

MANDATORY RESULTS (OUTPUTS)

	Intervention logic	Benchmarks	Sources	Assumptions
Overall Objective	To upgrade Serbia's institutional capacity to be able to implement and enforce the guiding principles of the EU's Water Framework Directive and related legislation.	Full implementation of targeted requirements deriving from the WFD and related legislation.	The WFD, associated guidance documents and related legislation. Serbia's strategy for water management.	
Project Purpose	<ol style="list-style-type: none"> 1. Development of capacity in the WD to implement WFD and relevant water directives. 2. Improve the organization of the WD 3. Improve public awareness. 4. To upgrade the existing monitoring system up to EuroWaternet standards. 5. To strengthen the capacity of Serbian institutions engaged in water monitoring. 	<ol style="list-style-type: none"> 1. Capacity of WD to implement WFD established 2. HRD team established in WD 3. Public awareness system in place 4. New design of monitoring system in place 5. New organizational plan for Hydromet in place 		
Mandatory Results (Components)	1. Training Plan prepared and under implementation. (Sub-Component 1.1)	1. Training needs identified and prioritized. Training Plan including a time schedule for implementation and Training Material prepared and disseminated. First training units implemented within the scope of the Twinning project.	Report on Long-term training activities Training Manual	Trained staff will continue activities at the WD and Hydromet.

	2. Pilot application of the WFD under implementation. (Sub-Component 1.2)	2. Components of River Basin Management Plan prepared for a Pilot River basin implemented.	RBMP for a pilot river basin	Necessary data of sufficient quality available
	3. Action Plan for legal alignment with the <i>acquis communautaire</i> prepared and being implemented.(Sub-Component 1.3)	3. Action Plan and Draft legislation elaborated and agreed in the water administration.	Report on action plan for harmonisation of Serbian water legislation Official journal	Harmonisation of Serbian water legislation with the EU <i>acquis</i> is continued in a pro-active way
	4. Human Resource management Capacity established in water Directorate. (Sub-Component 1.4)	4. Human Resource management staff appointed in Water Directorate, HRM procedures in operation.	Organisation chart of the WD Human Resource Development plan	
	5. WFD awareness programme implemented. (Sub-Component 1.5)	5. Awareness strategy relating to goals, target groups, media and measures including a time schedule elaborated. Key messages developed and WFD awareness campaign launched. Two events for raising awareness on WFD with stakeholders carried out.	WFD awareness raising strategy report Event Website Flyers Brochures	Other stakeholders (ministry, environmental administration, media) ready to cooperate
	6. Detailed Strategy for upgrading the water monitoring system prepared (including detailed list of equipment and infrastructure requirements together with a budget and financial plan) and under implementation. (Sub-Component 2.1)	6. Strategy document adopted as Conclusions of Government. Identified upgrading taking place.	Report on the strategy for upgrading the water monitoring system	Equipment for the new Water Resource Information Management System is in place in time and relevant staff is trained in technical operation

	7. Inter- and intra-organization communication procedures and systems implemented. (Sub-Component 2.2)	7. Communication procedures and systems, Standard Operating procedures and Quality management Systems installed.	Recommendation paper and guidance document for communication procedures	Sufficient administrative capacity to implement the Twinning project at the regional level and related administrative institutions ready to cooperate for the optimization of communication procedures
Activities				
	Component 0: Project Coordination			
	0.1 Project set-up	RTA offices installed and operable. Relevant contact persons identified and contacted by project month 1	First Interim Quarterly Report	
	0.2 Kick-off meeting	All project partners informed on the project workplan, time schedule and the further proceedings by project month 2	Minutes of the Kick-off meeting	Relevant experts and high-political persons available for the meeting
	0.3 Coordination with parallel projects	Regular meetings with representatives of parallel projects in the water sector carried out and information disseminated in project month 4, 10, 17	Interim Quarterly Reports	Representatives of parallel projects ready to cooperate and available for regular meetings
	0.4 Wrap-up workshop	Project results summarized and disseminated. Further steps for the harmonization of the Serbian water sector with EU requirements identified by project month 23	Minutes of the Wrap-up workshop	Relevant experts and high-political persons available for the meeting
	Component 1: Strengthening the institutional capacity of the Directorate for Water and related institutions			

