

# Welcome to the training on closure of programmes!



# Agenda – Day 1

09:00 - 09:15 Welcome coffee

09:15 - 10:00 **Session 1: Introduction to the Closure of Programmes**

All

10.00 - 13.00 **Session 2: Programme Results (Final Programme Report)**

R&E

13.00 - 14.00 Lunch

14.00 - 15.30 **Session 3: Completion of Projects**

Legal

15.30 - 15.45 Coffee Break

15.45 - 16.45 **Session 4: Irregularities and Conditions**

Legal

16:45 - 17:00 Reflections on Day 1



## Agenda – Day 2

09:00 - 09:15	Recap and introduction to day 2	
09.15 - 10.30	<b>Session 5: Financial Reporting and Final Balance</b>	Finance
10.30 - 10.45	Coffee Break	
10.45 - 11.45	<b>Session 6: Bilateral Fund and Technical Assistance</b>	Finance
11.45 - 12.30	Lunch	
12.30 - 14.00	<b>Session 7: Communications/PLIs, Evaluation report and Results Framework (Final Programme Report)</b>	R&E
14:00	Closing of the training	



# CLOSURE TRAINING DAY 1

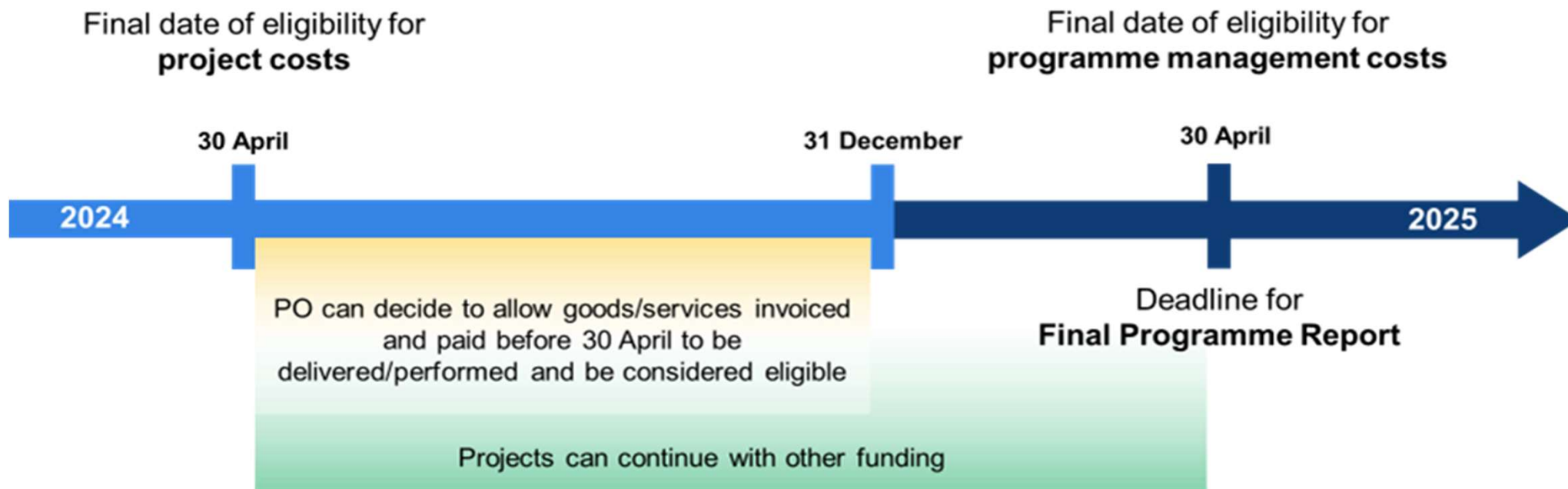


# Session 1: Introduction to the closure of programmes

## WHEN, WHO, HOW



# When?



# Who?

Responsibilities  
and tasks in view  
of the Programme  
closure



National Focal Point

Programme Operator

Certifying Authority

Audit Authority

Irregularities Authority

Donors



# NFP responsibilities in programme closure

The NFP has the **overall responsibility** for the implementation of the Financial Mechanisms in the Beneficiary State. The NFP must ensure that POs comply with all their obligations.

## Before submission of the Final Programme Report

When it is designated as irregularities Authority, **follow up on irregularity cases** before the PO submits the FPR (Article 12.1.1 of the Regulations).

Ensure that POs carry out required **communications activities** (Annex 3 of the Regulations), e.g. organising a closing event

## After closure of programmes

**Review compliance obligations** in Annex I of the Programme Agreements

Ensure **supporting documents are available** for at least three years (e.g. expenditure and audits)

**Publish FPRs online** within a month of the reports being approved by the Donors

Ensure communication of programme results are maintained after programme closure.





# PO responsibilities before the FPR submission

(non-exhaustive list)

- **Project level**

- Ensure all project activities are finalised on time,
- Ensure all final project reports are submitted to the PO,
- Ensure timely final verification of reported expenditure,
- Ensure timely approval of final project reports,
- Make final payments to projects (possible also after 30/04/2024),
- Close projects in GrACE (ensure correct PLI data!),

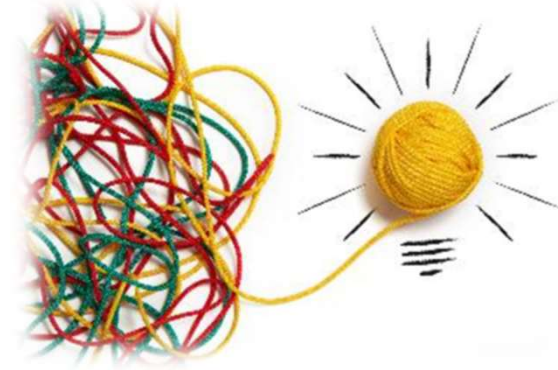


# PO responsibilities before the FPR submission

(non-exhaustive list)

## Programme level (finalise all programme management tasks)

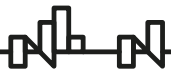
- Finalise monitoring, audits, communication activities, lessons learned...
- Ensure fulfilment of all PA conditions or provide assurance of future fulfilment
- Report all irregularities and measures taken to remedy them
- Ensure all IFRs and APRs are submitted and approved
- Ensure that all incurred project and PM expenditures are reported in the FPR
- Ensure that all project and PM recoveries (incl. pending) are reported in the FPR
- Ensure correct calculation of the final balance
- Involve DPPs in review of the FPR (PARTS)



# PO responsibilities after the FPR submission

(non-exhaustive list)

- Remain available for possible questions from the FMO.
- FMO might return FPRs for adjustments, corrections – ensure timely processing.
- If needed, timely support the FMO in closing open irregularities.
- If needed, POs to support the Audit Authority in submitting to the FMC a programme closure declaration by 31 December 2025.
- Continue monitoring the durability of relevant projects.
- Retained management costs will be paid with the final balance, upon approval of the FPR.



# Irregularities Authority's responsibilities

Ensure rapid, accurate and complete reporting to the Donors, including:

- ensuring timely contribution from the Programme Operators;
- providing timely follow-up reports on the progress made in the investigation and remedy of previously reported irregularities; and
- responding timely to any questions necessary in view of the closure of those irregularities.



# Certifying Authority's Responsibilities

- Forward the Final Programme Report to the Donors by 30 April 2025
- Certifying the financial information (final balance and the financial report for the last reporting period)
- The Certifying Authority must include in the calculation of the final balance payment any **interest** earned on the Programme Operator accounts.
- The Certifying Authority must ensure that amounts recovered and amounts withdrawn following the cancellation of all or part of the financial contribution for a programme or project are **reimbursed** to the Donors prior to the submission of the Final Programme Report or included in the Financial report for the last reporting period (Annex 1 to the Final Programme Report).



# Audit Authority's responsibilities (1)

- The Audit Authority must submit to the Donors a **final audit report** containing information on the audits carried out after 1 January 2025.
- The Audit Authority must submit a **closure declaration** assessing the validity of the application for payment of the final balance claimed in the final programme report **at the latest by 31 December 2025** (via GrACE).
- The Audit Authorities are encouraged to submit the required documents **as soon as possible** after the submission of the Final Programme Report to the FMO by the Certifying Authority.



## Audit Authority's responsibilities (2)

The **closure declaration** should include an overview table listing all programmes and providing the following information:

- Name of the programme;
- Total contribution of the EEA/Norway Grants as per the programme agreement;
- Total co-financing;
- Total eligible expenditure as per the programme agreement;
- Amount claimed in the final balance;
- Any irregularities or corrections identified during the final audit which might affect the final balance claimed in the final programme report;
- If applicable, the proposed corrected final balance.



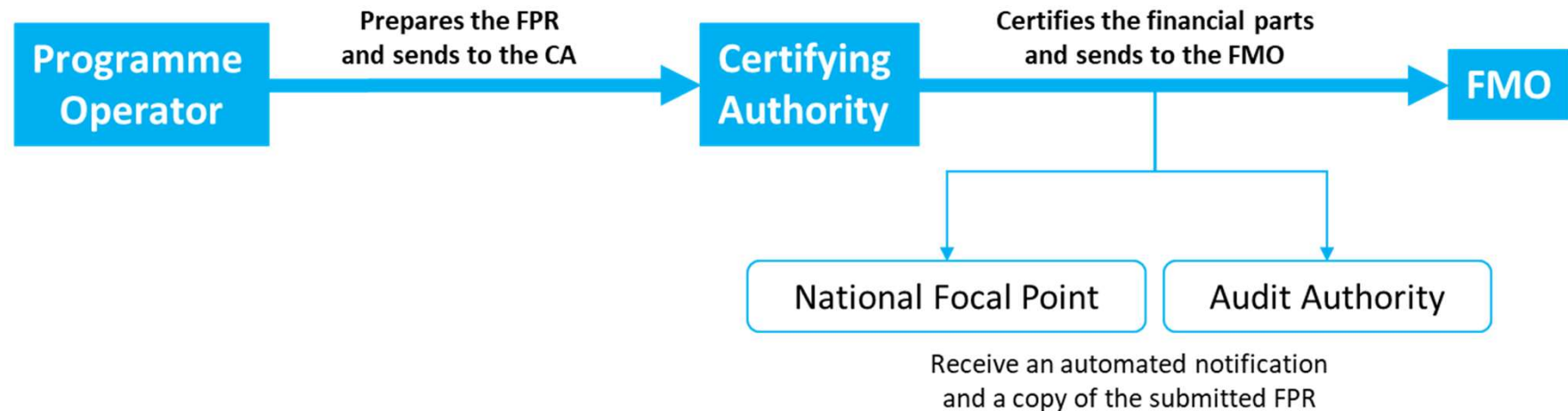
# Donors' responsibilities

- Review the Final Programme Report
- if the Final Programme Report meets all of the requirements, **approve it** within **two months** of reception of the report and all the relevant documents and necessary information





# How?



The Final Programme Report must be submitted to the FMC/NMFA not later than 30 April 2025.

Programme Operators submit their report to the Certifying Authority

The Certifying Authority shall forward the final programme report to the Donors and the NFP

Deadline for submission by the Programme Operator to the Certifying Authority to be set in each Beneficiary State



**Reflections, comments or questions?**



# Session 2: FPR Programme Results

Presented by: FMO Results & Evaluation Unit



# Session aims

- **Present the main ‘Programme Results’ section of the FPR**
  - Clarify expectations in the ‘Programme Results’ section
  - Discuss how to approach and structure your text
- **Do a writing exercise!**



# Table of contents

## PROGRAMME RESULTS

*Day 1, Session 2*

IRREGULARITIES

SUMMARY OF PROJECTS

FINAL BALANCE

ANNEXES:

1. Financial report for the last reporting period

**2. Communications**

**3. Evaluation Report**

*Day 2, Session 5*

**4. Results Framework achievements**

5. Contracted projects

6. Partially completed projects

7. Agreement conditions



# Introduction to the 'Programme Results' section in the FPR



# Introduction for Programme Operators

The Final Programme Report (FPR) shall present final results, lessons learnt, financial summaries, and other relevant information as per Article 6.12 of the Regulations. The Final Programme Report is to be prepared by the Programme Operator and must be submitted through the Certifying Authority to the Financial Mechanism Office (FMO) no later than 30 April 2025. The Final Programme Report covers the entire programming period up to the end of December 2024.

The approved Final Programme Report (excluding Annexes) shall be published on the website of the National Focal Point within one month of the report's approval by the Donors. The Annexes should not be published and are for internal use only. Please write clearly and avoid abbreviations and technical jargon that will not be familiar to non-experts. Donor Programme Partners or International Partner Organisations should be consulted where relevant.

Final Programme Reports may also be published on the European Economic Area (EEA) and Norway Grants website. The FMO will use information included in the Final Programme Report for communication purposes on its website and its social media channels.



