

**Serbia:  
Sustainable Development  
in the Southern Region 2012-2014**

*Sector: Income Generation Activities*

**The Evaluation Report**  
by Dragiša Mijačić

January 2013

## The Evaluation Report - Dragiša Mijačić

### PREFACE

This report was prepared by the evaluation expert Dragiša Mijačić, proposed by the Institute for Territorial Economic Development (InTER) to perform this assignment based on the contract signed with Caritas Luxembourg.

The evaluator wishes to thank the interlocutors from the City of Vranje and Bujanovac municipality, as well as the representatives from five implementing organisations that were interviewed during the fieldwork. Special thanks to the programme team of Caritas Luxembourg for providing logistic support.

The evaluation was undertaken during the first half of December 2012, while the report was submitted in January 2013.

**Disclaimer:** The views and comments expressed in this text are the responsibility of the evaluator and do not necessarily reflect the opinion of Caritas Luxembourg.

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## List of Acronyms and Abbreviations

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EQ	Evaluation Question
IDP	Internally Displaced Persons
IGA	Income Generating Activities
InTER	Institute for Territorial Economic Development
LED	Local Economic Development
PUC	Public Utilities Company
SME	Small and Medium-sized Enterprises
ToR	Terms of Reference

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## INTRODUCTION

### Programme Description

Due to the fact that Southeast Serbia became an area with significant outflow of international protection seekers, the Ministry of Foreign Affairs in Luxemburg invited Caritas Luxemburg to design and implement a Strategy of Intervention that will support this target group, predominantly from the Roma community, but other socially disadvantaged groups as well.

Following the findings of the assessment missions carried out by representatives of the Ministry of Foreign Affairs and Caritas Luxemburg in September and November 2011, as well as analysis of secondary sources in this field, the strategic approach and the sectors of intervention have been defined.

The overall objective of the Strategy is poverty reduction in South Serbia through support to vulnerable groups comprising Roma, IDPs and the local population.

The Programme is structured within four components:

- A housing component for Roma in Roma settlements and IDPs in Collective Centres;
- An education component covering primary, secondary and higher education;
- An income generation component; and
- A sensitization and information component.

In addition, the Programme is also covering the cross-cutting issues such as: Gender Equality, Conflict Prevention and Environmental Sustainability.

The Programme implementation covers Vranje and Bujanovac, yet interventions in neighbourly municipalities are not excluded. The Programme implementation is coordinated from the field office of Caritas Luxemburg, located in Vranje.

### Scope and Objectives of the Evaluation

The report covers findings, conclusions and recommendation of the assessment of effectiveness performance of five ongoing projects that have been implemented within the scope of the Sustainable Development Programme in the Southern Region of Serbia 2012-2014 of Caritas Luxemburg.

The scope of the evaluation is defined by the Terms of Reference (ToR), focused on assessment of the following segments:

- the effectiveness of ongoing projects within the IGA sector;
- the effectiveness of individual projects in contributing to the achievement of the IGA sector's goals as well as the program's goals;
- the empowerment of local partners.

Key evaluation questions are also determined within the ToR and there

- are current projects effective?
- are current projects empowering local actors and beneficiaries?
- which additional measures should be taken to improve them?

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- which additional measures should be taken to achieve the IGA sector's and the program's goals?
- which potential stakeholders should be involved in the future, which have not been involved yet?
- are there any current stakeholders which should be involved less in the future?

The ToR also stipulate that the evaluation report shall contain:

- a comprehensive overview of the strengths and weaknesses of the currently implemented projects;
- options and potentials for program's next phase (January 2013-December 2014) in order to address weaknesses identified through the evaluation.

The subject of the evaluation is assessment of effectiveness of the following five projects which are implemented within the scope of IGA sector:

1. Improvement of working conditions of Roma Community in the Southern Serbia in the area of collecting recyclables materials, implemented by the partner: "YUROM", Niš;
2. Economic strengthening and creation of self-employment opportunities for Roma and other socially vulnerable population, implemented by the partner: "Life Aid", Vranje;
3. Income generation through collection of recyclables materials in the South of Serbia implemented by the partner "Porečje-Vučje", Vučje;
4. Training to facilitate access of young people to labour market in the South of Serbia, implemented by the partner "Građanske Inicijative", Belgrade;
5. Poverty reduction in the South of Serbia, implemented by the partner Help e.V., Bujanovac.