	<i>Sub-Component 1.1: Assessment of institutional capacities and planning of training activities</i>	Training Plan and Training Material prepared and disseminated.		
	1.1.1 Assessment of the institutional structures and review of achieved training by the WD and Hydromet in the field of River Basin Management Planning	Assessment report on the current institutional situation, training status and training needs for WD and Hydromet staff elaborated and agreed by project month 3	Assessment report	
	1.1.2 Establishment of joint working group with WD and Hydromet	First meeting of the joint working group carried out and meeting schedule fixed by project month 4	Minutes of the joint working group meeting	
	1.1.3 Formulation of a training plan	A training plan for the staff of WD and Hydromet (department for hydrology and department for environmental control) is elaborated by project month 5	Training plan	Trained staff continues employment at the WD and Hydromet
	1.1.4 Preparation of training material	Training material is developed and agreed by project month 3 – 19 parallel to the training sessions in the specific activities	Training material in the form of: Presentations and Handouts including a synoptic overview of EC Guidance Documents on the implementation of the WFD	
	<i>Sub-Component 1.2: Joint elaboration of a RBMP for the pilot small river basin</i>	Components of River Basin Management Plan prepared for a Pilot River basin.		

	1.2.1 Introduction of conceptual issues for the implementation of the Water Framework Directive	3 seminar series for the implementation of River Basin Management Planning (I Characterisation of river basins and programmes of measures, II Monitoring, III GIS and Reporting) held. Relevant staff at the WD and Hydromet trained by project month 14	Minutes of the workshops and seminars	
	1.2.2 Characterisation of the river basin district, review of the environmental impact of human activity and economic analysis of water use (Article 5 WFD)	Characterisation of the pilot small river basin according to article 5 of the WFD delivered by project month 12.	Report on the characterisation of the river basin	Data on the pilot river basin available for analysis.
	1.2.3 Formulation of a monitoring programme of surface water and ground water status according to WFD and Serbian legal requirements in the small river basin.	Monitoring Programme for the pilot small river basin developed and disseminated in the WD and Hydromet and involved institutions by project month 17.	Report on the Monitoring programme considering elements of the WFD and Eurowaternet	Relevant data on the pilot river basin for monitoring programme accessible.
	1.2.4. Formulation of the programme of measures (Article 11 WFD) for the RBMP	Programme of measures for the pilot small river basin developed by project month 21.	Report on a programme of measures	
	1.2.5 Mapping out water resources in the pilot river basin with the help of GIS techniques.	RBMP maps according to Annex 7 of the WFD are prepared month 20.	River basin maps	Basic digital cartographic information for the relevant maps available Access to GIS software for the Twinning and BC experts
	1.2.6 Study tour on surface and groundwater monitoring and the use of GIS	5-day study tour for 10 persons from the WD and Hydromet implemented and potential technical and administrative solutions for Serbian monitoring system identified by the participants in project month 3.	Study tour reports by participants	

	Sub-component 1.3 Developing of action plans for the alignment of legislative, administrative and financial measures in the water sector	Action Plans and Draft legislation elaborated and agreed in the water administration.		
	1.3.1 Gap analysis of the existing legal framework in the water sector in Serbia	Gap analysis of the Serbian water legislation with regard to the harmonisation with the <i>acquis communautaire</i> is elaborated by project month 6.	Tables of concordance for selected fields of water legislation	Information on new legal developments accessible.
	1.3.2 Preparation of the transposition of key directives	Central elements for the transposition of the selected key directives formulated and agreed in the water administration by project month 9.	Action plan for the transposition of the directives	Harmonisation of Serbian water legislation with the EU <i>acquis</i> is continued in a pro-active way.
	1.3.3 Upgrading administrative structures for enforcement	An action plan for administrative restructuring of the Serbian water administration according to the harmonisation needs is prepared and disseminated by project month 15.	Action plan for upgrading enforcement structures	Other involved institutions of the Serbian water administration ready to cooperate.
	1.3.4 Development of a financial plan	Support to the elaboration of long-term financial plan for the harmonisation process with the EU is accomplished by project month 19.	Financial action plan	Harmonisation of Serbian water legislation with the EU <i>acquis</i> is continued in a pro-active way.
	Sub-Component 1.4 Human Resources Development	Human Resource management staff appointed in Water Directorate and Hydromet, HRM procedures in operation.		
	1.4.1 Restructuring of the administrative units responsible for human resource development	Core team for recruitment, HR development and motivation established and trained in a 1-week seminar on personnel management instruments by project month 4.	Interim Quarterly Report	

