus on Public Budget Transparency and Accountability of Public Officials)	Pozarevac	€ 60,600.00	€ 53,934.00	1/1/2016	2/28/2017	14
4	372081	Centar za istraživačko novinarstvo - Fondacija (Center for Investigative Journalism of Serbia)	Prove & Improve: Investigating Rule of Law in Serbia	Belgrade	€ 109,046.08	€ 98,141.47	1/1/2016	6/30/2017	18
5	372167	BETA Press	Local Watchdogs	Belgrade	€ 148,034.50	€ 131,040.13	1/1/2016	2/28/2017	14
6	371932	Independent Journalists Association of Serbia	In Focus	Belgrade	€ 144,396.50	€ 129,956.85	1/1/2016	3/31/2017	15
7	371969	Association of Independent Electronic Media (ANEM)	"Insider" Goes Local	Belgrade	€ 158,251.00	€ 140,843.39	1/1/2016	10/31/2017	22
8	372162	Media Centre Ltd.	Abuse of political influence – political parties as principal employers in Serbia	Belgrade	€ 109,407.50	€ 98,466.75	01/01/2016	6/30/2017	18
9	362243	Savet za Stampu (Press Council)	Improving the quality of print and online media content through self-regulation	Belgrade	€ 198,333.00	€ 198,333.00	30/6/2015	29/10/2017	27
10	371884	Playground Produkcija Doo	Small Arms and Gender-Based Violence: Towards a Culture of Responsible Gun Ownership"	Novi Sad	€ 66,080.44	€ 59,380.00	1/1/2016	28/2/2017	14

11	371885	Novinsko preduzece "Vreme" d.o.o. (Newspaper Company "Vreme" ltd)	"Family Violence: Looking Toward European Law	Belgrade	€ 144,193.20	€ 127,592.15	31/12/2015	30/12/2016	12
12	371964	Independent Journalists' Association of Vojvodina	Ordinary people: Missing rights – finding solutions	Novi Sad	€ 150,228.54	€ 133,700.00	1/1/2016	30/6/2017	18
13	371966	SHARE Fondacija	SHARE online media freedoms	Belgrade	€ 104,970.00	€ 91,833.58	1/2/2016	7/31/2017	18
14	371968	Radio Broadcasting Company 021, LLC	"Network 21-Making Waves in Vojvodina"	Novi Sad	€ 144,912.60	€ 130,421.34	1/1/2016	30/11/2017	23
15	372030	Monte Royal Pictures International	"Access to my rights" (through Ombudsman cases)	Belgrade	€ 168,748.00	€ 140,769.00	1/1/2016	31/1/2017	13
16	372036	Brendon Doo	The Proof (doc received 740 MO!)	Belgrade	€ 139,100.00	€ 111,280.00	1/1/2016	30/6/2017	18
17	372069	Business Info Group	Public Finances Reform – 10 Key Issues	Belgrade	€ 105,651.00	€ 89,803.00	1/1/2016	31/12/2016	13
<b>TOTAL MEDIA 2014</b>					2,201,880.32	<b>1,960,085.49</b>	19.22%		
<b>AVERAGE EU CONTRIBUTION MEDIA 2014</b>						<b>115,299.15</b>			
<b>CSF 2015</b>									
1	383180	Centre for Legal Advanced Studies	Providing effective support to the members of the most discriminated groups and their organizations	Belgrade	€ 455,349.20	€ 409,814.28	12/31/2016	2/28/2019	26
2	383184	Humanitarian Law Centre	Putting the Victim First: Legal Protection, Outreach and Monitoring the National Strategy for the Prosecution of War Crimes 2016–2020	Belgrade	€ 618,261.00	€ 457,513.14	12/31/2016	12/30/2020	48
3	383186	Balkanska Istrazivacka Mreza - BIRN	Public Money for Public Interest - supporting civil society initiative for public interest	Belgrade	€ 361,459.91	€ 325,313.92	12/31/2016	12/30/2019	36
4	383188	Beogradski Centar za Bezbednosnu Politiku	prEUgovor Policy Watch: Monitoring Reforms in Chapters 23 and 24	Belgrade	€ 415,989.00	€ 374,390.10	12/31/2016	12/30/2019	36

5	383195	Trag Foundation	Voice of Communities on the EU - Enhancing local CSOs-government policy dialogue	Belgrade	€ 437,389.25	€ 393,082.00	12/31/2016	6/30/2019	30
6	383189	CZKD Centre	Pertej/Beyond/Preko 20 years	Belgrade	€ 333,356.80	€ 300,021.12	31/12/2016	30/6/2018	18
7	383153	Incest Trauma Centre Belgrade	Childminders united regionally against sexual assault	Belgrade	€ 333,701.00	€ 300,331.00	1/1/2017	31/12/2019	36
8	383183	Beogradski Fond za Politicku Izuzetost - fondacija	Changing Minds: Trust through Innovation	Belgrade	€ 376,474.15	€ 335,061.99	31/12/2016	30/12/2019	36
9	383190	Asylum Protection Centre	LOVE (Law, Order, Values) to migrants/asylum seekers/persons granted asylum in enjoying rights without discrimination	Belgrade	€ 486,240.56	€ 404,989.76	31/12/2016	31/12/2019	36
10	383187	Eutopia Association	Loud Whistle – capacity building for the improvement of protection and visibility of whistle-blowers in Serbia	Belgrade	€ 392,330.00	€ 351,710.00	31/12/2016	30/9/2018	21
<b>TOTAL CSF 2015</b>					<b>4,210,550.87</b>	<b>3,652,227.31</b>	35.81%		
<b>AVERAGE EU CONTRIBUTION CSF 2015</b>						<b>365,222.73</b>			
<b>MEDIA 2016</b>									
1	393211	FONET Novinsko izdavacko drustvo	CATCH 23", multimedia and multiplatform hard talk, news and investigative feature production on chapter 23	Belgrade	€ 331,805.00	€ 298,625.00	12/16/2017	12/15/2020	36
2	393212	KRIK, Mreza za istrazivanje kriminala I korupcije	Reveal and Heal - Investigative Journalism as a Cure for Corruption in Judiciary	Belgrade	€ 174,890.00	€ 157,401.00	12/21/2017	12/20/2020	36
3	393213	JSP Production	NO SECRET, television production on civilian control of the security system in Serbia	Belgrade	€ 259,988.60	€ 233,989.74	12/21/2017	6/20/2020	30
4	393214	EBART Consulting Media Documentation	Uncertain past - Timeline 1991- 2015, production of media archive	Belgrade	€ 352,092.06	€ 293,856.03	12/16/2017	6/15/2021	42