# Introduction

- Only the main sections of the FPR will be published, not the Annexes
  - You need to describe and analyze your most important results because most readers will not have the results framework
- Consult with donor programme partner(s)
- Please write clearly because some readers will not be familiar with your programme. **What does 'write clearly' mean to you?**
  - Use a logical structure
  - Avoid jargon
  - Avoid abbreviations
  - Keep sentences short, one point per sentence





## Before you start – information sources

- Your 'Programme Results' text must be **evidence-based**, not just your opinion
- Before you start, gather your information sources and review them
- **What do you think some useful information sources might be?**
  - Your filled results framework with results achievements
  - Filled project-level information (PLIs), especially of the most important projects
  - Your completed external evaluation (if available/applicable)
  - Your original Concept Note?
  - Your most recent APR?



# Programme Results

Programme short name:	[Table pre-populated from GrACE]
Programme Operator:	
Host Programme Area:	
Financial Mechanism(s):	
Programme Grant in EUR:	
Programme co-financing in EUR:	
Final incurred amount in EUR:	
Final incurred rate %:	



## Programme objective [statement]

Eligible expenditure: [EUR]    Amount incurred: [EUR]

*Describe the issues the programme aimed to address and the importance of these issues in the national context. (Maximum 300 words)*

*With reference to the programme objective, analyse how the programme contributed to the overall objectives of the Grants (i) reduced social and economic disparities and ii) strengthened bilateral cooperation. (Maximum 500 words)*

*Analyse the expected sustainability of the main programme results. (Maximum 300 words)*



## Outcome 1 [statement]

Amount incurred: [EUR]

*Analyse and describe the most important results achieved. Refer to project examples. (Maximum 800 words)*

*Describe the main challenges and lessons learnt during implementation. Refer to relevant monitoring and evaluation findings. (Maximum 400 words)*



## Bilateral Outcome [statement]

*Describe how bilateral partnerships contributed to results. Refer to project examples. (Please do not include the activities carried out under the Fund for bilateral relations). (Maximum 800 words)*

*Describe the main bilateral challenges and lessons learnt during implementation. Refer to relevant monitoring and evaluation findings. (Maximum 400 words)*



# Writing 'Outcome' results



# Writing outcome results

- Write your outcome text before you write the objective block of text
  - Your outcome text will probably inform your objective text
  - You must refer to project examples. Link to projects on the eeagrants website or your own project website
- Write your most important PLI text before writing your outcome text.
  - Your PLI text will inform your outcome text.
- Update your Results Framework achievements before writing your text.
  - Refer to your most important indicator results in your text
- Review your external programme evaluation (if completed)
  - Refer to the main findings and conclusions in your FPR



## Outcome 1 [statement]

Amount incurred: [EUR]

*Analyse and describe the most important results achieved. Refer to project examples. (Maximum 800 words)*

- Word limits are soft limits - you may write a little more if necessary
  - Example: many innovation programmes have only one outcome, but several 'focus areas'
- Write as 'end state':
  - What you did, not aimed to do. What you achieved, not aimed to achieve.
  - 'Contributed to enhancing' → 'enhanced'; 'Planned to implement' → 'implemented'
- You must **describe** and **analyze** your **most important results**. **What does this mean?**
  - **Describe** means 'what was done' and 'what happened'
  - **Analyze** means 'so what' or 'why is this important'





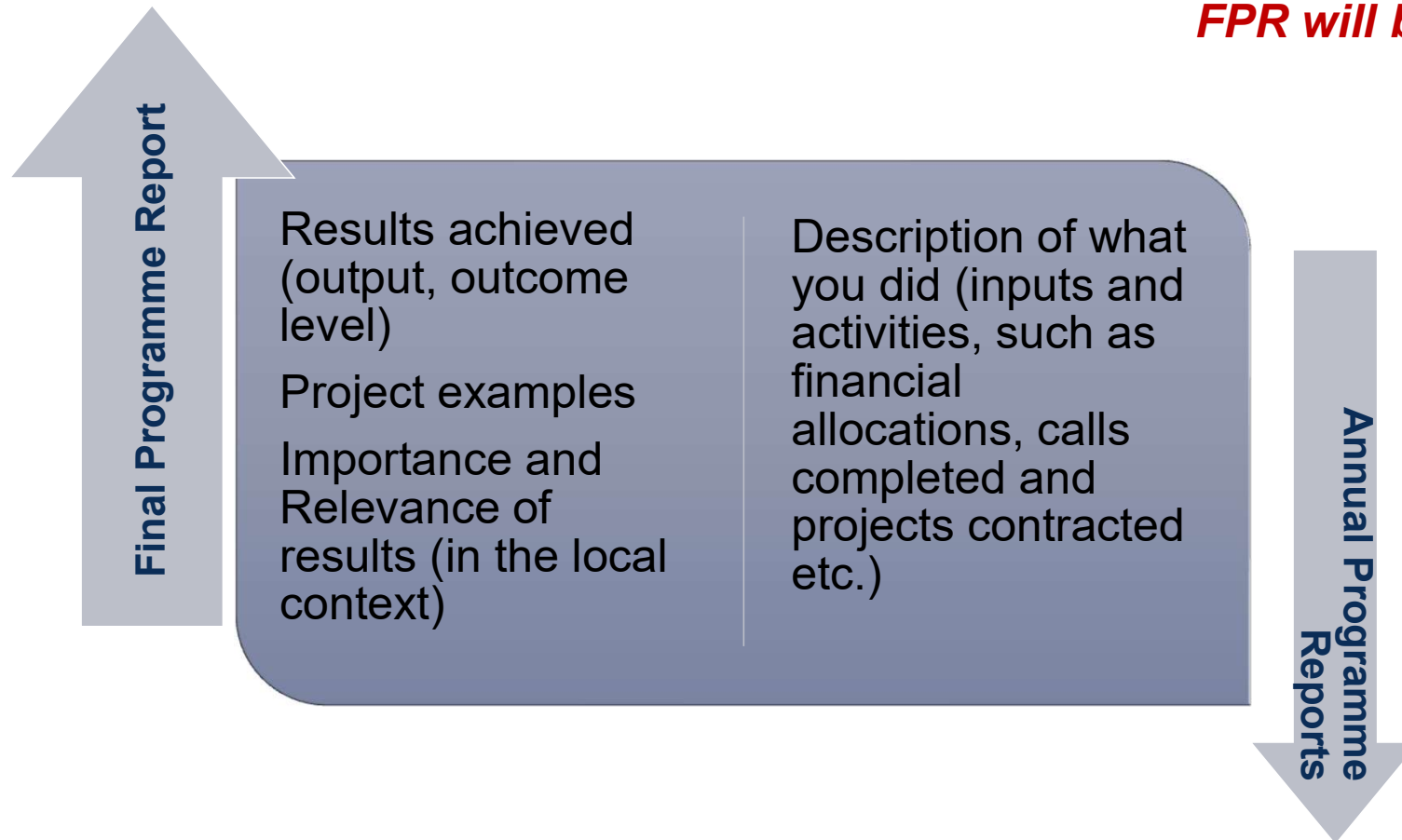
# Improving FPRs compared to APRs

- The FPR text must be improved from APR text because it will be published
- APR text often told us 'what you did'
  - For example, inputs and activities, such as financial allocations, calls completed and projects contracted etc.
- APRs only sometimes told us about 'results you achieved', or how you were progressing towards your planned results
  - APRs only sometimes described output level results
  - APRs only sometimes described outcome-level results
  - APRs only sometimes referenced project examples
  - APRs rarely told us why certain results were important or relevant, or put in context whether results were better/worse than expected




# Improving FPRs compared to APRs

*FPR will be published*



# Outcomes: Suggested text structure

<div>Introduction</div> <div>  <div>Theory of change logic</div> </div> <div>Conclusion</div>	10%	What was the <b>issue/challenge</b> addressed in this outcome area?	Consider why this was relevant to address
	10%	What did the programme <b>do</b> ?	Consider #calls, #projects and characteristics (type, region, grant size, focus, etc.)
	30%	What <b>output-level results</b> were achieved?	Consider your output indicators vs targets and the output statement. Reference projects
	40%	What <b>outcome-level results</b> were achieved?	Consider your outcome indicators vs targets. Consider unintended/unexpected results too. Reference projects
	10%	Overall, to what extent was the <b>outcome statement achieved</b> ?	Consider your main information sources to write a well evidenced conclusion

~ 80% of your text should focus on results achieved



## 1<sup>st</sup> block – Issue / challenge

- What was the **issue/challenge** addressed, and why it was relevant?

Examples:

‘The outcome **[label]** aimed to address the challenge of **[description]**. This was relevant because **[reason]**. In particular, this challenge affected **[target group]**.’

Or

Outcome 1 aimed to **[label]**. This outcome addressed the challenge of **[describe challenge]**. Addressing the challenge is important for **[reason]**. The challenge particularly affects **[target groups]**.



# 1<sup>st</sup> block, Issue / challenge example

Outcome 2 aimed to **enhance the transparency and integrity in public institutions**. This outcome addressed challenges including **corruption, lack of transparency, and inefficiencies in public services which undermine public trust and negatively affect socio-economic development**. Addressing these challenges is important for **the efficient and effective functioning of public administration in order to serve BS citizens and businesses**.

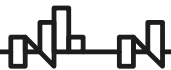
Rephrased outcome statement

Simple explanation of the **issue/challenges** addressed under this outcome

Simple explanation of **why its important or relevant** to address these challenges

Use short sentences. You could write a little more, but this gets the point across.

[57 words]



## 2<sup>nd</sup> block – What was done

- What did the programme **do** under this outcome? What were the **characteristics** of calls and projects? Example:

‘To address this challenge, the programme launched [3 calls for proposals] in the focus area of [focus are label]. The calls totaled [X EUR], from which [30 projects] were contracted. The projects were mostly located in the [north and east] of the country. Most of the contracted projects ranged in value from [X to X EUR], with an average grant of [X EUR]. [1 large predefined project] was launched in [area] with a grant of [X EUR]. Most of the projects targeted [X type] of beneficiaries’.



## 2<sup>nd</sup> block – What was done, example

For the Blue Growth scheme, **two calls for proposals** were launched. The calls were **aimed** at businesses that wanted to pursue business activities on inland or coastal waters, while simultaneously making their operations more environmentally sustainable. The calls attracted more applicants than expected, showing the high relevance of this focus area. Overall, **30 projects** were contracted, with grants totaling **20 million EUR**. The projects were mostly located in the **coastal areas in the east of the country**. 3 projects were located in the river basin of the central region. Project Promoters were mostly **small and medium sized businesses**. 2 large businesses were also supported.

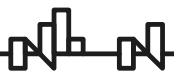
Number of calls

Aim of the calls

Number of projects

Characteristics of projects

[104 words]



## 3<sup>rd</sup> block – output-level results

- 3<sup>rd</sup> paragraph: Describe some of your most important **outputs-level results**
  - Refer to your results framework output statements and indicators under this outcome.
  - Analyze whether the results over-achieved, under-achieved or as expected, and why?
  - Cite and link to project examples.

Under this outcome there was [one] output, [label]. The contracted projects cumulatively [trained XX teachers in Y], which was higher than the programme target. Examples of successful projects include [project 1] and [project 2]. These projects applied innovative practices such as [description]. [X number of school administrative staff] were also trained to provide additional support to [target group], as planned. Under this output the programme also supported the development of [school curriculums], such as in [project 3]. [X number of text books] were distributed to [target group]. Overall, most indicator targets under this output were achieved as planned.





## 3<sup>rd</sup> block – output-level example

Output 3.1. aimed to empower children and youth with a Roma background. **500 staff** in **20 schools** were successfully trained to better meet the needs of Roma children. For instance, [project 1](#) and [project 2](#) integrated educational needs with the broader cultural and linguistic context for Roma people. This included innovative teaching methods and ensuring the right of Roma children to be educated in their mother tongue.

Supported projects **published 80 articles in journals and magazines** focusing on the Roma language, culture and history. These were developed and distributed to **50 schools** in electronic and printed form, free of charge. In this way, projects such as [project 3](#) encouraged Roma children to have pride in their culture, while also combatting stereotypes.

Refer to indicators under this output

Reference and link to projects

Refer to other important indicators under this output...

Repeat this logic for other outputs under this outcome.



## 4<sup>th</sup> block: Outcome level results

- Describe your **most important outcome-level** results.
  - Refer to specific outcome indicators from your results framework
  - Include reflection on the result achieved vs the planned targets – was this a good result?
  - Who benefited most? Which target group?
  - Refer to project examples.
  - Consider also unintended/unexpected results.
  - Do not be afraid to include results that did not meet their targets – its normal some targets were not achieved. Do give an explanation/reason what happened.



# Outcome level results, example

In terms of outcome-level results, **10 businesses** have commercialized their innovative products. A good example is [project 1](#), which commercialized plastic recycling. These businesses reported an average **increase in revenues of 50%** and **profits of 5%**, which is close to programme targets. Many businesses, such as [project 2](#) expect profits to increase further as their products become known in the market and production is scaled up.

As a result of their project grant, **20 businesses** have created **40 jobs**, primarily in manufacturing. This number of jobs is slightly under the programme target but is expected to increase as investments are further commercialized. These jobs have primarily attracted highly skilled workers, which is important for retaining talent in the country.