Institute for Territorial Economic Development (InTER) has been contracted by Caritas Luxemburg to undertake the evaluation according to the Terms of Reference (ToR). Dragiša Mijačić, director of InTER and an evaluation specialist has been engaged to perform this assignment and prepare the evaluation report.

### Methodology

The evaluation methodology followed the logic of the ToR as the primary guide, designing the process that would achieve the expected outputs and the purpose of the evaluation within a limited timeframe. The methodology approach comprised the following phases:

- **The inception phase and the document review.** Within this phase the evaluation objectives were discussed with the Caritas representatives, including definition of timeframe and logistics. Besides, secondary documents (programme documents, project reports and other relevant studies) were collected and analysed thoroughly (*See the List of documents reviewed in the Annex 1*).
- **The fieldwork phase.** During the fieldwork, individual and group meetings were organised with the Caritas Luxemburg Programme Team, with the representatives of the City of Vranje and Bujanovac Municipality and representatives of five partner organisations that are engaged in the implementation of projects (*See Annex 2 for the List of interviewed persons*).

- **Analysis and report writing.** This phase included the analysis of all collected data from secondary and primary sources, and writing of the evaluation report. Formulation of conclusions and recommendations was done within the framework of the ToR and based on collected documentation and its review and findings from interviews with all key stakeholders.

The evaluation process went smoothly and without any problems.

## KEY FINDINGS

There are five projects that are implemented within the Income Generating Activities (IGA) Sector, which might be categorised within three groups:

- Projects that support waste collectors. There are two projects within this category, implemented by YUROM and Porečje Vučje.
- Projects that support entrepreneurship and micro enterprises. There are two projects within this category, implemented by Help e.V. and LifeAid.
- Projects that stimulate interaction of youth through community work. There is one project within this category, implemented by Građanske Inicijative.

Key findings are structured to follow the requirements from the ToR, providing answers on each evaluation question.

### ***EQ1: are current projects effective?***

Effectiveness at the project level is mainly influenced by two factors, which are:

- the programming of the intervention;
- familiarity and understanding of the target groups, especially the Roma community.

In terms of programming, Help e.V. was in a different situation than other four implementing partners since its involvement is determined by the Strategic document as a partner in implementation of the Programme. The project which has been implemented by Help e.V. is the same type of intervention that this organization has been delivering for quite a long time, yet this time target groups are different comparing to their 'original' interventions.

Other four organisations are selected on an open call for project applications. However, some of the projects that are originally proposed were changed during the process of contract negotiations. This is especially the case with the projects that are proposed by YUROM and Porečje Vučje. The applied changes on the original project proposals have affected the effectiveness of the intervention, especially in case of YUROM (which will be explained later). It should also be noted that the technical quality of YUROM project proposal is not satisfactory since there are numerous inconsistencies between results, activities, action plans, target groups and logframe matrix. Technical quality of other projects is higher, mainly due to the fact that most of those projects were developed on the bases of already implemented projects.

Some projects were overambitious in design of the action plan. Help e.V. and Life Aiddid not foresee that working with the Roma community would require much more time during the initial period, therefore they became late from the very beginning of the project

implementation. The action plan of YUROM is also overambitious, complex in operations and inconsistent with the expected results and foreseen activities.

The second factor that influenced the effectiveness at the project level is familiarity of working with the target groups, especially with the Roma community. Partner organizations were more or less successful in working with the Roma community. The best example of working with the target groups could be found in the case of Porečje Vučje. Although this organization is neither based in the programme area,<sup>1</sup> nor known as the organization with significant experience in working with Roma community, Porečje Vučje has established a system that led to efficient and effective implementation of all project activities. Their approach in working with Roma community included close cooperation with local institutions, transparency in all stages of project operations, well established selection procedures and equal and fair treatment of beneficiaries. Caritas Luxemburg and other partner organizations should learn on positive experiences in working with the Roma Community that are generated by Porečje Vučje.

