**Strategic Report for [name of Beneficiary State]**

**EEA and Norwegian Financial Mechanisms 2014-2021**

# Executive summary

# Political, economic and social context

# Effects of the Grants

# Status of programmes

# Status of bilateral funds

# Management and implementation

1. **Management and control systems (MCS)**
2. **Complaints**
3. **Irregularities**
4. **Audit**

# Communication

# Monitoring and evaluation

1. **Monitoring**
2. **Evaluation**

# Issues for the annual meeting

# Annexes (not published)[[1]](#footnote-2)

1. **Risk assessment and management plan**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Programme name** | **Overall level of risk** | **Risks** | **Responses carried out** | **Responses planned** |
|  |  |  |  |  |
|  |  |  |  |  |

1. **Evaluation plan**
2. **Cooperation with Donor Programme Partners and International Partner Organisations**
3. **Technical assistance report:**

# *Overview of main activities*

# *Budget overview*

# *Procurement*

# *Staffing*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **National Focal Point** | | | | |
| Name of staff | Official position | Main tasks | Level of effort (% of working time) | Funded through the Grants (Y/N) |
|  |  |  |  |  |
| **Certifying Authority** | | | | |
| Name of staff | Official position | Main tasks | Level of effort (% of working time) | Funded through the Grants (Y/N) |
|  |  |  |  |  |
| **Name of Audit Authority** | | | | |
| Name of staff | Official position | Main tasks | Level of effort (% of working time) | Funded through the Grants (Y/N) |
|  |  |  |  |  |
| **Irregularities Authority** | | | | |
| Name of staff | Official position | Main tasks | Level of effort (% of working time) | Funded through the Grants (Y/N) |
|  |  |  |  |  |

1. Submit as a separate file, which includes all annexes together. [↑](#footnote-ref-2)