

Annotated<sup>1</sup> Template  
Final Programme Report  
EEA and Norwegian Financial Mechanisms 2009-2014

This annotated template is drafted to guide the Programme Operators to produce **results-based final programme reports**, in line with the requirements of the Legal Framework and of the Programme Operators' Manual (POM).

- The final programme report shall focus on achievements of the programme objectives, outcome(s) and outputs. Only the main elements of the implementation of the programme shall be included.
- The reporting period is the same as the entire Programme period (ref. Article 5.12 of the *Regulation*).
- The main body of the report should not exceed 30 pages<sup>2</sup>, excluding any attachments. The report shall consist of the sections set out below. The required attachments are detailed under section 13.

***Submission of the Final programme report***

*The DoRIS User manual describes the procedure for submitting the Final programme report along with the final balance in DoRIS by the Programme Operator and the Certifying Authority.*

*Please note that **DoRIS Report 15 Programme overview** may be consulted for data on achievements and target groups (sections 3, 4 and 5) and the list of calls (section 7).*

Checklist questions before submitting the final programme report	YES	NO
Does the executive summary serve as a stand-alone document summing up the whole programme period?		
Does the report provide analysis on the Programme's achievements?		
Have successful bilateral achievements been highlighted?		
Does the report provide analysis on relevant horizontal concerns such as Roma inclusion and on how positive effects will be sustained?		
Have all the sections in the final programme report been addressed, and the required attachments included?		

<sup>1</sup> Annotations, in blue text, accompany the structure and description outlined in the Programme Operators Manual.

<sup>2</sup> Please remove all text boxes from the report before submission.

## 1. Executive summary

This section shall provide a short summary of sections 2-6 of the report. The executive summary may be published for information purposes, and should not exceed 3 pages.

*Write this section last once you've written the entire report. Please note that this section should serve as a stand-alone document that gives a wider audience a clear overview of the programme. The summary should include the following points:*

- *Brief context analysis pointing to main changes/trends seen in the programme implementation period*
- *Main achievements towards the **two** overall objectives of reducing economic and social disparities and strengthening bilateral relations, using concrete examples from the programme / projects and referring to the four bilateral outcome areas in the bilateral guideline*
- *Brief analysis of key factors impeding the achievement of planned programme results.*
- *A brief analysis of how positive effects of the Programme will continue after the funding period.*

## 2. Programme area developments

With reference to the information provided in the Programme proposal (in particular chapter 3.3 on the relevance of the programme), describe important developments in the Programme area, also in respect of policy, financial or administrative changes.

*Please provide a brief contextual description of the main developments and trends in the programme area or sector. Please refer to the justification in your programme proposal, and use statistics comparing baseline/year one with the final year of the programme period, if available. Assess if the Programme may have contributed, directly or indirectly, to these developments.*

*Include any potential synergies or overlap with EU programmes and/or national initiatives which may have had an effect on the programme's implementation and results.*

## 3. Reporting on Programme outputs

3.1 Give a summary and analysis of how and to what extent the **selected projects** have contributed to the Programme output indicators set out in the Programme Agreement. Analyse the final achievements against relevant output indicators. If the programme went over or below the planned indicator targets, please explain the reasons.

3.2 Give a summary and analysis of how and to what extent the **pre-defined projects** have contributed to the Programme output indicators set out in the Programme Agreement. Analyse the final achievements against relevant output indicators. If the programme went over or below the planned indicator targets, please explain the reasons.

3.3 Give a summary and analysis of how and to what extent the **small grant schemes** have contributed to the output indicators set out in the Programme Agreement.

*There is no need to repeat summaries of implementation from previous reports. This section should provide an assessment of the actual outputs (services and deliveries) achieved in the programme.*

*Back up your analysis with data and indicators and assess achieved vs planned output targets. (Cf. Report 15 Programme Overview in DoRIS).*

*Include an analysis of any significant outputs not captured by the agreed output indicators. Finally, please provide your main observations on what worked, what didn't work, why, and what could be done better (lessons learned).*

## 4. Reporting on Programme outcome(s)

4.1 Analyse how and to what extent the projects' and Programme's outputs have contributed to the Programme outcome indicators.

Analyse the final achievements against all outcome indicators, and assess the Programme's contribution to the Programme area objective. Include an analysis of any significant achievements not captured by the agreed outcome indicators. If the programme went over or below the planned indicator targets, please explain the reasons.

*Provide an analysis of the achievements including main (possible) contributing factors. Refer to baseline studies, evaluations and/or reviews of the programme if relevant, in particular to assess the effects of the Programme (contribution to impact).*

*Although the Programme's longer-term effect(s) may be difficult to measure at this stage, the estimated (probable or assumed) effect should be assessed.*

*Use one project example to demonstrate results under each outcome. Use another project example to demonstrate bilateral results. Please include the project ID.*

*Assess towards which target group(s)/type of organisation the effect of the programme were most significant, and include a list of the Programme's main beneficiaries by target group (cf. Report 15 Programme Overview in DoRIS). When relevant, include also information on effects related to the geographical reach of the Programme.*

*Finally, please provide your main observations on what worked, what didn't work, why, and what could be done better (lessons learned).*

### 4.2 Horizontal concerns

Give a summary and analyses on to what extent and through which concrete measures the Programme has contributed positively towards the relevant horizontal concerns.

If the programme addressed these concerns to a lesser extent than planned, please explain the reasons behind, and elaborate on the possibilities for better mitigating the risks in the future.