**10 supported businesses** also improved the **quality of existing job positions**. For instance, upgraded manufacturing equipment has made workplaces safer, such as in [project 3](#). All **50 projects** invested in employee training, resulting in a higher skilled workforce, and in some cases higher salaries for employees.

Refer to important  
outcome indicators

[Link to projects](#)

You can report  
important results that  
were not captured in the  
Results Framework!

# Outcome level results, example (continued)

An **unplanned result** of the programme's investments was that **10 businesses attracted additional investment** as a direct result of their projects. These investments are geared towards stimulating sustainable business growth and commercialization. This suggests that these projects are likely to be sustainable (See for example [project 4](#)).

**Unfortunately**, the programme only achieved **half of its target CO2 emission reductions**. This is partly **explained** by the fact that several projects reported that it was difficult for them to quantify the decrease of energy consumption and amount of CO2 emissions reduced. Calculating these figures accurately requires technical experts that are costly in relation to the size of the project grants. **This means that** the funded projects probably achieved greater CO2 emission reductions than reported. **Nevertheless**, the programme has shown that with grant support and encouragement, many businesses can become greener whilst remaining competitive and profitable.

Example discussing important **unplanned or unexpected results**

Example discussing a **negative result**. A reason is given for this. This is ok, we can learn from this.



## 5<sup>th</sup> block – assess the achievement of the outcome statement

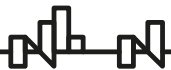
- Overall, was **your outcome statement** successfully achieved, partially achieved or not achieved?
- Describe and analyze why/why not

Overall, Outcome 1 '*Increased competitiveness of enterprises in the focus area of Blue Growth*' **was successfully achieved**. This is **evidenced** by the high quality of completed projects, which together achieved most of the outcome's indicator targets. Most of the supported businesses have a high potential to expand their operations in the future, whilst contributing to a more sustainable coastal environment.

Short assessment

Evidence and  
elaboration

[60 words]



*Describe the main challenges and lessons learnt during implementation. Refer to relevant monitoring and evaluation findings. (Maximum 400 words)*

- **What do we mean by ‘challenges’ and ‘lessons learnt’?**

**Challenges** are the things you had problems or difficulties with. It is perfectly normal to have experienced challenges and to be transparent about these

- What exactly was the challenge and why was it a challenge?
- How did these affect implementation, and how much? For example: created a risk but didn't materialize; created a big risk which materialized and caused X and Y to happen

**Lessons learnt** are good practices for how you dealt with your challenges.

- Some lessons may be how you addressed your challenges in this period
- Some lessons may be what you would do differently next time.



# Suggested structure for challenges and lessons

What was the challenge?	Why was it a challenge?	How did the challenge affect the programme?	What was the lesson learnt?
The challenge was...	.. because ... due to	The effect of the challenge was... The consequence of the challenge was...	The lesson learnt was... In response we...

## What are some examples of challenges and lessons learnt?

Long design phase? Too short implementation phase?	Covid-19? Supply chain blockages? High inflation?	Programme/ project management capacity?	Too many calls? Lack of interest in calls? Too slow to launch calls?
Slow implementation of projects with hard measures?	Difficulty sequencing hard and soft measures?	Project resignations?	Too many/few projects? Too big/small projects?

# Outcomes: Challenges & lessons learnt examples 1

**Covid-19 restrictions** negatively affected building good working relationships with Donor Programme Partners and Project Promoters early in the programme implementation period. This affected the timely release of planned of calls was delayed **because** partners had more difficulty meeting in person for Cooperation Committee meetings and other events. **In response**, the Programme Operator moved many meetings and trainings onto Teams. This proved useful for progressing the programme but was less effective than developing face to face relationships with partners.

**High inflation in 2022** negatively affected the budgets of many projects. Higher market prices for procuring equipment **caused** 5 Project Promoters to resign, and 13 projects to downscale their planned activities. **In response**, the Programme Operator was able to renegotiate the terms of some project contracts to ensure the main project components were successfully completed. The challenge of high inflation was further exacerbated by optimistic initial budgets that did not reflect the real costs of the project at the time of implementation. **The lesson learnt for a future projects** was that project budgets need to be a realistic market average and not the cheapest price, a buffer for inflation should be included. This is particularly important for projects with long timeframes and construction components.

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# Outcomes: Challenges & lessons learnt examples 2

**Programme management capacity** was a challenge **because** the programme released more calls for proposals than planned. Writing call texts and conducting project assessment, selection and contracting absorbed more time and human resources than anticipated. As a consequence, programme implementation was slower than planned **The lesson learnt was that setting clear milestones** is important for each stage of the planned release of calls. This can help avoid delays and staff capacity constraints. Having fewer, larger calls is also preferable to launching many smaller calls.

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# Writing 'Bilateral Outcome' text



**Bilateral Outcome [statement]**

*Describe how bilateral partnerships contributed to results. Refer to project examples. (Please do not include the activities carried out under the Fund for bilateral relations). (Maximum 800 words)*

- Suggested to use a similar text structure as the programme outcomes
- Focus is on partnership results between Project Promoters and the donor project partners
- Do not write about bilateral initiatives here



# Bilateral outcome: Similar structure to outcomes

Introduction

Theory of change logic

Conclusion

10%

What was the **issue**?

Consider why this was relevant to address

10%

What did the programme **do** ?

Consider # and % of projects. What kinds of activities?

70%

What **output-level results** were achieved?

Consider your output indicators vs targets  
Refer to projects

What **outcome-level results** were achieved?

Consider your outcome indicators vs targets.  
Consider unintended/unexpected results.  
Consider whether partnerships added value.

10%

Overall, to what extent was the **outcome statement achieved**?

Consider your main information sources to write a well evidenced conclusion



# Bilateral outcome: Example fragment

The Bilateral Outcome aimed to enhance collaboration between beneficiary and donor state entities involved in the programme. Strengthening bilateral relations is one of the two high-level goals of the **EEA and Norway Grants**. Engaging in partnerships can also be a means to achieving better results in certain projects.

Overall, **20 out of 40 projects (50%)** involved cooperation with a donor project partner from the donor states of Norway, Iceland or Lichtenstein. Partnerships typically involved **sharing technical information that could enhance the success of the project**. For instance, **project 1 [elaborate...]**

Etc...

**Introduction:** what it aimed to do and why it is relevant

**What was done:**  
Number of projects with partners

What the partnerships typically did

Add project examples



## Bilateral outcome: Example (continued)

In terms of output-level results, **77 joint training courses** were co-organized by donor and beneficiary state entities. These training courses focused on topics such as **[describe]**. A good example was **project 2**...

Overall, the **average level of satisfaction with the partnerships was 6.5 out of 7**, which is very high. Many projects reported that the partnership added value in terms of **[describe]**. For instance, **project 3** and **project 4** achieved results that would not have been possible without the partnership. This was due to the technical contribution of donor project partners in the area of **[describe]**.

Projects also reported a **high level of trust (6.3 out of 7)** between partners. This shows that partners were able to work collaboratively together. In some cases, this suggests that the partnership may be sustainable beyond the life of the programme, such as in **project 5**.

**Overall**, the bilateral outcome was **achieved [elaborate]**.

**Bilateral output results**, if applicable

**Bilateral outcome results.**

Supplement with specifics from PLI descriptions

**Conclude:** Was the bilateral outcome achieved? Elaborate

*Describe the main bilateral challenges and lessons learnt during implementation. Refer to relevant monitoring and evaluation findings. (Maximum 400 words)*

- Same suggested text structure as programme outcomes
- **Bilateral challenges** are usually the things you had problems or difficulties with.
  - Why was something a challenge?
  - How did the challenge affect bilateral results, and how much?
- **Bilateral lessons learnt** are good practices for how you dealt with your challenges.
  - How did you adapt in the mechanism?
  - What are some good lessons and practices for the future?



What was the challenge?	Why was it a challenge?	How did the challenge affect the programme?	What was the lesson learnt?
The challenge was...	.. because ... due to	The effect of the challenge was... The consequence of the challenge was...	The lesson learnt was... In response we...

## What are some examples of bilateral challenges and lessons learnt?

Difficulty finding suitable partners?	Delays establishing the partnership slowed implementation?	Financial reporting, including small expenses?	Comparatively high cost of donor project partners?
Lack of added value?	Low contribution of the partner in general work? / lack of responsibility?	Unclear role of each partner?	Differing viewpoints on how to implement projects?





# Writing exercise



## Exercise: write text for one outcome

- Use your prior knowledge, information you have with you, and your imagination
- Focus on writing a good structure that is logical and tells the results story
- Due to time, we suggest focusing on writing about your output or outcome results

*Analyse and describe the most important results achieved. Refer to project examples. (Maximum 800 words)*



# Outcomes: Suggested text structure

Introduction

Theory of change logic

Conclusion

10%

What was the **issue/challenge** addressed in this outcome area?

Consider why this was relevant to address

10%

What did the programme **do**?

Consider #calls, #projects and characteristics (type, region, grant size, focus, etc.)

30%

What **output-level results** were achieved?

Consider your output indicators vs targets and the output statement. Reference projects

40%

What **outcome-level results** were achieved?

Consider your outcome indicators vs targets. Consider unintended/unexpected results too. Reference projects

10%

Overall, to what extent was the **outcome statement achieved**?

Consider your main information sources to write a well evidenced conclusion



# Writing 'Programme Objective' text



## Programme objective [statement]

Eligible expenditure: [EUR]    Amount incurred: [EUR]

*Describe the issues the programme aimed to address and the importance of these issues in the national context. (Maximum 300 words)*

*With reference to the programme objective, analyse how the programme contributed to the overall objectives of the Grants (i) reduced social and economic disparities and ii) strengthened bilateral cooperation. (Maximum 500 words)*

*Analyse the expected sustainability of the main programme results. (Maximum 300 words)*

- **Suggestion: Write the ‘Programme Objective’ section last**

## Programme objective [statement]

Eligible expenditure: [EUR]    Amount incurred: [EUR]

*Describe the issues the programme aimed to address and the importance of these issues in the national context. (Maximum 300 words)*

- Describe the main issues the programme addressed:
  - Remember: these issues were operationalized as programme outcomes!
  - Remember: You described these issues in your original concept note – **remember to put in past tense: not aims to do → aimed to do**
  - Refer to the programme's main target groups
- Describe why these issues were important in the national context
- Check the [eeagrants.org](http://eeagrants.org) website for useful text to use!
  - Click [countries](#) > [your country], scroll down and click the [programme name](#)

Click [countries](#) > [your country], scroll down and click the [programme name](#)

## Why is the programme needed?

Culture and art are widely recognized in Europe as drivers for creativity and innovation, contributing to mutual understanding and respect. Culture and cultural heritage can also play a key role in local and regional development by creating employment and strengthening social inclusion.

The wealth of cultural heritage in Bulgaria calls for better management. Besides improving the physical state of facilities, there is a strong need to adapt collections to current needs, putting items into context and developing educational and outreach activities to attract larger numbers of visitors.

To make full use of the potential of arts and culture, they must also reach a broader audience throughout the country. To achieve this, cultural players need to develop their skills to develop and better involve audiences.

There is also a need to improve mutual understanding between majority and minority cultures, especially Roma, by fostering dialogue through cultural or educational events, exhibitions and documentation of Roma culture.

## Objective: Issues example

In [Country X], culture and art are widely recognized as drivers for creativity and innovation. Culture and art plays a key role in local and regional development by creating employment opportunities. It also contributes to mutual understanding and respect, strengthening social inclusion.

**Due to the wealth of cultural heritage in [Country X], improved and ongoing management is required.** The programme **aimed to** improve the physical state of important cultural facilities through renovations and restorations of historical sites. It also aimed to adapt collections, for instance by putting them into historical context or by digitizing them.

**To expand their potential, arts and culture must reach a broader audience throughout the country.** Therefore, the programme **aimed to** promote educational and outreach activities to attract a larger and more diverse number of visitors.

Etc.

Why is the programme area important in the country?

What is the issue?

What did the programme aim to do?

What is the issue?

What did the programme aim to do?



*With reference to the programme objective, analyse how the programme contributed to the overall objectives of the Grants (i) reduced social and economic disparities and ii) strengthened bilateral cooperation.  
(Maximum 500 words)*

- Suggestion: write this block in 2 parts:
  - 1) How it contributed to reduced social and/or economic disparities
    - Make the connection between your outcome results and the programme objective and grants objective
  - 2) How it strengthened bilateral cooperation
    - Summarise your most important results from out bilateral outcomes text
- Check the [eeagrants.org](http://eeagrants.org) website for useful text to use!
  - Click [countries](#) > [your country], scroll down and click the [programme name](#)

Click [countries](#) > [your country], scroll down and click the [programme name](#)

## What will the programme achieve and who are the beneficiaries?

The programme will support projects improving the conditions for presentation of artefacts in museums, galleries, libraries and *chitalishta* – unique Bulgarian community centres. It will also support projects documenting the cultural history of different social, ethnic and cultural minorities, especially of Roma. The programme also aims to improve access to culture through projects which create new cultural content by organising festivals, performances, exhibitions and cultural routes. Transfer of knowledge through international cooperation will help develop capacities on audience development and cultural entrepreneurship.

