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Annex 3

Template for Strategic Report

EEA and Norwegian Financial Mechanisms 2009-2014

The National Focal Point shall submit to the FMC an annual Strategic Report according to Article 2.2 of the Regulations on the implementation of the EEA and/or Norwegian Financial Mechanisms 2009-2014.

1 EXECUTIVE SUMMARY

This section shall provide a summary of the report.

2 ASSESSMENT OF IMPACT AT NATIONAL LEVEL

This section shall assess the expected impact of the financial mechanism in relation to the overall objectives of economic and social development and strengthening of bilateral cooperation.

2.1 Cohesion

Assess the aggregated impact of the Programmes supported by the financial mechanism on reducing economic and social disparities. Use to the extent possible national statistics to underpin the assessment, see also this link [\[link\]](#) for macro level statistics that might be relevant for the purpose of the assessment.

2.2 Bilateral relations

Describe how the financial mechanism 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 financial mechanism has enhanced cooperation with entities in the Donor State(s). Report on the implementation of the fund for bilateral relations at the national level, as described in Article 3.5 of the Regulation.

3 MANAGEMENT AND IMPLEMENTATION

3.1 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 of the Regulation. Assess the efficiency and the effectiveness of the national management and control systems established in the Beneficiary State.

3.2 Compliance with EU legislation, national legislation and the MoU

Provide information on compliance with the regulatory environment of the financial mechanism in the Beneficiary State (the MoU and the Regulation, as well as compliance with Community Policy, i.a. on matters such as state aid, the environmental directives,

and public procurement). This section should provide detail on problems encountered and proposed solutions.

3.3 Status of Programmes

Provide a summary of the progress in respect of the agreed Programmes. This shall as a minimum include information regarding:

- a) progress in establishing agreed Programmes, including calls undertaken;
- b) commitments and disbursements made by the Programme; and
- c) problems related to absorption and/or disbursements, with suggested solutions.

3.4 Irregularities

Provide an assessment of irregularities detected during the reporting period and any financial corrections made, by Programme and in total. Analyse any possible trends of irregularities for the different Programmes. Also provide information related to irregularities in the management on Beneficiary State level.

3.5 Audit, monitoring, review and evaluation

Give a summary of the findings of audit, monitoring, review and evaluation activities undertaken by the National Focal Point. Explain, if applicable, any deviation to the plans that were provided in the previous Strategic Report. Provide an overview for the review and evaluation activities planned for the next reporting period.

3.6 Information and publicity

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

- a) the status of implementation of the Communication Strategy for the financial mechanism, including examples of information and publicity measures;
- b) an assessment of the results of the information and publicity measures in terms of visibility and awareness of the financial 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);
- c) an assessment of the need to update the Communication Strategy and the content of any such significant amendment; and
- d) 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.

3.7 Work plan

Provide a work plan outlining the milestones for the implementation of the financial mechanism over the next year – including calls under the Programmes, meetings of the Monitoring Committee and the Cooperation Committee(s), and information activities.

4 REPORTING ON PROGRAMMES

Give a summary of progress for each Programme. The summary shall include a description of:

- a) overall progress as regards implementation of the Programmes and their sub-projects;
- b) progress towards expected outcomes;
- c) outputs achieved;
- d) potential risks that may threaten the achievement of the objectives set out in the Programmes;
- e) major deviations from plan;
- f) the need for adjustments of plans, including actions for risk mitigation; and
- g) the use of funds for bilateral relations.

The final Strategic Report shall also report on actual outcome and expected impact of the Programmes.

5 SUMMARY LISTING OF ISSUES AND RECOMMENDATIONS

This section should reflect the Focal Point's views on progress and outstanding issues. It should make recommendations for the future reporting period.

6 ATTACHMENTS TO THE STRATEGIC REPORT

The Strategic Report shall also include a number of attachments:

1. For each Programme, graphs showing the breakdown in respect of applications received and projects selected / contracted, as well as the types of intervention supported.
2. For each Programme, a table providing information in respect of donor partnership projects (names of Donor State entities, number and proportion of partnership projects).
3. A summary table on Donor partnership projects on the Beneficiary State level.
4. A list of irregularities detected at the Beneficiary State level and at Programme level during the reporting period and financial corrections made. Provide an update on previously reported irregularities.
5. For each Programme, a list of irregularities detected at project level during the reporting period and financial corrections made. Provide an update on previously reported irregularities.
6. A plan setting out the monitoring and audit activities in the Beneficiary State for the coming reporting period.