*Assess how the programme has addressed Roma inclusion and/or any of the other horizontal concerns related to fundamental values such as promoting tolerance, multicultural understanding, respect for the rights of minorities including combatting hate speech, extremism, racism, xenophobia, homophobia, anti-Semitism, sexual harassment, violence against women and trafficking. Please provide your main observations on what worked, what didn't work, why and what could be done better (lessons learned)*

#### 4.3 Cross-cutting issues

Describe how the Programme has performed (positively or negatively) in relation to the three crosscutting issues: good governance, sustainable development and gender equality (ref. Chapter 2.7 of the Programme Operators' Manual).

With reference to the Programme Agreement please reflect briefly on the measures put in place and the results achieved in relation to the cross-cutting issues.

#### 4.4 Capacity building

Describe the main capacity building activities carried out during the programme period, and how they contributed to the Programme's outcomes and objective. Highlight the most successful approaches to capacity building, and their effect on the target group(s).

If the programme addressed capacity building to a lesser extent than planned, please explain the reasons for this, and elaborate on how capacity may be better strengthened in the future.

## 5. Reporting on bilateral relations

### 5.1 Bilateral outcomes

Give a summary and analysis of how and to what extent the bilateral relations between the Beneficiary State and the Donor State(s) have been strengthened during the programme period. If the programme went over or below the planned indicator targets, please explain the reasons.

*Structure the analysis along the four outcome areas (extent of cooperation; shared results; improved knowledge and mutual understanding; wider effects), and assess the final achievements against the agreed bilateral indicators.*

*Include an analysis of any significant results which were not planned or not captured by the bilateral indicators.*

*Finally, please provide your main observations on what worked, what didn't work, and what could be done better (lessons learned).*

### 5.2 Donor partnership programmes

Where this Programme has had a donor programme partner, assess the cooperation between the Programme Operator and the donor programme partner, and the main achievements this cooperation has led to.

*Assess the most important achievements for all the involved partners. Describe how the bilateral fund at programme level has been used as a tool to foster and strengthen bilateral relations, and back up your assessment with specific examples.*

*Please keep in mind that bilateral results are not always captured by indicators and that your description of any relevant achievement in a broad sense is valuable, e.g. networks established, contacts established, etc.*

*Finally, please provide your main observations on what worked, what didn't work, and what could be done better (lessons learned).*

### 5.3 Complementary actions

Where this Programme has used complementary actions, provide a brief summary and examples of the results achieved from cooperation and exchange of experience with others, and how these complementary actions have contributed to the programme's achievements. What was the added value of the complementary actions?

## 6. Reporting on sustainability

Provide an assessment of expected positive effects of the Programme which will continue after the funding period. Analyse the sustainability at bilateral, national, programme and project levels. Which factors (e.g. related to the programme context, the design and implementation of the programme, donor partnerships) contributed to the sustainability of the achievements, and which factors worked against sustainability?

Refer to examples of projects where the positive effects are likely to continue after the funding period. Please include the project IDs.

## 7. Project selection and implementation

### 7.1 Project selection

Please provide a summary of the calls carried out during the Programme period, with a brief analysis of the level of interest for the calls (over- or /undersubscription), and to which extent the selected projects corresponded to the expected outcome and output indicators.

Include a short assessment of the selection procedures and the work of the Selection committee(s).

*Unless already done in previous reports, provide a full list of calls (cf. Report 15 Programme overview).*

*Finally, please provide your main observations on what worked, what didn't work, and what could be done better (lessons learned) for project selection.*

### 7.2 Project implementation

With reference to the attached list of *all* projects supported by the Programme (attachment 1, DoRIS Report to be extracted), briefly describe the main challenges related to project implementation.

If projects within the programme were granted extensions, briefly describe the justification and how the projects benefitted from the extension.

*Assess the number and size of the implemented projects, the implications the chosen strategic approach may have had on programme level results and the monitoring framework, as well as the main challenges linked to project completion.*  
*Finally, please provide your main observations on what worked, what didn't work, and what could be done better (lessons learned) in the project implementation.*

## **8. Monitoring and audit**

With reference to the monitoring plan, describe the monitoring activities that have been carried out and give a summary of the main findings. Are you planning any follow-up monitoring (e.g. a six month follow-up survey) of projects and/or beneficiaries, to track results?

Provide an overview of the internal and external audits that have been carried out during the programme period. Give a brief summary of the main findings from these, and of the follow up measures.

## **9. Irregularities**

Provide an overview of any irregularities which have occurred during the programme period (attachment 2, DoRIS report to be extracted), and a summary of the measures taken to remedy these.

## **10. Risk management**

Please outline the main risks encountered during the programme period and the main mitigating actions taken. Highlight successful mitigating actions, as well as the main challenges encountered in the risk management of the programme.

## **11. Information and publicity**

With reference to the Communication Plan, please provide a brief summary and analysis of the main achievements in terms of Programme visibility and dissemination of results.

*In the attached list of projects, please indicate which projects you consider interesting to highlight either for communication purposes or as examples of best practices (e.g. a particular project story which could be used in promotional material, or a best practice project in terms of e.g. significant results achieved).*

## **12. Conditions set in the Programme Agreement**

### **12.1 Compliance with conditions**

With reference to article 2.5 in the Programme Agreement, please report on the programme's compliance with the conditions set in annex I, art. 2 of the Programme Agreement.

### **12.2 Changes to the programme**

Please describe the main modifications in line with Article 5.9 of the Regulations and/or the Programme Agreement (Art. 2.9.2), which have been made during the programme period.

## **13. Attachments to the Final Programme Report**

The final programme report shall include the following attachments in the form of DoRIS reports, which are available for extraction from the folder "Final Programme Report Attachments" in the reports section of DoRIS:

- 1) Project list
- 2) List of irregularities