People from different minority or ethnic groups, especially Roma, artists, students, entrepreneurs, children and young adults will directly benefit from the projects as participants in cultural events and exhibitions, being employed in the culture industry, or by participating in bilateral exchanges and practices.

## How will the programme strengthen bilateral relations?

The Culture programme in Bulgaria contributes to forging bonds between cultural actors and institutions in Bulgaria and in the donor countries. As programme operator, the Ministry of Culture of Bulgaria intends to strengthen bilateral cooperation by encouraging bilateral projects in the fields of arts and cultural heritage. The Arts Council in Norway, in its role as Donor Programme Partner (DPP), will help inform and connect cultural actors in Norway and ensure the participation of the Norwegian cultural sector in projects.

The programme will organize further bilateral activities, including ‘partner search’ workshops in Norway, expert meetings, study visits and mobility grants to allow potential partners to meet.

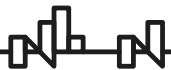
- Check if the text is relevant
- Change to past tense:
  - Will support → supported
  - Aims → aimed
  - Will benefit → benefitted
  - Contributes → contributed
  - etc

# Contribution to the objectives of the Grants - Example

The programme X improved the conditions for presentation of artefacts in museums, galleries, libraries and *chitalishta* – unique Bulgarian community centres. It also documented the cultural history of different social, ethnic and cultural minorities, especially of Roma and improved access to culture by organising festivals, performances, exhibitions and cultural routes. Transfer of knowledge through international cooperation also developed capacities on audience development and cultural entrepreneurship. People from different minority or ethnic groups, especially Roma, artists, students, entrepreneurs, children and young adults directly benefited as participants in cultural events and exhibitions, being employed in the culture industry, or by participating in bilateral exchanges and practices.

The Programme also contributed to forging bonds between cultural actors and institutions in Bulgaria and in the donor countries. As programme operator, the XXX strengthened bilateral cooperation by encouraging bilateral projects in the fields of arts and cultural heritage. The Arts Council in Norway, in its role as Donor Programme Partner (DPP), helped inform and connect cultural actors in Norway and ensured the participation of the Norwegian cultural sector in projects.

The programme organized further bilateral activities, including ‘partner search’ workshops in Norway, expert meetings, study visits and mobility grants to allow potential partners to meet.



*Analyse the expected sustainability of the main programme results. (Maximum 300 words)*

- Analyze your most important programme results under each outcome
- Analyze the extent to which these results are **sustainable**
- Describe why you think the results will be sustainable
- **What do you think makes results sustainable?**
  - Policy-level changes / National priorities
  - Institutional changes
  - Private sector involvement
  - Deliverables remain available free of charge



# Objective – Sustainability

- **Sustainability** refers to the ***continuation of benefits*** from the programme after major support has been completed, including (and not limited to) the ***probability of continued long-term benefits***, the ***resilience*** to risk of the net benefit flows over time. It has various dimensions: ***social, economic, political, environmental, financial, institutional*** etc
- **Questions/Topics to be considered:**
  - Are key stakeholders acquiring the necessary capacities (incl. institutional, human and financial) to ensure the continued flow of benefits?
  - Is access to benefits generated by the programme affordable over the long term?
  - Is there any involvement of the private sector? (where/as applicable)



Please help us improve by assessing the session  
on **Programme Results in the FPR**



<https://forms.office.com/e/xhB7AMSRbr>

# Session 3: Completion of projects

Presented by: FMO Legal and Finance Units



# Eligibility rules for projects

Eligibility rules for projects Article 8.2. – 8.6. of the Regulations.

For example, in order to be eligible, the expenditure must be:

- ✓ Incurred between the first and final dates of eligibility
- ✓ Proportionate and necessary for the implementation of the project
- ✓ Identifiable and verifiable
- ✓ Used for the sole purpose of achieving the objectives of the project etc.

Irregular expenditure – NON-ELIGIBLE – cannot be claimed in the Final Programme Report





## End of eligibility period for projects

- The final date of eligibility for **project costs** is **30 April 2024**
- Costs must be **incurred** before this date to be eligible for reimbursement from the Grants:

✓ **Invoiced**



✓ **Paid**



✓ **Delivery of goods / performance of service or works**



- Exceptions **NON-CUMULATIVE**:

1. Costs can be paid up to **30 days** after, if invoiced and performed/delivered before
2. Later performance/delivery – flexibility to be agreed by the Programme Operator



## Slide 73

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**BR0**

This slide should appear before the FPR section

BYMOLT Roger, 2024-04-01T20:29:17.267

**AIF0 0**

Thank you very much for your suggestion. I think the topic of eligible costs and incurred costs in projects should be treated in this section - as an introduction defining and describing the status of projects for reporting purposes.

AVRAM Ioana-Fulvia, 2024-04-04T13:01:19.193

# Exception 1 – Incurred expenditure

## Regulations Article 8.2.3

Costs for which an **invoice has been issued in the final month of eligibility** are also deemed to be incurred within the dates of eligibility if the corresponding costs are paid within 30 calendar days of the final date of eligibility – meaning at latest **until 30 May 2024** (or earlier for projects that end before 30 April 2024).

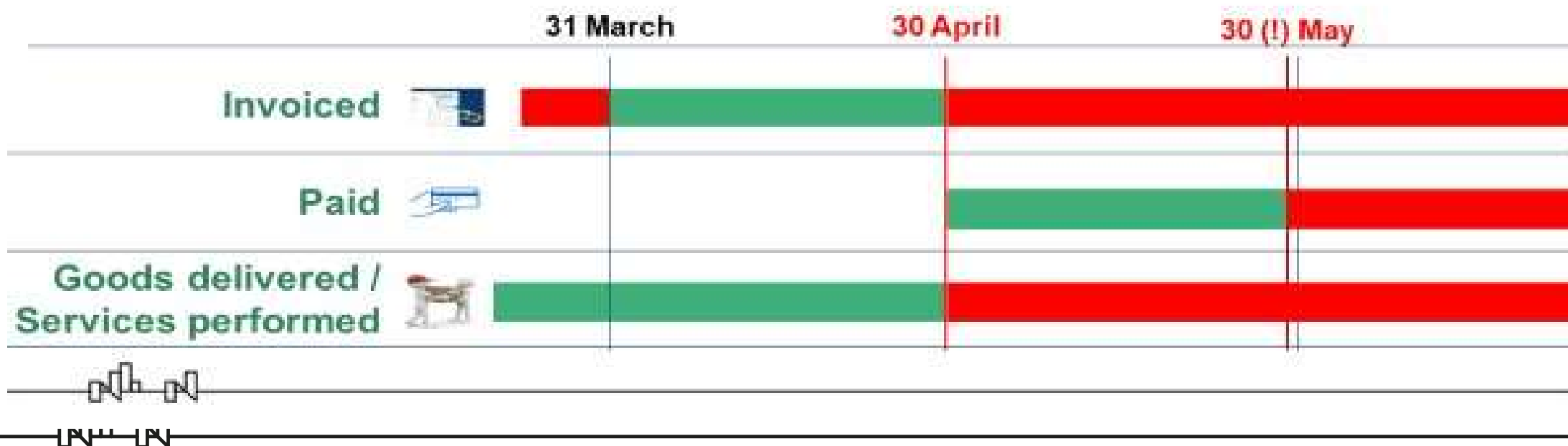
Salaries of the Project Promoter and Partners' staff should be considered eligible if paid until **30 May 2024** even if the salary slips/or timesheets were done in May by the relevant HR/admin services; the Programme Operator to be able to conclude from the salary slip/timesheet that the salary is paid for work done during April 2024.



# End of eligibility period for projects

## Exception 1

Costs for which an **invoice has been issued in the final month of eligibility** are also deemed to be incurred within the dates of eligibility if the corresponding costs are paid within 30 calendar days of the final date of eligibility – meaning at latest until **30 May 2024** (or earlier for projects that end before 30 April 2024).



## Exception 2 - Incurred expenditure

Regulations Article 8.2.3

New exception added in the Regulation in 2023

Programme Operators can decide to consider an expenditure to be incurred within the eligibility period, if

- The cost has been invoiced and paid within the eligibility period, and
- The contractual obligations have been carried out by a later date

The Programme Operator sets the deadline for performance of the contractual obligations, but it can be no later than 31 December 2024.

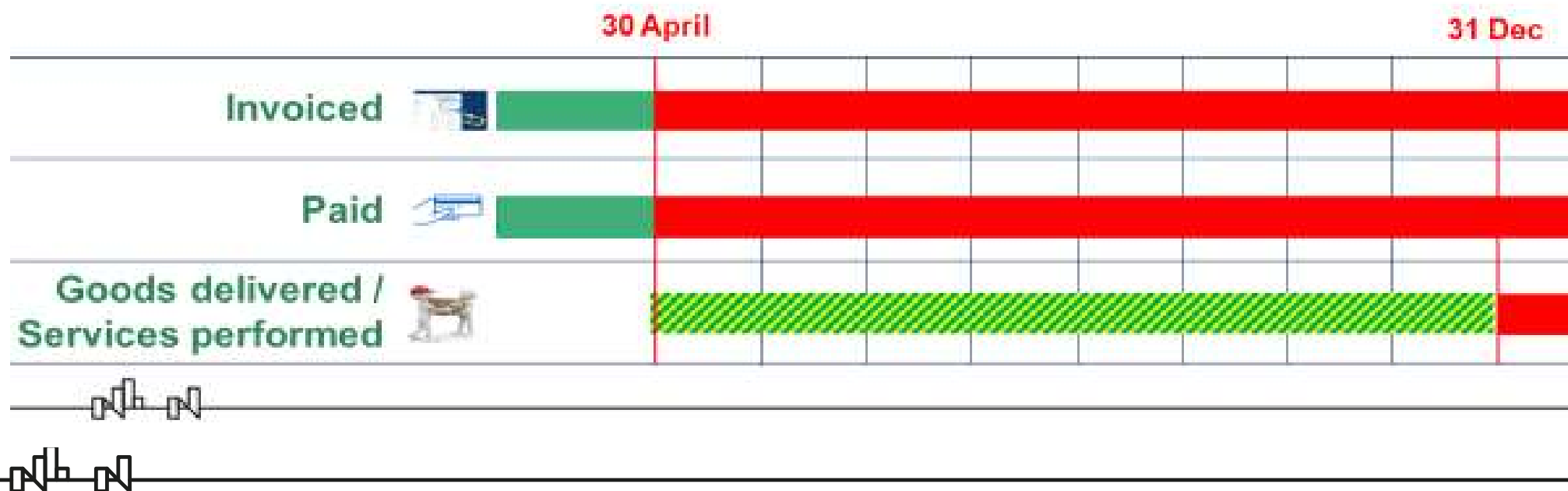


# End of eligibility period for projects

## Exception 2

Programme Operators can decide to consider an expenditure to be incurred within the eligibility period, if the cost has been **invoiced and paid within the eligibility period**, and the contractual obligations have been carried out by a later date

The Programme Operator sets the deadline for performance of the contractual obligations, but it can be no later than 31 December 2024.



# Information on projects in the FPR

## Summary of Projects

Information from GrACE based on the PLIs – Importance of updating the PLIs!

		Number of projects contracted	Number of projects completed	Project grant contracted (EEA/NO Grant + national co- financing)	Project grant incurred (EEA/NO Grant + national co- financing)	Project Eligible Expenditure contracted (Includes project co-financing)	Project Eligible Expenditure incurred (Includes project co-financing)
	Pre-defined	[Number]	[Number]	[Amount]	[Amount]	[Amount]	[Amount]
Outcome 1	Contracted through open calls						
	Contracted through small grant schemes						
	<b>Total outcome 1</b>						
Outcome 2	Pre-defined						
	Contracted through open calls						
	Contracted through small grant schemes						
	<b>Total outcome 2</b>						
<b>Total programme costs</b> (Excluding programme management costs)							



# Information on projects in the FPR (annex 5)

Registration in GrACE PLI : Annex 5 – Contracted projects

Project code	Project name	Project Promoter	Implementation modality	Outcome	Number of donor project partners	Project grant contracted (EEA/NO Grant + national co-financing)	Project grant incurred (EEA/NO Grant + national co-financing)	Project contract status
<a href="#">[link to PLI in GrACE]</a>	[Text]	[Text]	[Call; PDP]	[ 1,2,3 ]	[Number]	[Amount]	[Amount]	[Completed; partially completed; terminated;]

Completed

Partially completed

Terminated





# Legal Basis – completed/partially completed projects

## Regulation Article 8.13.4

Programme Operator to reimburse the Donors for any project that isn't completed

- by end of eligibility period, or
- *"in a timely manner"* after that, if PO can guarantee that funds will be made available.
  - *"in a timely manner"*: must be reported as complete in Final Programme Report

FMC may waive right to reimbursement for *"clearly identifiable and viable components of the projects"* that have been completed.