On the other side, Help e.V. and Life Aid did not succeed to attract a significant involvement of the participants from the Roma Community. Reasons were numerous, from non-adequate promotion campaign to the complexity of procedures and the nature of the intervention itself. HELP e.V. organised a promotional campaign of their activities through posters and leaflets, combined with the community meetings. Since this did not produce desirable effects, the project staff organized additional info sessions just with members of the Roma community, with intention to increase the number of applications from this target group. However, this has affected the effectiveness of the project operations since most of the following activities were delayed.

As being the organization that is widely known for representing interests of Roma people YUROM did not have a problem of working with the target groups. On the other side, Građanske inicijative primarily work with Serbian and Albanian community groups, yet a few members of Roma community were also included in their activities.

During the observed period<sup>2</sup> the most effective was the project implemented by Porečje Vučje. Activities of this project were implemented even before the schedule within the action plan. As mentioned earlier, their project (together with YUROM's) was changed from the original proposal, which caused more time for contracting and project start. Therefore, the project was initially late for more than a month. Having in mind that this project foresaw some outdoor activities (training at the outdoor camping site), the project staff had to speed up with the information campaigns and selection of candidates in order to finish the trainings before the autumn rains. This required an extra effort from the project staff, yet they succeeded and finished all the activities in effective (and efficient manner). The quality of performance was high as well, with the high rate of involvement from the target groups and other stakeholders. This project has finished most of its activities since the equipment (bicycles) were delivered to selected participants. The only remaining activity is monitoring of the beneficiaries, which is performed by the project staff on regular basis.

Gradjanske inicijative was also effective in their operations. The first cycle of this project was implemented last year with the funding provided by the US-based organization YouthBuild.

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<sup>1</sup> Porečje Vučje is an NGO from town Vučje in Leskovac Municipality, more than 80km far from Vranje where their project was implemented.

<sup>2</sup> This assessment observed period from the project start till December 2011, when the field interviews were taking place.

This year's cycle was organized on the ground of positive experiences from the last year, with the clear procedures what to do in each phase of the intervention. The project was successfully launched in due time and all operations are implemented according to the action plan. This project does not have any issues that might influence the effectiveness of its operations.

As discussed earlier, there is a discrepancy between the initial project that is submitted by YUROM and the one that is approved by Caritas Luxemburg. While the initial project was focused on more ambitious goals such as to establish a cooperative of Roma waste collectors in Southern Serbia, the project proposal approved by Caritas Luxemburg has a more specific objective to improve working conditions of Roma waste collectors through trainings and purchasing of necessary equipment. Although similar, these two projects are different in the scale of their operations - initial project is more focused on impact while approved project is focused on outcomes and outputs. Therefore, the implementation of this project by YUROM staff was affected by their understanding of the project operations, not strictly following what Caritas Luxemburg has approved.<sup>3</sup>

It should also be mentioned that the core attention of YUROM management is given to the process of establishing a Cooperative for the Roma Waste Collectors, while other activities are seen as secondary. However, this organization has limited capacity and knowledge to work on the process of establishing the Cooperative. Although contacts were created with the City of Vranje and the Public Utility Company "KOMRAD" from Vranje, these public entities were not showing a proactive approach in supporting YUROM in establishing the Cooperative. Therefore, there is a need for a technical assistance project that will provide necessary support to YUROM and KOMRAD to successfully establish the Cooperative. This assistance might be provided solely by Caritas Luxemburg or in cooperation with the other development partners that have experience in similar assignments, such as EU PROGRES or Centre for Development of Jablanica and Pcinja District.

There is a body of evidence that shows lack of understanding among YUROM management for stages of project cycle management, especially in the section of successful project implementation. Activities implemented by this organisation are followed by a certain degree of complexity that causes delays of project operations and decreased effectiveness.

