Annotated Template for Final Strategic Report

EEA and Norwegian Financial Mechanisms 2009-2014

According to Article 2.2 of the Regulations on the implementation of the EEA and/or Norwegian Financial Mechanisms 2009-2014, the National Focal Point shall submit to the FMC a final strategic report.

This annotated template is drafted to guide the National Focal Points in producing concise, evidence-based strategic national reports, in line with the requirements of the Regulations.

* The Final Strategic Report shall give an account of the results towards the objectives of the EEA and Norway Grants
* The Final Strategic Report should be 20-40 pages in length, depending on the number of programmes in a given country.

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| Please note that **DoRIS Report 44 – Aggregated Priority Sector Results –** provides aggregated data on achievements at sector and outcome levels. **DoRIS Report 15 – Programme overview** – provides data on achievements and target groups. |

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| **Checklist questions before submitting the Strategic Report** | **YES** | **NO** |
| Does the executive summary serve as a stand-alone document? |  |  |
| Have all the sections in the final strategic report been addressed? |  |  |
| Have all five attachments to the final strategic report been included? |  |  |

## EXECUTIVE SUMMARY

This section shall provide a concise and clear summary of the report.

Write this section last, after you have written the body of the report. **Please note that this section should serve as a stand-alone document** that gives a wider audience a brief and clear overview.

The summary should include:

* Main economic and social development trends that provide the context for the programmes
* Main achievements towards **BOTH** overall objectives of the Grants, using concrete examples from a selection of programmes, and referring to the four bilateral outcome areas in the guideline for strengthened bilateral relations (page 29).
* Key management issues

## ASSESSMENT OF THE EFFECT OF THE GRANTS

Asses the effect of the Grants in relation to the overall objectives of economic and social development and strengthening of bilateral cooperation.

Go straight to section 2.1

* 1. Cohesion

Assess the aggregated effect of the programmes supported by the Grants as concerns reducing economic and social disparities. Use, to the extent possible, relevant national, UN and European statistics to underpin the assessment.

Tips:

* Use macro data and comparative analysis to situate your country against other countries. Point towards trends.
* *Report and assess developments and trends in socio-economic and territorial disparities, including inter-regional disparities at sub-national level for the agreed objectives and outcomes of the programmes.*
* Underline the rationale for targeting these sectors/areas/concerns.
* Assess the Grants’ contribution (based on information in the Final Programme Reports).
* Include relevant statistics for the supported programme areas, including the findings of any evaluations carried out.
* For easy reference, the FMO has developed a database that shows trends from 2005 onwards on relevant development indicators: <http://eeagrants.org/content/download/12550/169707/version/1/file/Copy+of+Macro_Statistics_2016.xlsx>

## Bilateral relations

Give a summary and analysis of how and to what extent the Grants contributed to strengthened bilateral relations in the reporting period. Describe any changes as regards visibility and image of the Donor State(s), and whether the Grants have enhanced cooperation with entities in the Donor State(s). Report on the implementation of the fund for bilateral relations at national level, as described in Article 3.5 of the Regulation.

The report should include all aspects of bilateral relations, including DPPs and project partnerships that do not fall directly under the Bilateral Fund. Describe main bilateral achievements, including the findings of any relevant evaluations. Mention concrete results for each of the four outcome areas:

* Extent of cooperation
* Shared results
* Improved knowledge and mutual understanding
* Wider effects

If relevant, include an assessment of the cooperation with international organisations, including the Council of Europe.

## REPORTING ON PROGRAMMES

## Overview of Programme achievements

Analyse how and to what extent the Programmes have contributed to the Programme Area and Grants’ objectives.

As the two main objectives of the Grants are covered in more detail under 2.1 and 2.2, you may choose to focus on Programme Area objectives here. For each Programme Area covered by the MoU for 2009-2014, please summarise the overall achievements of all programmes contributing to it. This section should be short and concise. More details on individual programmes are provided in section 3.2 below.

Please provide your main observations on what worked, what didn’t work, why, and what could be done better (lessons learned).

* 1. **Overview of calls and financial figures**

Provide, in table form, information on the number of calls and financial figures on commitments/disbursements, per programme.

## Individual Programme summaries

Give a *summary* of achievements for each Programme.

The summary shall include a description of:

1. the Programme’s most important outcomes (effects of the outputs delivered/funded by the programme);
2. the Programme’s contribution to the two objectives of the Grants;
3. major deviations from plan;
4. use of funds for bilateral relations.

Please provide **brief** programme summaries based on Final Programme Reports for each programme (max 1 page per programme).