# Completed projects

**All the activities planned in the project contract have been completed.**

- The existence of budget savings at the end of a project and/or not meeting its targets does not preclude the project from being considered completed.
- The Programme Operators are strongly encouraged to ensure that the final project reports are approved and all the outstanding financial obligations regarding the projects are settled before the submission of the Final Programme Report. However, these activities do not affect the final status of the project to be reported to the Donors.
- Any potential pending recoveries from projects (e.g., due to irregularities) also do not affect reporting the project as completed if the condition listed above is fulfilled.



# Projects completed with other funds

- If a project cannot be completed before the final date of eligibility, the Programme Operator must ensure that **funds are made available** to complete the project in a **timely manner** (Art.8.13.4)
- Projects finalized with other funds must be **reported as completed** in the Final Programme Report
- There are **no restrictions or conditions on what funding sources** can be used after 30 April 2024
- **The amount of the additional funding used for project completion must be indicated in the final registration of the Project Level Information (PLI) in GrACE.**
- **Results achieved through funding from other sources** between 1 May 2024 and the submission of the Final Programme Report in April 2025 will be **viewed as part of the projects'/programmes' results.**



# Partially completed projects

**Some but not all the activities planned in the project contract have been completed by its contracted end date.**

To be signalled in the PLI in GrACE as soon as known together with the reasons for non-completion.



## Assessment of partially completed projects

Assessment of "identifiable and viable components" delegated to Beneficiary States, **except for**:

- Pre-defined projects
- Projects receiving a grant from the programme equal to or greater than EUR 2,000,000 (including national co-financing at programme level but excluding project co-financing). The contracted value of the grant (as per project contract) is to be considered.



## Slide 84

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**ZJO**

We could consider taking out the last sentence from this slide, as most trainings will take place after the end of project eligibility period.

ZIVANOVIC Josip, 2024-04-10T12:27:39.214

# Assessment of partially completed projects

## Guidance provided

"Viable" – In a condition to fulfil objectives without further work

"Identifiable" – Monetary value can be established

Unfinished construction works should not be included

	Infrastructure	Services	Capacity building	Research and innovation	Advocacy etc.	Written deliverables
✓	<p>Fully completed components of infrastructure deliverables (eg. a wing of a building, energy generation units, green/blue infrastructure) that are ready to use</p> <p>Delivered equipment</p> <p>Studies completed</p> <p>Completed connections to utilities, even if not in use yet</p>	<p>Goods, equipment and services delivered</p> <p>even if the project output targets were not fully met.</p>	<p>Capacity building (training, technical assistance, conferences, etc.) and equipment delivered</p> <p>even if the project output targets were not fully met</p>	<p>Activities carried out, equipment and services delivered</p> <p>even if the final deliverables are not completed</p>	<p>Activities and campaigns carried out, services delivered</p> <p>even if the project output targets were not fully met</p>	<p>Activities carried out towards producing written deliverables (studies, strategies, mapping, curricula etc.)</p> <p>even if the deliverables themselves are only partially completed</p>
X	<p>Partially completed components that cannot be put to intended use without further works</p>	<p>Portion of goods and services paid for by the project promoter, but not delivered by the contractor</p>				



# Reporting the assessment of partially completed projects in the Final Programme Report **FPR**

All decisions taken for partially completed projects to be reported in Final Programme Report.

## Annex 6 – Partially completed projects

Project code	Project name	Project grant contracted	Project grant incurred	Reason for partial completion	Upload the form and supporting files on viable and identifiable components
<a href="#">[link to PLI in GrACE]</a>	[Text]	[Amount]	[Amount]	[Text, inserted from PLI in GrACE]	[Upload button for multiple files]

<sup>[1]</sup> For PDPs, the amount should be based on the Programme Agreement at the time the FPR is done.

**For partially completed pre-defined projects or other projects receiving a grant equal to or greater than EUR 2,000,000 (including national co-financing but excluding project co-financing), a detailed form must be uploaded including the following:**

- Description of planned activities and their completion status
- Planned budget and incurred amounts per activity
- Planned targets and actual results
- Reasons for non-achievement
- Assessment of the viable and identifiable components per activity

**The template for this form is included in Annex 1 to the Closure Guidance.**

*Please also upload any relevant supporting material (reports, photos, etc.)*





# Donors' assessment on partially completed projects

- For partially completed **pre-defined projects** and **other projects receiving a grant from the programme equal to or greater than EUR 2,000,000** (including national co-financing at programme level but excluding project co-financing), **the final assessment of viable and identifiable components and the associated costs that are considered eligible will be made by the Donors.**
- **Assessment based on the information submitted with the Final Programme Report (annex 6 and using the form 1 annexed to the Guidance on Closure).**
- The assessment will start at earliest after the submission of the Final Programme Report.
- Possibility of having a final assessment different from the one presented by the Programme Operator in the Final Programme Report (contradictory procedure – the Donors to take into account the views of the national authorities; the correction of the final balance may be necessary/a debit note may be sent).



# Reporting the assessment of partially completed projects **FPR**

***For partially completed non-predefined projects receiving a grant of less than EUR 2,000,000 (including national co-financing but excluding project co-financing):***

*The template for this form is included in the Annex 2 to the Closure Guidance.*

Project code	Project name	Project grant contracted	Total project grant incurred	Reason for partial completion	Upload the form containing the summary of the assessment made by the Programme Operator to accept eligible costs under the project
<a href="#">[link to PLI in GrACE]</a>	[Text]	[Amount]	[Amount]	[Text, inserted from PLI in GrACE]	[Upload button for multiple files]

## **1. Summary of the decision taken and its justification**

*300 words maximum*

## **1. Assessment of the viable and identifiable components in the project**

*500 words maximum.*

*Please provide your assessment of the project's components, keeping in mind that:*

- to be considered viable, the components must be in a condition to be able to fulfil their objective without further work.*
- to be considered identifiable, it must be possible to establish the monetary value of the component.*



# Terminated Projects

**The project contract has been terminated before the project reached its contracted end date.**

- Usually, projects terminated with zero eligible costs



# Terminated Projects with costs

- In situations where some activities/components of the project have been undertaken and the Programme Operator may consider that some costs are eligible, the projects will be **treated as partially completed projects regarding the decision to accept eligible costs** (requiring an assessment of viable and identifiable components of the project).
- The costs used for the components of the projects should be, as much as possible, for viable components and should be identifiable. The necessary and proportionate character of such costs will need to be justified. All the information on such projects shall also be **reported in the Annex 6 of the Final Programme Report** at the time when the Final Programme Report is submitted.



Please help us improve by assessing the session  
on **completion of projects**



<https://forms.office.com/e/FQDcLQSZtj>

# Session 4: Irregularities, Conditions and Special Concerns



# Reporting of irregularities in GrACE - recap

- Importance of reporting and following up the cases of irregularities in GrACE
- The **Programme Operator** has the overall **responsibility** for reaching the objectives and implementing the Programmes. The PO must **prevent, detect and nullify/remedy/correct** any cases of **irregularities** (Art. 12.1.).
- Irregularities: broad definition
- The Programme Operator is also responsible for the **reporting to the national Irregularities Authority** of irregularities, their investigations and remedies taken (Article 12.3.3.).
- **Irregularities Authority**: reporting to the FMO via GrACE (regular reporting and follow-up reporting of open cases; immediate reporting and follow-up) keeping a **register of all irregularities**.



# Reporting of irregularities in the Final Programme Report

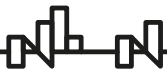
- In the main body of the FPR
- Information pre-filled automatically by GrACE based on the reporting of irregularities by the Irregularities Authority and considering the status of irregularities in GrACE. Programme Operators should check the information.
- In cases where it is not possible to close an irregularity case before submission of the Final Programme Report, the Final Programme Report must be submitted, but the Donors may decide not to approve the Final Programme Report until the irregularity case has been closed.





# Reporting of irregularities in the Final Programme Report (main body of the Report)

Case ID number	Reporting level	Nature of irregularity	Case opened	Status	Estimated final input to the FMO for cases not closed	Decision	Amount of financial correction
<a href="#">[Case id link]</a>	[-Project; -Programme]	[-Conflict of interest; -Deviation from Programme Agreement; - Deviation from project contract; - Deviation from public procurement procedures; - Error in financial report - Fraud/ corruption; ]	[date]	[-Closed; -Follow-up review; -Initial review; ]	[date]	[Text from GrACE]	[Amount]



# Reporting of irregularities in the Final Programme Report

- The list of irregularities added in the FPR will be extracted from GrACE based on reported irregularities
- The PO should verify that it has reported all irregularities for which the legal framework requires reporting
- The PO should provide information on an estimated date for the final decision should there be any open irregularities at the time of the FPR reporting and should provide the Irregularities Authority with relevant follow up information (so that irregularities reports are updated in GrACE).
- General numbers and trends concerning irregularities should be provided in the strategic report by the NFP
- The Registry of Irregularities should be up to date at national level (as per Article 12.4. of the Regulations)



# Conditions

- In Annex 1 of the Programme Agreements (general conditions, pre-eligibility conditions)
- Types:
  - ☐ Need continuous tracking
  - ☐ One-time fulfilled
- The Programme Operator should check the programme agreement conditions information in Annex 7 (based on information existent in GrACE) and briefly describe the measures taken to fulfil each condition. Text on conditions that have been fulfilled and reported in previous APRs – pre-generated in GrACE using data from GrACE and editable.
- Non-fulfilment of conditions = irregularities (and consequences of irregularities)



# Reporting on conditions in the Final Programme Report (Annex 7) **FPR**

Description	Tracking	Marked as fulfilled in GrACE	Date of fulfilment	Briefly describe the measures taken
[Condition 1]	[-Continuously tracking; -One-time fulfilment;]	[-Yes; -No; -N/A;]		



# Reporting on conditions in the Final Programme Report – Example one time fulfilled condition

- Condition one time fulfilled – information from GrACE based on reporting from APRs

5. For the outcome 1 indicators “Annual number of visitors to supported cultural heritage sites, museums and cultural activities” and “Annual revenues generated by the restored monuments (in €)”, where the baseline value is “to be determined” (TBD), the Programme Operator shall submit to the FMO for approval the baseline value, together with a description of the data collection method used, no later than six months after the finalisation of the selection of projects under the call for proposals within this outcome. The updated baseline value shall be agreed upon through a modification of the programme agreement.

- Condition fulfilled on the date provided in APR. The programme Operator to verify and, if necessary, correct the information in the FPR.



# Reporting on conditions in the Final Programme Report – Example continuously tracked condition (1)

*“The National Focal Point shall ensure that the Programme Operator ensures that project promoters:*

- Keep any buildings purchased, constructed, renovated or reconstructed under the project in their ownership for a period of at least 5 years following the completion of the project and continue to use such buildings for the benefit of the overall objectives of the project for the same period;*
- Keep any buildings purchased, constructed, renovated or reconstructed under the project properly insured against losses such as fire, theft and other normally insurable incidents both during project implementation and for at least 5 years following the completion of the project; and*
- Set aside appropriate resources for the maintenance of any buildings purchased, constructed, renovated or reconstructed under the project for at least 5 years following the completion of the project. The specific means for implementation of this obligation shall be specified in the project contract.”*



# Reporting on conditions in the Final Programme Report – Example continuously tracked condition (2)

Condition needing continuous tracking – guidance for a sufficiently clear and complete reporting – **avoiding additional questions from the FMO: need to provide follow up to all elements referred to in the condition and address all the duration of follow-up required.**

**On the condition presented in the slide above:**

Need to report that the Programme Operator incorporated all mentioned elements of the condition in all relevant project contracts and relevant applicable guidelines. However, this is not sufficient! The PO should explain how the condition and its elements are being monitored by the Programme Operator during the project implementation and how it will be followed up during the sustainability period. Avoid simple general affirmations and provide concrete examples!



# Special Concerns

- In the MoU – Annex B
- For example: The Programme shall address x or y areas...x% shall be set aside for....the following target groups shall be addressed... etc.
- Reporting in the FPR Annex 7

*Please describe how MoU special concerns have been addressed in the programme and explain any significant deviations [max 300 words].*

- If the special concerns address various points, please refer to all those points in the text of the reporting.