	1.4.2 Elaboration of a human resource development strategy	A human resources development strategy is elaborated and agreed between the partners by project month 21.	Report contributing to the HR development strategy	Cooperation and division of tasks with Twinning project SR 04 AG 01 for the elaboration of a general human resource strategy for the MAFWM functioning.
	<i>Sub-Component 1.5 Design of a WFD public awareness programme</i>	Awareness programme, Awareness raising materials and events implemented.		
	1.5.1 Assessment of obstacles and opportunities for public participation in the implementation of the WFD	Assessment report on public participation elaborated by project month 11.	Assessment report	Stakeholders ready to cooperate.
	1.5.2 Design of a multi-level awareness strategy	Awareness strategy relating to specific goals, key target groups, mix of medias and selection of measures including time frame elaborated by project month 13.	Report on awareness strategy	Stakeholders ready to cooperate.
	1.5.3 Implementation of the public awareness programme	Key messages developed and WFD awareness campaign launched by project month 13. 2 stakeholder seminars with participation of the administrations, industry, NGOs, researchers involved in the water sector held by project month 14 and 20. Interim evaluation of awareness undertaken for a key target group by project month 22.	Interim Quarterly Report Minutes of the Seminar Information material Questionnaire for awareness evaluation	Stakeholders ready to cooperate.

	Component 2: Support for the upgrading of the Water Monitoring system in Serbia	Strategy document adopted as Conclusions of Government. Identified upgrading taking place.		
	<i>Sub-Component 2.1 Enhancing monitoring system and laboratory capacity</i>			
	2.1.1 Review of the existing monitoring programmes and facilities (measuring stations, i.e. monitoring sites) for surface water, groundwater and hydrological observations, i.e. water level, discharge, sediment transport	Monitoring programme and facilities reviewed and recommendations developed and agreed by project month 3.	Recommendation paper	Sufficient information and data on existing monitoring programmes and facilities available.
	2.1.2 Redesign of the monitoring programme and observation network and sampling design for surface water, ground water hydrological observations, i.e. water level, discharge, sediment transport	Monitoring network for monitoring surface and groundwater meeting WFD and Eurowaternet requirements agreed by project month 8.	Report on the redesign of the monitoring network	
	2.1.3 Technical Implementation plan for enhancing the monitoring system and the monitoring facilities (hardware)	Specifications for the preparation of the tender of the equipment for water monitoring / testing by project month 8.	Paper with specifications for the equipment	
	2.1.4 Training of personnel involved in Water Monitoring	2-week intensive training on monitoring issues for 2 persons from Hydromet in Germany and transfer of specialised know-how on the operation of automated monitoring stations undertaken by project month 9.	Internship reports of the participating experts	

	2.1.5 Development of a field handbook of methods for the collection, preservation and transportation of water samples.	Manual for (Serbian) procedures in collection, preservation and transportation of water samples drawn up as draft by project month 16.	Draft Manual	
	2.1.6 Technical implementation plan for enhancing the laboratory equipment and capacity	Hardware needs identified and agreed, cost estimation, investment needs and operating costs identified by project month 12.	Report on technical requirements	Investment in Monitoring network ensured.
	2.1.7 Training of laboratory staff in processing/handling of samples and analytical techniques.	Relevant staff at Hydromet trained and training progress evaluated by project month 14.	Interim Quarterly Report	
	<i>Sub-Component 2.2 Enhancing organisational capacity of institutions undertaking water monitoring</i>	Communication procedures and systems, Standard Operating procedures and Quality management Systems installed.		
	2.2.1 Assessment of intra- and inter-institutional communication procedures and data management	Existing communication procedures described and gaps analysed by project month 6.	Scheme of communication procedures elaborated	
	2.2.2 Improvement of communication between the institutions by the elaboration of standard communication /reporting procedures and systems	Recommendations for the improvement of communication procedures formulated and agreed by project month 12.	Report on the upgrading of communication procedures including recommendations	
	2.2.3 Quality assurance/control of the documentation of monitoring results and data	Guidance document for quality control system of monitoring results and data developed by project month 19.	Guidance document	