**Describe and analyse what was achieved (results)**. DO NOT describe what was done (activities).

## MANAGEMENT AND IMPLEMENTATION

## Management and control systems

Provide information on any changes in relation to the description of the implementation framework provided in accordance with Article 4.8.1 of the Regulations. Describe strong and weak points of the national management and control systems established in the Beneficiary State.

Provide a general assessment of the efficiency and effectiveness of the national management and control structures established in the Beneficiary State.

Two aspects should be highlighted:

1. Have any changes to the management and control system occurred in the reporting period? Changes need to be mentioned, even if the Donors and FMO are informed on a rolling basis of issues/changes.
2. Please provide your main observations on what worked, what didn’t work, why, and what could be done better (lessons learned).

Tips:

* Keep in mind any specific implementation systems, such as the Fund for Bilateral Relations at national level.

## Compliance with EU legislation, national legislation and the MoU

Provide information on compliance with the regulatory environment of the Grants in the Beneficiary State (the MoU and the Regulations, as well as compliance with the EU legislation on matters such as state aid, environment and public procurement). This section should provide details on problems encountered and solutions implemented by the National Focal Point.

Please provide your main observations on what worked, what didn’t work, why, and what could be done better (lessons learned).

Irregularities and complaints

Provide an assessment of irregularities detected during the reporting period and any financial corrections made (including net corrections), *per programme and in total*. Also, provide information related to irregularities at Beneficiary State level.

Finally, provide a summary of the complaints received under the complaint mechanism referred to in Article 11.8 of the Regulation.

Programme conditions and post-completion obligations

What did the NFP do to ensure the fulfilment of the conditions set in programme agreements?

How will the NFP ensure the fulfilment of post-completion obligations?

## Monitoring, reviews, evaluations and audit

Give a summary of the findings of monitoring, reviews and evaluations undertaken or commissioned by the National Focal Point. If applicable, explain any deviation to the plans provided in the previous Strategic Report.

Additionally, give a summary of the findings of any audits commissioned by the National Focal Point, if applicable. This does NOT refer to the audits undertaken by the Audit Authority.

## Information and publicity

Provide a summary of the information and publicity activities undertaken by the National Focal Point, including:

1. the status of implementation of the Communication Strategy for the Grants, including examples of information and publicity measures;
2. an assessment of the results of the information and publicity measures in terms of visibility and awareness of the Grants mechanism and its objectives, and of the role played by the Donor State(s), as provided for in subparagraph (f) of Article 2.2 of the Information and Publicity Requirements (Annex 4);
3. an assessment of the information and publicity activities implemented by the Programme Operators, including the arrangements referred to in paragraph 2 Article 4.7 of the Regulation and the websites where such information may be found.

## SUMMARY LIST OF ISSUES AND RECOMMENDATIONS

This section should reflect the National Focal Point’s overall views and assessments of achievements. Please provide your main observations on what worked, what didn’t work, why, and what could be done better (lessons learned). Examples of good practice can be presented here.

* Remember to look at the overall implementation of the Grants (programmes, bilateral instruments)
* *Include a summary of the major lessons learned, the strengths and weaknesses and what could have been done better*

## ATTACHMENTS TO THE STRATEGIC REPORT

The Strategic Report shall include a number of attachments. DoRIS reports are available for extraction to be used for attachments 1-5 and are the same ones as have been used for the Annual Strategic Reports. The reports can be accessed from the folder called: *Strategic Report Attachments* which is located under the *Country report* folder. Please follow the following link in the reports section of DoRIS (<https://doris.eeagrants.org/MapReports/>).

1. For each programme, a table showing the breakdown of applications received and projects selected / contracted, as well as the types of intervention supported.

[DoRIS report to be extracted. The report is based on information provided by Programme Operators in the Annual Programme Report tasks]

1. For each Programme, a table providing information about donor partnership projects (names of Donor State entities, number and proportion of partnership projects) and a summary table on donor partnership projects at the Beneficiary State level.

[DoRIS report to be extracted. The report is based on information provided by Programme Operators in the Project Level Information (PLI) registration.]

1. A list of irregularities detected at the Beneficiary State level and at programme level during the reporting period and the remedies taken. Provide an update on previously reported irregularities.

[DoRIS report to be extracted. The report lists all irregularities detected at the Beneficiary State and Programme level.]

1. For each programme, a list of irregularities detected at project level during the reporting period and the remedies taken. Provide an update on previously reported irregularities.

[DoRIS report to be extracted. The report list all irregularities detected at project level.]

1. With reference to the monitoring plan, give an overview of the monitoring and audit activities carried out in the Beneficiary State, and a summary of the main findings.

[This is a non-public attachment.]