Please help us improve by assessing the session  
on **irregularities, conditions and special**



<https://forms.office.com/e/k1KhgexpfP>

# Reflections and key insights from day 1



# Key Insights

- 1) Agenda of Day 1 – Main Points
- 2) Questions and Answers



**Welcome back to the training on closure of programmes!**



# Agenda – Day 1

09:00 - 09:15 Welcome coffee

09:15 - 10:00 **Session 1: Introduction to the Closure of Programmes**

All

10.00 - 13.00 **Session 2: Programme Results (Final Programme Report)**

R&E

13.00 - 14.00 Lunch

14.00 - 15.30 **Session 3: Completion of Projects**

Legal

15.30 - 15.45 Coffee Break

15.45 - 16.45 **Session 4: Irregularities and Conditions**

Legal

16:45 - 17:00 Reflections on Day 1



## Agenda – Day 2

09:00 - 09:15	Recap and introduction to day 2	
09.15 - 10.30	<b>Session 5: Financial Reporting and Final Balance</b>	Finance
10.30 - 10.45	Coffee Break	
10.45 - 11.45	<b>Session 6: Bilateral Fund and Technical Assistance</b>	Finance
11.45 - 12.30	Lunch	
12.30 - 14.00	<b>Session 7: Communications/PLIs, Evaluation report and Results Framework (Final Programme Report)</b>	R&E
14:00	Closing of the training	



# CLOSURE TRAINING DAY 2



# Session 5: Financial Reporting and Final Balance





## Slide 110

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**AIF0**

Would you like to include here a slide on the eligibility of management costs for the PO: new deadline 30.04 - implications....and applicable rules Art. 8.10. ex categories of eligible costs? Some POs may question the amount of their management costs? Can they keep the percentage as agreed in the PA although in total eligible expenditure in the programme may be much lower than initially agreed

AVRAM Ioana-Fulvia, 2024-04-04T12:41:01.702

**AIO 0**

[@ZIVANOVIC Josip]

AVRAM Ioana-Fulvia, 2024-04-05T08:23:38.109

# **Financial report for the last reporting period**



# Financial report for the last reporting period

- Annex 1 to the FPR
- **Reporting period**: as of the last IFR period until the FPR submission date
- **New element**: 'Have budget flexibility measures been applied?'
- Follows the structure of the IFR (but no proposed expenditure, i.e. no Part B)
- Part A: The last opportunity to influence the Final balance of the programme
  - Incurred expenditure
  - Adjustments
    - Interest earned
- PO verification
- CA certification



# Have budget flexibility measures been applied?

- If **YES**:
  - Tick the box!
  - Blue cells to be filled in manually.
  - These values will be used as reference for the 'total budget' in all subsequent tables.

	Programme eligible expenditure as per Programme Agreement	Programme eligible expenditure after the flexibility measures have been applied
Programme management		
Outcome 1		
Outcome 2		
....		



# Incurred expenditure

- To be reported in Part A of the Financial report.
- Report only expenditure **for the last reporting period!**
- Descriptions should remain **concise** and **clear**.

## Outcome 1: [Statement]

	Reporting period (MM/YYYY)	Eligible expenditure	
Total		[national currency if applicable]	[total in EUR]

*Describe the actual expenditure incurred, such as expenditure per call/pre-defined project, explanations for significant deviations from planned spending in the reporting period, and information on any payments for activities delivered after 30 April 2024. (Maximum 500 words)*



# Adjustments

## Types of adjustments

- Recovery due to irregularity → always negative (-)
- Irregularity not reported yet → always negative (-)
- Return of unspent funds → always negative (-)
- Recovery due to (partial) non-completion of a project → always negative (-)
- Previously non-reported expenditure → always positive (+)
- Other → positive (+) or negative (-)

New!



# Adjustments

Return of unspent funds **vs** Recovery due to (partial) non-completion of a project

- Return of unspent funds

→ for **on-going** and (fully) **completed** projects

- Recovery due to (partial) non-completion of a project

→ for **partially completed** and **terminated** projects that qualify for partial or full reimbursement of their EEA and/or Norway grant



# Adjustments

## Do not forget to report

- Any **funds reimbursed from Project Promoters** to the Programme Operator, not paid to other projects or reimbursed to the FMO (ref. Article 9.4.1(b)(iv) of the Regulation.
- Amounts **recovered** or **subject to a future recovery** from the project (unduly paid amounts) are to be included in the Financial report for the last reporting period (Annex 1).





# Effect on reported expenditure

## Example – return of EUR 5,000

– Outcome 1:

EEA Grants	Previously incurred (=)	Incurred this period (-)	Total to date (-)	Budget (=)	Available balance (+)
Eligible expenditure	€ 3,315,276.10	€ -5,000.00	€ 3,310,276.10	€ 18,221,144.41	€ 14,910,868.31
Grant rate (85.00 %)	€ 2,817,984.68	€ -4,250.00	€ 2,813,734.68	€ 15,487,972.75	€ 12,674,238.07
EEA Grants	€ 2,817,984.68	€ -4,250.00	€ 2,813,734.68	€ 15,487,972.75	€ 12,674,238.07
Co-financing (15.00 %)	€ 497,291.42	€ -750.00	€ 496,541.42	€ 2,733,171.66	€ 2,236,630.24

	MM/YYYY adjusted	Adjustment type	Description	Adjustment (-)
Adjustments	Select month ▼	Adjustment type ▼		€ -5,000
	Add new adjustment			



# Adjustments in Grace SSDA

SSDA = Self-service Data Analytics >>> Use Data source: **Payment's adjustments**

1. **Analytics**

2. **Self-service data analysis**

3. **Create**

4. **Payment's adjustments**

The screenshot displays the Grace SSDA user interface. On the left is a blue navigation sidebar with various menu items. The 'Analytics' item is highlighted with a red box and labeled '1.'. Below it, the 'Self-service data analysis' item is also highlighted with a red box and labeled '2.'. In the main content area, at the top, there are two buttons: 'Create' and 'Import'. The 'Create' button is highlighted with a red box and labeled '3.'. To the right of the 'Create' button, there is a red box labeled '4.' containing the text 'Payment's adjustments'. The main content area below the buttons is a table with columns: Name, Category, Owner, Shared with users, Shared with Roles/Groups, Date created, and Date modified. The table is currently empty.

Name	Category	Owner	Shared with users	Shared with Roles/Groups	Date created	Date modified
------	----------	-------	-------------------	--------------------------	--------------	---------------



# Interest earned for 2024 and for the part of 2025

## **Interest earned**

*Interest generated on accounts established by the Programme Operator for funds intended for regranting for 2024*

Norway Grants	EEA Grants	Total
€ 0.00	€ 0.00	€ 0.00

*Interest generated on accounts established by the Programme Operator for funds intended for regranting for 2025 (from 1 January until the submission of the Final Programme Report or until an earlier date if reporting until the Final Programme Report date is not possible)<sup>5</sup>*

*The date until which the interest is reported for 2025: [date].*

Norway Grants	EEA Grants	Total
€ 0.00	€ 0.00	€ 0.00

- The FMO will contact the Certifying Authority before making the payment or issuing a debit note to request information on the remaining amount of the accumulated interest.



# PO verification and CA certification

- The forms/pages for verification and certification remain the same
- **Change:** POs and CAs verify / certify also the final balance of the programme

## **Programme Operator**

Full legal name: [Full legal name]

*I certify that I am duly authorised to sign this financial report for the last reporting period and the final balance of the programme. I have thoroughly reviewed the actual expenditure incurred declared in Part A and the calculation of the final balance of the programme, and confirm that the information provided is accurate. I confirm that this programme is carried out as described in the Programme Agreement and that the incurred expenditure is correctly represented.*

## **Certification of actual expenditure incurred and co-financing**

*In relation to the Financial report for the last reporting period and the calculation of the final balance of the programme, the Certifying Authority hereby certifies that:*



**Final balance**



# Final balance – legal basis



## Article 9.1 Common rules for payments

...

2. Payments to programmes shall take the form of advance payments, interim payments and payments of the **final balance**. ...

...

4. The FMC may retain up to **10% of the management cost** allocation to the programme. The retained amount shall not be paid until the final programme report has been approved by the FMC.

...

6. In case of discrepancies in payments which are due to rounding errors and which cumulatively **do not exceed € 50**, the relevant amounts shall be taken into account in the calculation of the final balance referred to in Article 9.4.1.



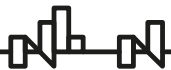
# Final balance – legal basis



## Article 9.4 Payment of the final balance

### 1. The final balance is:

- a) the total reported eligible expenditure of the programme, taking into account any previous reimbursements and the amounts referred to in paragraph 6 of Article 9.1,
- b) less the following amounts:
  - i. the total **advance and interim payments** to the programme from the FMC / NMFA;
  - ii. any **co-financing from sources other than the EEA or Norwegian Financial Mechanism** 2014-2021;
  - iii. total **interest earned** until the date of the final programme report; and
  - iv. any **funds reimbursed from Project Promoters** to the Programme Operator, not paid to other projects or reimbursed to the FMC.



# Final balance – legal basis

## Article 9.4 Payment of the final balance

...

2. The EEA Financial Mechanism 2014-2021 share of the final balance is the final balance according to paragraph 1 multiplied by the programme grant rate.
3. The final balance shall be calculated and reported in the **financial annex to the final programme report** in accordance with guidelines adopted by the FMC.
4. Any final balance payable to the Programme Operator shall be transferred by the FMC no later than **one month** after FMC's approval of the final programme report.
5. Any final balance payable to the FMC shall be reimbursed to the FMC within **the same deadline**. Any interest earned on the bank account of the Programme Operator between the date of the final programme report and the reimbursement date shall be included in the reimbursement.





# Final balance – key actors

## Programme / Fund Operator

- prepares and verifies the Final balance

## Certifying Authority

- certifies the Final balance

## Audit Authority

- assesses the validity of the application for payment of the Final balance in the closure declaration



# Final balance in the Final Programme Report

## Overview of programme expenditure per budget heading

Programme Area (PA)	Budget Heading	EEA Grant	Norway Grant	Total grant	Programme eligible expenditure	EEA Grant contribution incurred	Norway Grant contribution incurred	Total grant contribution incurred	Programme co-financing incurred	Total eligible expenditure incurred
	Programme management									
	Outcome 1									
	Outcome 2									
	Outcome 3									

- Filled in by Grace **automatically**.
- The table has 3 main sections.
- Input from IFRs and from the Financial report for the last reporting period.
- If information is missing or incorrect, **update the 'Financial report for the last reporting period'**!



# Final balance in the Final Programme Report

*Briefly describe budget spending and, if applicable, explain underspending per programme budget heading (maximum 300 words per budget heading).*

Programme management

Outcome 1: [statement]

Outcome 2: [statement]

- Aligned with the table above.
- Related to the **whole programme period!**
- **No need to mention results, number of calls and projects (use 'Programme results')**.
- Describe **flexibility measures**, if applied.
- Describe **underspending** and its reasons.
- High-level description of types of **programme management costs** (Art. 8.10.4) and **project costs** (Art. 8.3)!
- Mention the total amount of **fin. corrections** due to irregularities, audit findings, etc.



# Calculation of the final balance

Calculated automatically – please check!

	EEA Grants	Norway Grants	TOTAL
Total reported eligible expenditure of the programme			
Total eligible expenditure incurred	From IFRs + Financial report for the last reporting period.		
(-) Total (national) programme co-financing incurred (XX% rate)	Includes any funds reimbursed from Project Promoters to the Programme Operator, not paid to other projects or reimbursed to the FMC. (Article 9.4.1.b.iv)		
(=) Total grant contribution incurred (XX% rate)			
Amounts to be deducted from the total grant contribution			
(-) Total advance and interim payments to the programme from the Donors	From IFRs + Financial report for the last reporting period.		
(-) Any co-financing from sources other than the Donors/national	Editable field but expected to remain blank (zero) in large majority of cases. E.g.: EU structural funds, other EU sources, the Swiss contribution, etc. BUT NOT project co-financing. Includes only the financing incurred during the programme eligibility period.		
(-) Total interest earned reported	From IFRs + Financial report for the last reporting period.		
Final balance			
(=) Final balance payable to the Programme Operator			
(=) Final balance payable to the Donors			

## Slide 129

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**ZJO**

**Clarify co-financing.**

ZIVANOVIC Josip, 2024-04-08T09:53:40.041

# Calculation of the final balance

Exceptional case – ‘Balancing of FMs’ for last minute change of FM ratios

Amount proposed by Grace – to be modified only after consulting with the FMO.