5	394162	Business Info Group	Rule of Law and Public Funds Spending in Healthcare Sector in Serbia, series of investigative reports in monthly magazine	Belgrade	€ 209,915.76	€ 188,924.19	12/21/2017	12/20/2019	24
6	393205	Novinsko preduzece "Vreme" d.o.o. (Newspaper Company "Vreme" Ltd)	State and solidarity: Looking Toward European Law- series of articles on social solidarity	Belgrade	€ 278,554.50	€ 250,699.05	16/12/2017	15/12/2020	36
7	393206	Monte Royal Pictures International	Missing Babies - Documentary Drama	Belgrade	€ 385,785.00	€ 288,451.44	16/12/2017	15/5/2020	29
8	393210	Preduzece za novinsko izdavacku delatnost DAN GRAF DOO	Rule of Law "Danas"/Vladavina prava "Danas"-production of specialized supplement on Chapter 23	Belgrade	€ 335,914.74	€ 291,943.50	16/12/2017	15/12/2021	48
9	393209	Insajder Produkcija	32 for 23 - Awareness on Rule of Law state of play and related EU Accession issues - production of TV serial	Belgrade	€ 338,200.00	€ 288,000.00	16/12/2017	20/2/2020	26
<b>TOTAL EU CONTRIBUTION MEDIA 2016</b>					<b>2,667,145.66</b>	<b>2,291,889.95</b>	22.47%		
<b>AVERAGE EU CONTRIBUTION MEDIA 2016</b>						<b>254,654.44</b>			
<b>CSF 2017</b>									
1	393340	Evropski Pokret u Srbiji	National Convention on EU in Serbia - participation of civil society in EU negotiation process	Belgrade	€ 340,729.00	€ 299,330.00	1/1/2018	12/31/2019	24
2	393346	Forum Mladih sa Invaliditetom Udruzenje	Digital and Media Abilities for Youth with Disabilities- support in development of digital and media literacy skills	Belgrade	€ 208,104.30	€ 187,148.20	12/22/2017	6/21/2020	30
3	393343	Crta	Citizens on Watch – Free, Fair and Democratic Elections in Serbia- support CSOs capacity building and advocacy	Belgrade	€ 320,518.37	€ 288,466.53	12/23/2017	12/22/2020	36
4	394163	Association Group 484	Beyond the Chapters: Accession to Diversity	Belgrade	€ 206,559.66	€ 185,803.00	12/23/2017	6/22/2020	30

5	394852	Partneri za demokratske promene Srbija	Future of freedom of information in Serbia (FFIS) - strengthening capacities of civil society and young generations for defending the right to know	Belgrade	€ 260,919.50	€ 234,827.55	12/28/2017	12/27/2019	24
6	393333	Helsinki Odbor za Ljudska Prava u Srbiji	Human Rights School for Youth	Belgrade	€ 215,508.70	€ 193,957.83	21/12/2017	20/12/2019	24
7	393342	Udruzenje "Krokodil"	WHO STARTED ALL THIS - Historians against revision- series of workshops and public debates on regional cooperation and reconciliation	Belgrade	€ 179,096.60	€ 161,186.94	22/12/2017	21/6/2020	30
8	393344	Udruzenje Resurs Centar za Odrzivi Razvoj	"Youth kitchen laboratory" - support intercultural dialogue Projekat: Omladinska kuhinjska laboratorija. Edukacija mladih kuvara iz srednje ekonomske/Trgovinske skole	Belgrade	€ 277,996.70	€ 250,197.03	28/12/2017	27/12/2019	24
9	393336	Novosadska Novinarska Skola	Creative drive- support to media literacy	Novi Sad	€ 329,995.45	€ 296,995.91	12/29/2017	12/28/2020	36
10	393339	Fondacija 021 Novi Sad	The Houseleek/Čuvarkuća"- support to intercultural dialogue in Vojvodina	Novi Sad	€ 217,605.90	€ 195,845.31	23/12/2017	22/6/2020	30
<b>TOTAL CSF 2017</b>					<b>2,557,034.18</b>	<b>2,293,758.30</b>	22.49%		
<b>AVERAGE EU CONTRIBUTION CSF 2017</b>						<b>229,375.83</b>			
<b>GRAND TOTAL</b>					<b>11,636,611.03</b>	<b>10,197,961.05</b>			
<b>TOTAL EU CONTRIBUTION FOR ALL PROJECTS</b>						<b>87.64%</b>			