For instance, the project foresaw to purchase the tricycles for Roma waste collectors in Vranje and Bujanovac. However, prior to submitting this project YUROM did not make a market analysis where these tricycles could be purchased. Only when the project was approved YUROM staff tried to find out where to buy the tricycles. Since several attempts of public procurement failed, YUROM engaged the Institute of Mechanical Engineering from Nis to construct a prototype for the tricycles. The prototype was designed and delivered to beneficiaries that will test its quality. Based on these tests the final products will be manufactured and delivered to the beneficiaries in the target areas. This example clearly shows the level of complexity in project implementation caused by improper planning of project operations during the programming phase.

The second example of improper planning is purchasing of presses for bailing of waste that has not been installed for use.

Help e.V. has a long lasting programme for supporting entrepreneurs and micro enterprises in purchasing the necessary equipment. This project was launched back in 2002 and with the

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<sup>3</sup> It has to be mentioned here that the quality of the approved project proposal is vague since the objectives, results and activities are not structured well.

small modification it has been implemented until today. Help e.V. has developed clear procedures for each stage of the project. Within the scope of support provided by Caritas Luxemburg, Help e.V. implements the project that is more focused on Roma community and other vulnerable groups. However, this project is not as effective as it was expected to be. The main problem was in lack of experience in working with Roma community. Namely, the project staff applied its standard procedures during the promotion phase, which included posters and consultation meetings with the potential beneficiaries. However, this approach did not lead to significant number of application from the Roma community. Therefore, it was necessary to organize follow up promotion activities within Roma settlements with aim to increase the number of applicants.

There are a number of reasons why Roma were not significantly interested in getting support from Help e.V. One reason is rigid project procedures that required legalization of entrepreneurial activities.<sup>4</sup> Besides, 10% of co-financing is much beyond what Roma entrepreneurs could afford to pay. The selection criteria were also high and the application packages were complex to fill in. Help e.V. should be praised for having a proactive approach in adjusting procedures with the needs and conditions of Roma community.

Delays that are caused at the initial stages of Help e.V. project will probably cause an extension of the planned project duration, yet there is no fear that the project will not be implemented in the proper manner with high quality.

Life Aid is engaged in a project which is very similar in nature with the one implemented by Help e.V. However, the two organizations (Life Aid and Help e.V.) differ in methodological approach in working with beneficiaries. While Help e.V. has strict procedures for scoring applications received by beneficiaries, Life Aid has a more flexible approach in this regard. Their work includes more active search for possible applicants and more qualitative approach in assessing the applications.<sup>5</sup> Live Aid is not requesting financial contribution from the applicants since those financial assets were provided by the Prosecutor's Office.

Life Aid works with vulnerable groups (self-supporting mothers, people with disabilities and refugees/IDPs) yet their experience with Roma community is limited. Therefore, the project activities organized by this organization do not cover the Roma community in sufficient numbers.

Life Aid is also late in their operations. Activities were delayed due to information campaigns and selection process, similar with the cases of other organizations.

## ***EQ2: are current projects empowering local actors and beneficiaries?***

This evaluation question is divided within four categories:

- Empowering beneficiaries from the Roma community;
- Empowering beneficiaries from other vulnerable groups;
- Empowering local actors;
- Empowering the implementing (partner) organisations.

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<sup>4</sup> Most of Roma entrepreneurs have been working in a grey zone, without being officially registered within the Serbian legal system.

<sup>5</sup> While Help e.V.'s assessments of applications is done through a well defined scoring system, Live Aid is focused on having in depth interviews with prospective applicants.

It should be noted that none of the five projects has succeeded to make a breakthrough within the Roma community. The most success was achieved by Porečje Vučje who established a fairly well reputation within the Roma community and public institutions that work with Roma people such as the Centre for Social Welfare and the Roma Office for the Protection and Realization of Personal and Collective Rights of Roma in the City of Vranje (hereinafter: the Roma Commissioner). This organisation is also trying to establish a good relationship with PUC “KOMRAD” yet it does not go as smoothly as expected. YUROM also have troubles in establishing good relationships with PUC “KOMRAD”. From the field interviews it could be concluded that PUC “KOMRAD” wants to have a key role, some sort of the monopoly, over the business with secondary waste, therefore they are sceptical about cooperation with any organisation that is trying to work in this field. PUC “KOMRAD” also does not strongly support establishing the Cooperative of Roma waste collectors, which creates problems to YUROM to finalise that activity.