Calculation of the final balance

	EEA Grants	Norway Grants	Total
<b>Total reported eligible expenditure of the programme</b>			
Total eligible expenditure incurred	€ 652,678.18	€ 539,736.48	€ 1,192,414.66
(=) Total grant contribution incurred (100 % grant rate)	€ 652,678.18	€ 539,736.48	€ 1,192,414.66
<b>Amounts to be deducted from the total grant contribution (art 9.4.1 (b))</b>			
(-) Total advance and interim payments to the fund from the Donors	€ 1,461,496.80	€ 1,208,594.29	€ 2,670,091.09
(-) Any co-financing from sources other than the Donors/national	€ 0	€ 0	€ 0.00
(-) Balancing of FMs	€ 1,617,837.25	€ 1,337,915.61	€ 2,955,752.86
(-) Total interest earned reported	€ 100.00	€ 100.00	€ 200.00
<b>Final balance</b>			
(=) Final balance payable to the National Focal Point	€ 0.00	€ 0.00	€ 0.00
(=) Final balance payable to the Donors	€ 2,426,755.87	€ 2,006,873.42	€ 4,433,629.29

Cancel

Save



## Slide 130

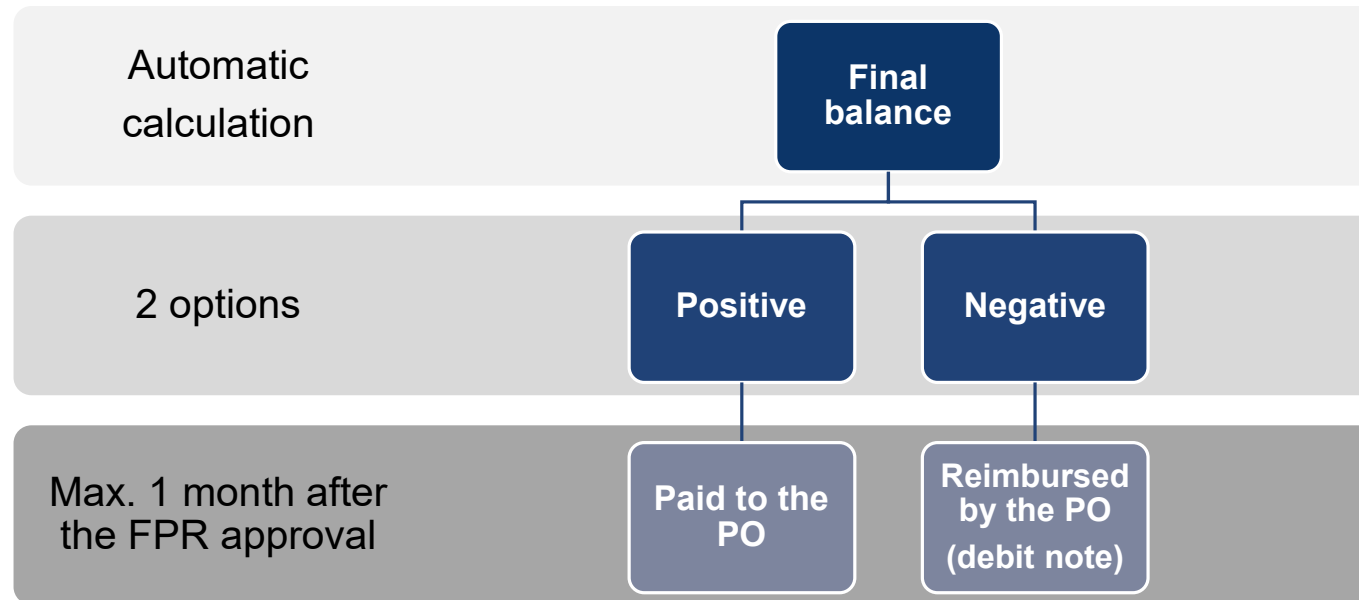
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ZJO

Enlarge picture.

ZIVANOVIC Josip, 2024-04-08T08:53:31.555

# Payment of the final balance



**Interest earned** on the bank account of the PO **between the date of submission of the FPR and the final payment / reimbursement** date will be included in the final payment / reimbursement:

1. **negative interest** (paid by the PO) is not taken into account after the submission of the FPR;
2. **positive interest** is offset against the amount due.





# Final balance – final considerations

- To be included: only **programme management** costs and costs of **completed**, **partially completed** and **terminated** projects with **approved viable and identifiable components**.
- Any adjustments for the final balance should be included under the relevant outcome in the **Financial report for the last reporting period** (Annex 1).
- Costs associated with **revenues / economic benefits** are not to be deducted from the final balance if they are used to support the objectives of the programme – Article 6.4.2 of the Regulation.
- Final balance could be corrected following the assessment of the Donors (e.g., viable and identifiable components in partially completed projects) ➡ **possible re-submission** of the FPR by the PO and CA.



**Reflections, comments or questions?**



Please help us improve by assessing the session  
on **Financial Reporting and Final Balance**

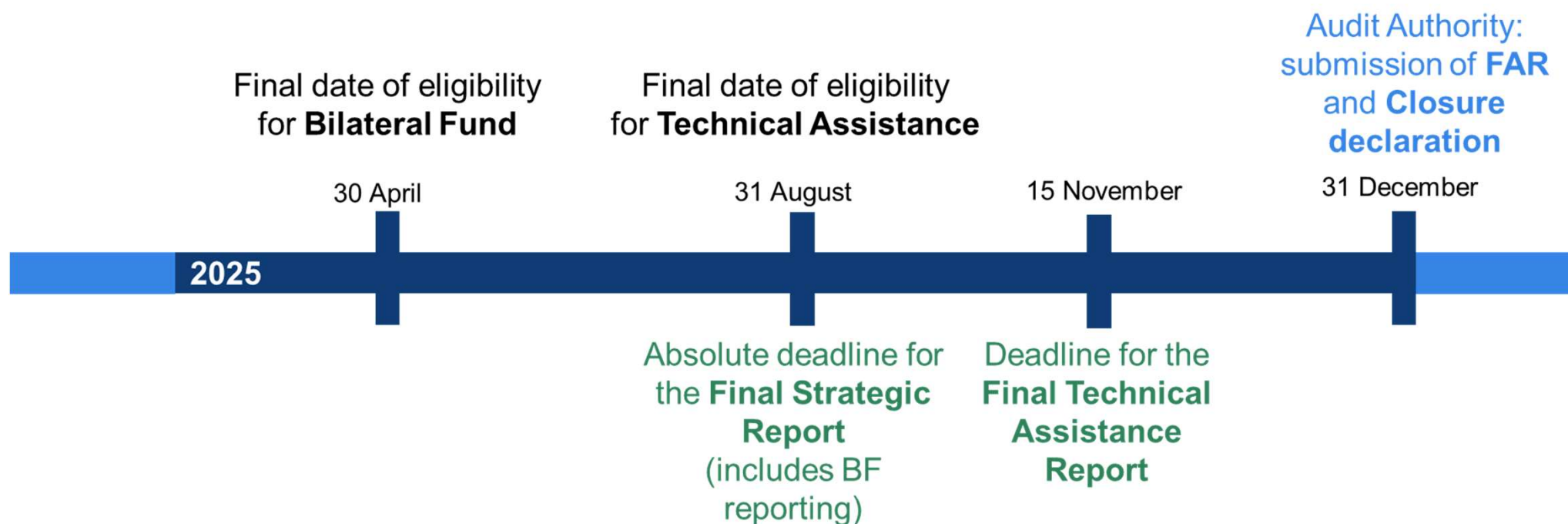


<https://forms.office.com/e/rxGXeG3g4T>

# Session 6: Bilateral Fund and Technical Assistance



# Timeline



## Slide 136

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**ZJ0**

Why do we say 'Absolute' deadline for the FSR, but not for the FPRs and FTARs?

ZIVANOVIC Josip, 2024-04-10T11:45:45.063

**KW0 0**

The National Focal Point must submit their final Strategic Report within six months of the submission of the last Final Programme Report in their country but not later than 31 August 2025 .

So in theory, the deadlines for different countries might be sooner than 31 August. But in no case later than August. That is why it was "absolute".

WRONA Karolina, 2024-04-12T11:54:12.188

**ZJ0 1**

Thanks!

ZIVANOVIC Josip, 2024-04-12T12:39:33.144

# Who?

Responsibilities  
and tasks in view  
of the BF and TA  
closure



**National Focal Point** – overall responsibility

**Programme Operators** – supports FSR preparation

**Certifying Authority**

**Audit Authority**

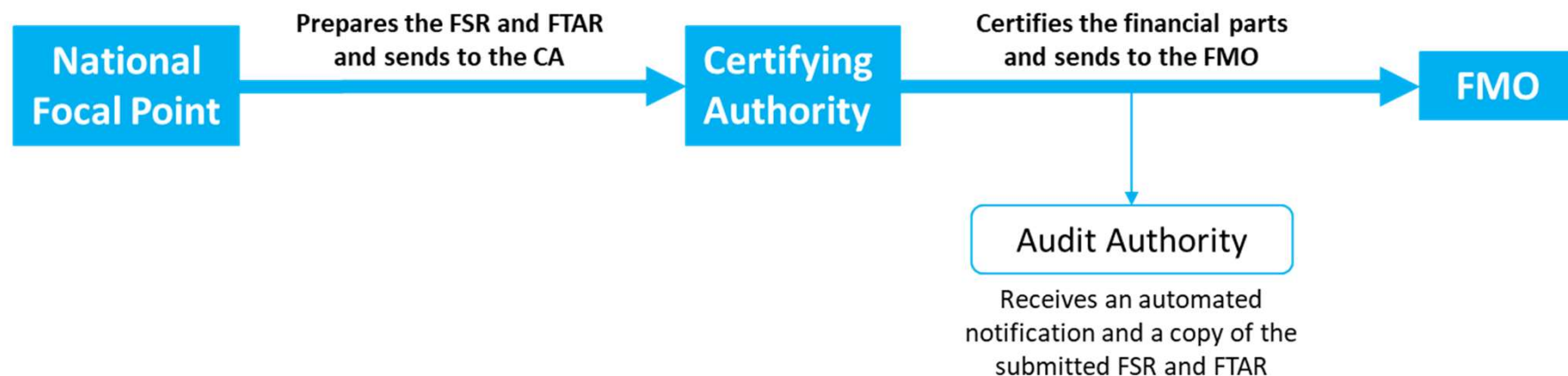
**Irregularities Authority**

**Donors**

Same responsibilities  
as for regular programmes



## How?



1. The NFP submits the report to the Certifying Authority.
2. The Certifying Authority shall forward the final programme report to the Donors.
3. Deadline for submission by the NFP to the Certifying Authority to be set in each Beneficiary State.





## Slide 138

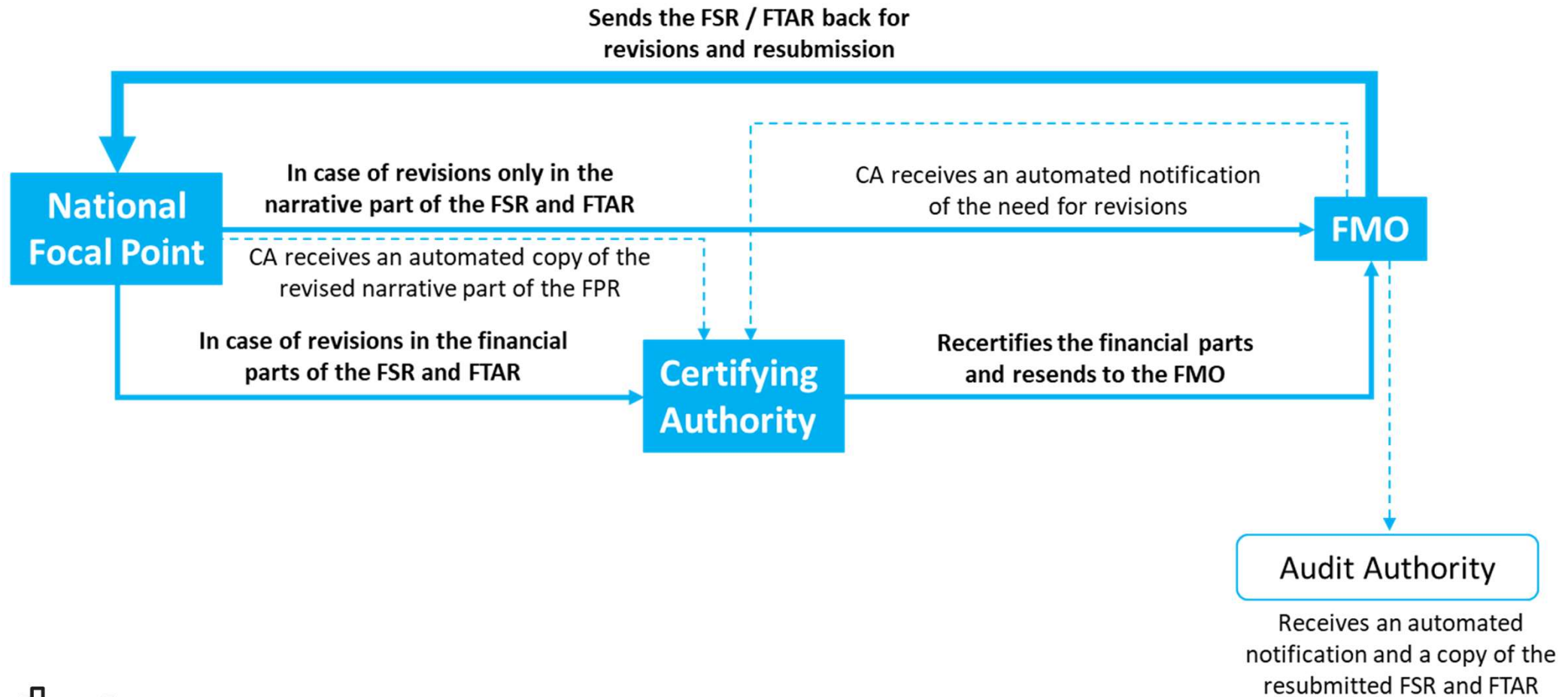
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**ZJO**

Add a slide on return of final reports.