YUROM is a Roma organization that is well known for their work with and for the Roma community. However, with this project they have not managed to make a significant progress with empowering Roma people in the target area. This could be due to their misunderstanding of the project objectives, results and activities.

Establishing the Cooperative might create a significant progress with economic empowerment of Roma waste collectors. Nevertheless, YUROM does not have management and organisational capacity to establish a successful and sustainable model of the Cooperative. Therefore, there is a need for technical assistance that will help YUROM to finalise this work in the best possible way.

Help e.V., Life Aid and Građanske Inicijative did not work sufficiently with the Roma beneficiaries, therefore their influence on this community is rather limited.

The projects also have a limited impact on other vulnerable communities such as refugees/IDPs, people with disabilities, self-supporting mothers, etc. Although these groups are included in projects implemented by Help e.V. and Life Aid, the scope of intervention is so small that cannot contribute to significant changes within these target groups.

When speaking about empowering of local actors, it should be noted that Porečje Vučje has established very good cooperation with the Roma Commissioner. The Roma Commissioner was actively involved in all segments of the project, from promotion to selection of beneficiaries. This cooperation has benefited both, Porečje Vučje and the Roma Commissioner, who increased the visibility and accountability within the Roma community.

Although the City of Vranje and Bujanovac municipality are both active in initiating economic development projects on their territory, their focus on the Roma community and other vulnerable groups is rather limited.

All partner organizations were trying to establish a good cooperation with the City of Vranje yet not with success. Građanske Inicijative is the only organization that got financial support from the City. The promise for financial support was also made to Live Aid and Help.e.V. yet the City has changed their opinion after the burn of the local theatre.

Građanske Inicijative and Help e.V. both have solid cooperation with the Bujanovac municipality, which can be measured with the fact that the municipality committed to financially contribute to both projects.

Live Aid has established a good cooperation with the Prosecutor’s Office in Vranje, who financially supports activities of this organisation collected from bails.

At the end, it should be said that the project interventions contributed to the visibility of partner organizations in the project area, which might empower them for future operations of a similar kind. Porečje Vučje and YUROM both increased visibility among the Roma community, while Građanske Inicijative has increased visibility among youth. Help e.V. is already a well established organisation in the target area, yet their visibility among the Roma community remains limited. Live Aid remains to be visible among the vulnerable groups that they are supporting (refugees/IDPs, self-supporting mother, women - victims of domestic violence and people with disabilities).

***EQ3: which additional measures should be taken to improve them?***

As mentioned earlier, the project implemented by Porečje Vučje has already finished most of its activities therefore there is no need for further measures to improve this intervention. It is similar with the project implemented by Građanske Inicijative. That intervention has been implemented without any obstacles and in line with the action plan.

Implementation of three other projects, YUROM, Help e.V. and Life Aid, is behind the action plans. In order to finalise these projects in the best possible manner, it is necessary to revise the action plans and submit them for approval to Caritas Luxemburg.

There is a need for establishing benchmarks in project interventions, which will help Caritas Luxemburg to better monitor the progress. Besides, reporting system might be significantly improved where the partner organizations should report against achieved results.

All five partner organizations, together with the representatives of Caritas Luxemburg, should enhance their cooperation with the representatives of the City of Vranje and the Bujanovac Municipality and other relevant institutions such as the Roma Commissioner, Centre for Social Welfare, PUC “KOMRAD”, etc.

Development work within Roma community is not easy and requires special interpersonal skills and tailor-made approach. Increasing visibility within the Roma community and developing trustworthy relationship are of a key importance for successful work. Continuous presence within the target groups, especially within the Roma community might also help to achieve better project results. Partner organizations could significantly increase the quality of their results if they apply these approaches.

***EQ4: which additional measures should be taken to achieve the IGA sector's and the program's goals?***

IGA sector aims to create new employment opportunities through promotion and supporting entrepreneurship and self-employment of Roma and other vulnerable groups (primarily Refugees/IDPs but others too). All five projects implemented within the IGA sector are operating in line with the IGA sector goals. However, at this point it is not possible to fully assess how the extent of these projects to the achievement of IGA sector and the Programme's goals.

YUROM and Porečje Vučje both provide support to the Roma beneficiaries engaged in collection of recyclables. The support is seen in purchasing tricycles for waste collection for beneficiaries from Bujanovac and Vranje. There is an overlap between activities provided by these two organizations in the City of Vranje, where 40 tricycles will be provided to the beneficiaries. This number of beneficiaries might be much higher than the needs for collecting the recyclables, which can create reduced incomes and conflicts between the waste collectors.

This clearly indicates that development interventions often can congest the local markets. Therefore, future project interventions should be based on a detailed analysis of all segments of the problems that are targeted to be solved.

YUROM's initiative to establish the Cooperative for waste collectors should be further supported by Caritas Luxemburg through technical assistance. As discussed earlier, YUROM does not have capacity to successfully complete this process on their own, therefore further assistance is highly recommended. In this regard Caritas Luxemburg should seek support from the City of Vranje, the Centre for Development of Jablanica and Peinja District and from EU PROGRES, since they have experience in these types of interventions.

Interventions of Help e.V. and Life Aid should be better connected with similar interventions organised by Local Economic Development (LED) Offices in Vranje and Bujanovac. LED offices are active in analysing business opportunities and programming of development interventions that stimulate entrepreneurship, self-employment and SME development. Therefore, there is a need to seek for synergy between interventions organised by LED offices and those funded by Caritas Luxemburg.

Caritas Luxemburg is a relatively new organisation in the programme area and their reputation among beneficiaries and stakeholders will be built based on the quality of the achieved results and impact. Therefore, in cooperation with the partner organisations, Caritas Luxemburg should create a system for impact monitoring, both at sectors' and the programme level.

***EQ5: are there any current stakeholders which should be involved less in the future?***

All stakeholders involved in the Programme intervention has they role to play, therefore it would be very difficult to point out a partner organization or other stakeholder groups that should be less involved in the future.

However, it is recommendable to change the nature of cooperation with the partner organisation. If they want to continue cooperation with Caritas Luxemburg, Organizations like Help e.V., Life Aid and Građanske Inicjative should create better modality of cooperation with the Roma community, otherwise their role within the IGA sector of the Programme is hard to justify.

Management structures of YUROM have a specific administrative culture which rather focus on their own agenda than on delivering outputs and results defined in the project. On the other side, YUROM is an organization that has quite a strong reputation within the Roma community, therefore their involvement in the Programme is quite important. It is important that Caritas Luxemburg define better its relationship with YUROM with clear definition of each part of the project they are implementing. In that regard it is necessary to revise the project document and the action plan. Besides, it is necessary to support YUROM's initiative for creating the Cooperative of Roma Waste Collector through provision of technical assistance that will support each segments of this initiative.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The evaluation is assessing the effectiveness of the five projects that are implemented within IGA sector of the Caritas Luxemburg Programme in Southern Serbia. Findings from

secondary sources and the field interviews confirms that three out of five projects were late in their operations comparing with the action plans. However, there is no fear that partner organisation will not be able to deliver project results yet extension of project duration is highly possible in all those three cases (projects implemented by YUROM, Help e.V. and Life Aid).

Reasons for being late in project implementation are either based on weak programming and poor design of the project documents or by lack of experience in working with the target groups, especially with Roma community.

All partner organization should learn from the positive examples of Porečje Vučje. Although this organization did not have previous experience in working with the Roma community in Vranje, with the right methodological approach they succeeded to implement the majority of their activities in the efficient and effective manner. Involvement of the Roma Commissioner in this process also presents the best practice in working with the Roma community.

Cooperation between partner organizations and municipalities and other public sector entities has difficulties due to many reasons, many of them explained above. Partner organizations were rather passive in cooperation with other development actors.

Besides effectiveness of project implementation it is important to analyse to what extent the partner organizations have made a breakthrough in cooperation with the beneficiary groups, especially with the Roma community. Although this evaluation did not have a mission to thoroughly analyse this issue, findings from the field shows that those initial projects did not make a significant progress in this regard. Therefore, more efforts would be needed both from Caritas Luxemburg and the partner organisations to make a significant change in achieving objectives of the IGA sector.

## **Recommendations**

Although recommendations are provided throughout the evaluation, here they are also systematised in bulletins.

- ☞ Partner organizations need to revise action plans that will realistically present the implementation of the remaining activities. This is especially important for YUROM, Help e.V and Life Aid;
- ☞ Project reporting system should be improved in a sense not to report on tasks (as it is case now) but to report on outputs, outcomes and impact (if possible).
- ☞ Caritas Luxemburg should provide technical assistance to YUROM in establishing the Cooperative of Roma Waste Collectors. In this regard Caritas Luxemburg should closely cooperate with the City of Vranje, EU PROGRES and the Centre for Development of Jablanica and Pcinja District.
- ☞ Programming of the development assistance within the IGA sector should be based on assessment of business potentials and prospective job opportunities for the target groups. In that regard there is a need for closer cooperation with the LED offices in Vranje and Bujanovac and with the Centre for Development of Jablanica and Pcinja District.
- ☞ In working with the Roma community, Caritas Luxemburg and partner organizations should focus on quick wins that will provide immediate benefits to the target groups. It is also important to be constantly present in the field.

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- ☞ Caritas Luxemburg should work more on visibility and promotion of its results both to the target groups and to the development assistance community (which includes the public sector entities). Caritas Luxemburg should also actively seek for synergy with other development organizations active in the Programme area.
- ☞ Together with partner organizations and other development actors Caritas Luxemburg should actively lobby at local and national authorities to develop policies that will aim to improve socio-economic status of the target groups, especially the status of the Roma community.

## ANNEXES

### Annex 1: List of Documents Reviewed

- Serbia: Sustainable Development in the Southern Region 2012 - 2014
- YUROM:
  - The Project document;
  - Contract between Caritas Luxemburg and YUROM;
  - Revised Action Plan;
  - Monthly Reports for August, September, October and November;
- Porečje Vučje:
  - The Project document;
  - Contract between Caritas Luxemburg and Porečje Vučje;
  - Monthly Reports for August, September, October and November;
- Help e.V.:
  - The Project document;
  - Contract between Caritas Luxemburg and Help e.V.;
  - Monthly Reports for August, September, October and November;
  - Criteria for Assessing Application Packages;
  - Statistical Overview and Impact Analysis of Socio-Economic Projects Implemented by Help e.V
- Life Aid
  - The Project document;
  - Contract between Caritas Luxemburg and Life Aid;
  - Monthly Reports for August, September, October and November;
- Građanske Inicijative:
  - Project document;
  - Contract between Caritas Luxemburg and Građanske Inicijative;
  - Monthly Reports for September, October and November;

### Annex 2: List of Interviewed People

Jasmina Rugovac - Sabotic, Caritas Luxemburg;

Denis, Caritas Luxemburg

Gordana Cikotic, Caritas Luxemburg

Dejan Bajramovic, YUROM

Fazila Azemovic, Bujanovac Municipality

Arber Pajaziti, Bujanovac Municipality  
Lirije Selmani Misini, Građanske Inicijative  
Ana Manic, Građanske Inicijative  
Tatjana Strahinjic Nikolic, PBILD  
Bane Stanojkovic, Help e.V.  
Masa Bubanj, Help e.V.  
Slađan Stoiljkovic, YUROM  
Tijana Milovanovic, City of Vranje  
Ljubinka Milovanovic, Life Aid  
Zoran Zivkovic, Porečje Vučje  
Novica Cerovic, Porečje Vučje  
Osman Balic, YUROM  
Ljubisa Stankovic, YUROM  
Klaus Mock, Help e.V.  
Aleksandra Brkic, Help e.V.