ZIVANOVIC Josip, 2024-04-10T13:15:58.294

# Returning the FSR or FTAR



# **Final Strategic Report**

## **(Closure of the Fund for bilateral relations)**



# NFP and PO tasks before the FSR submission

(non-exhaustive list)

## Initiative level

- Ensure all bilateral activities are finalised on time,
  - Ensure all final reports of bilateral activities are submitted to the NFP/PO,
- 
- Ensure timely final verification of reported expenditure,
  - Ensure timely approval of final reports,
  - Make final payments to initiatives,
  - Close initiatives in GrACE (ensure correct initiative data in GrACE!).

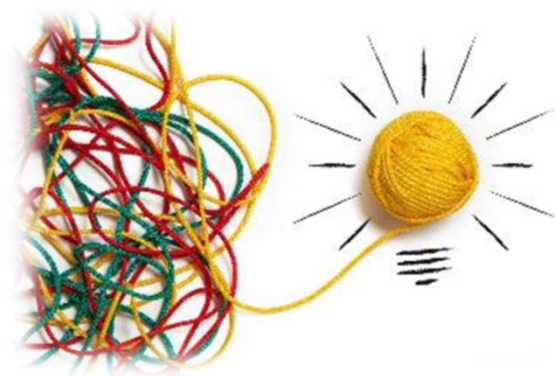


# NFP tasks before the FSR submission

(non-exhaustive list)

## Fund level – finalise all fund management tasks

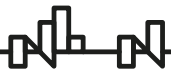
- Ensure all POs have provided their input to the FSR,
- Finalise monitoring, communication activities, lessons learned...,
- Report all irregularities and measures taken to remedy them,
- Ensure all IFRs and Strategic Reports are submitted and approved,
- Ensure that all incurred expenditures and (pending) recoveries are in the FSR,
- Ensure correct calculation of the final balance.



# NFP tasks after the FSR submission

(non-exhaustive list)

- Remain available for possible questions from the FMO.
- FMO might return FSRs for adjustments, corrections – ensure timely processing.
- If needed, timely support the FMO in closing open irregularities.
- If needed, support the Audit Authority in submitting to the FMC a closure declaration by 31 December 2025.



# Eligibility rules for bilateral activities

- Eligibility rules as per Articles 8.2, 8.4, 8.7, 8.8 of the Regulations.
- **Indirect costs** are eligible if in line with Article 8.2.
- **Depreciation** of equipment is eligible, but not the **entire purchase price**.
- **Purchase of real estate and land** is not eligible.
- Costs must be **incurred** before this date to be eligible for reimbursement from the Grants:
  - Invoiced
  - Paid
  - Goods delivered / works performed
- Exception 1 (30 days payment delay) in Reg. Article 8.2.3 is **applicable**.
  - (incl. payment of salaries in May 2025)
- Exception 2 (delivery by 31/12/2024) in Reg. Article 8.2.3 is **not applicable**.



## Slide 144

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ZJO

Add:

- non-eligibility of real estate,
- depreciation exception not applicable,
- payment of salaries in May 2025.

ZIVANOVIC Josip, 2024-04-12T12:09:58.373



# Table of contents

## EXECUTIVE SUMMARY

COUNTRY DEVELOPMENTS

EFFECTS OF THE GRANTS

CHANGES IN IMPLEMENTATION OF THE GRANTS

SUSTAINABILITY OF THE GRANTS

STATUS OF THE FUND FOR BILATERAL RELATIONS

*Reporting on the entire  
implementation period*

MANAGEMENT AND IMPLEMENTATION

MONITORING AND EVALUATION

*Reporting on the period since  
the last Strategic Report*

## ANNEXES:

- A. Cooperation with DPPs and IPOs
- B. Financial report for the last reporting period
- C. Final balance
- D. Communications



# FSR sections

## 1. Executive summary (max 500 words)

Provide a summary of the report. Please write this section after you have written the rest of the report, and focus on:

- Summarizing the most significant results and challenges in the entire implementation period;
- Summarizing the main ways bilateral relations have been strengthened, and main lessons learned;
- Summarizing the most important lessons learnt, and what could have been done differently;
- If relevant, any changes in the management and implementation of the Grants, and why;
- If relevant, provide additional information, e.g. information requested by the Donors at the previous Annual Meeting. |



# FSR sections

## 2. Country developments (max 500 words)

- Mention the most significant political, economic, and social developments in the Beneficiary State that had an impact on the implementation of the Financial Mechanisms.

## 3. Effects of the Grants (max 500 words)

- Highlight the overall effects of the Grants in this context, considering:
  - Progress towards reducing social and economic disparities;
  - Progress towards strengthening bilateral relations with donor state entities.

## 4. Changes in implementation of the Grants (max 500 words)

- Reflect on the Grants throughout the implementation period, and in how far the ambition of the programmes has changed from as it was set out in the MoU, and why.

## 5. Sustainability of the Grants (max 500 words)

- What strategies has the NFP put in place to ensure the durability of projects, as outlined in Article 8.14 in the Regulations?
- Please do not list individual projects, but rather focus on the decisions and processes put in place.



# FSR sections

## 6. Status of the Fund for Bilateral Relations (Art.4.6 and 4.7 of the Regulations)

Give an update on the status of bilateral funds, including:

- a. On national level (500 words max):
  - A summary of the implementation of the work plan for the bilateral funds including a report on challenges encountered during implementation;
  - An assessment of the cooperation in the JCBF for the entire implementation period;
  - A description of the most important activities supported through the bilateral funds at national level;
  - A description of the most important results achieved from bilateral initiatives at national level.
- b. On programme level (max 600 words per programme):
  - A description of the most important activities in the programme supported through the funds for bilateral relations;
  - A description of the most important results achieved from activities in the programme supported through the fund for bilateral relations;
  - Information on additional allocation of bilateral funds to the programme further to Expressions of Interest or reallocations for the entire implementation period. |



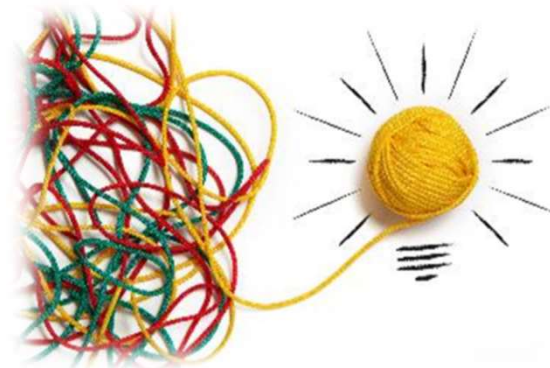
# Final Technical Assistance Report



# NFP tasks before the FTAR submission

(non-exhaustive list)

- Ensure that IA, CA and AA (and Implementing Agency, if applicable) have:
  - as far as possible, finalised their activities under the Grants,
  - provided their input to the FTAR,
- Report all irregularities and measures taken to remedy them,
- Ensure all IFRs are submitted and approved,
- Ensure that all incurred expenditures and (pending) recoveries are reported in the FTAR,
- Ensure correct calculation of the final balance.



# NFP tasks after the FTAR submission

(non-exhaustive list)

- Remain available for possible questions from the FMO.
- FMO might return FTARs for adjustments, corrections – ensure timely processing.
- If needed, timely support the FMO in closing open irregularities.
- If needed, support the Audit Authority in submitting to the FMC a closure declaration by 31 December 2025.



# Eligibility rules for Technical assistance

- Eligibility rules as per Articles 8.2, 8.4, 8.7, 8.11 of the Regulations.
- Indirect costs are **not eligible**.
- The final date of eligibility for **technical assistance** is **31 August 2025**.
- Costs must be **incurred** before this date to be eligible for reimbursement from the Grants:
  - Invoiced,
  - Paid,
  - Goods delivered / works performed.
- Exception 1 (30 days payment delay) in Reg. Article 8.2.3 is **applicable**.
- Exception 2 (delivery by 31/12/2024) in Reg. Article 8.2.3 is **not applicable**.





# Table of contents

OVERVIEW OF MAIN ACTIVITIES – summary of activities and challenges

PROCUREMENT – list of procurements for national-level bodies

IRREGULARITIES – short analysis and description of rectifying activities

STAFFING – list of staff, even if not financed from the TA (table)

FINANCIAL REPORT FOR THE LAST REPORTING PERIOD

FINAL BALANCE

- No word limits.
- Remain concise and clear.



# Financial report for the last reporting period

## Reporting of **interest** (Article 9.7.1)

- **Do report** the interest earned on the '**main**' account to which the Donors transfer the funds (usually held by the CA).
- **Do not report** the interest earned on the account for the Technical assistance (if it exists), as these funds are not intended for regranting.

*Interest generated on accounts held in the Beneficiary State on which funds from the FMC are kept until they are transferred to the Programme Operators for 2025 (from 1 January until the submission of the Final TA Report or until an earlier date if reporting until the Final TA Report date is not possible)<sup>3</sup>*

*The date until which the interest is reported for 2025: [date].*

Norway Grants	EEA Grants	Total
€ 0.00	€ 0.00	€ 0.00



**Reflections, comments or questions?**



Please help us improve by assessing the session  
on **Bilateral Fund and Technical Assistance**



<https://forms.office.com/e/zRt3mDRz2r>

**Session 7:**  
**Annex 2: Communications**  
**Annex 3: Evaluation Report**  
**Annex 4: Results Framework**

**Presented by: FMO Results & Evaluation Unit**



# Session aims

- Present the following annexes:
  - Annex 2: Communications
    - How to write good Project Level Information (PLIs) to tell the story of project results
  - Annex 3: Evaluation Report
  - Annex 4: Results Framework



# Final Programme Report: Table of contents

PROGRAMME RESULTS

IRREGULARITIES

SUMMARY OF PROJECTS

FINAL BALANCE

ANNEXES:

1. Financial report for the last reporting period

**2. Communications**

**3. Evaluation Report**

**4. Results Framework achievements**

5. Contracted projects

6. Partially completed projects

7. Agreement conditions



# Annex 2: Communications





## Annex 2: Communications

### Best projects

*Please list the five projects you think were the most successful in achieving their objectives. Please update the Project Level Information (PLI) for these projects carefully so they include high quality qualitative data. These PLIs will be promoted directly on the EEA and Norway Grants website and through other communications material. (Note: for programmes that only had a few projects, consult with your Programme Manager how many PLIs should be marked as 'best projects').*

Project title	Project code	Project promoter	Confirm the PLI is updated in GrACE
[Text field]	[linked to PLI in GrACE]	[Text field]	[Tick box]

- What do you think makes a 'best project'?
- Use your judgement!



**Communication activities**

*Please describe the most important communication activities (both offline and online) undertaken by the Programme Operator/**Fund Operator** and why these were useful. Maximum 500 words*

*Please fill the number of project stories published on your website/webpage in the reporting year 2024*

**Media coverage**

*Please add links to examples of local, regional, or national media coverage of the programme.*



Website and social media

Link to programme website	Total number of page views in the reporting year 2024
[Text field]	[Input field]

Platform	Link or account handle	Number of posts published in the reporting year 2024	Number of followers
[Dropdown: Facebook Twitter/ X Instagram LinkedIn Snapchat TikTok YouTube Other]	[Text field]	[Input field]	[Input field]



# Annex 2 Communications

## GrACE Project Level Information Project results



# GrACE: Project Level Information

Final registration 

Project contract status

Completed 

- Programme Level Information (PLI) descriptions are published at <https://eeagrants.org/archive/2014-2021/projects>
- The 'final registration' of Project Level Information is **required for all projects**.
  - **Special attention to the best 5 projects**
  - Bilateral results (if applicable)
  - **Remember to write clearly - what do we mean by that?**



# GrACE Project Level Information (PLI)

## Project results

What were the issues or challenges the project aimed to address?

Mention the issue/challenge, and the project aim to address it

What did the project do?

Write about the main activities implemented / products delivered / services provided

What results did the project achieve and for whom?

Write about the results and be clear on the benefits to beneficiaries



## Example 1: Pharmarine

- **What were the issues or challenges the project aimed to address?**

Access to safe, effective, and high-quality medicines is important for a healthy society. However, while the availability of medication greatly improves the health and well-being of society, the production of medicines can sometimes have negative effects on the environment. The Pharmarine project **aimed to** investigate the extent to which human drugs can be found in oceans and how they impact life marine life.

- **What did the project do? (describe the activities and outputs)**

The large-scale project brought together Polish and Norwegian scientists on two field expeditions to [site 1] and [site 2]. In the first expedition, a large research vessel sailed from Poland along the Scandinavian Peninsula to Spitsbergen in the North. 30 water samples were collected representing different water masses and geographical regions. In the second expedition [describe].....

## Example 1: Pharmarine (continued)

- What results did the project achieve and for whom?
- What would you expect to read here?
  - Did the expeditions fulfil the project aims and learn whether
    - there are human drugs in the oceans? And if yes,
    - how this impacts marine life?
  - Were scientific papers published? How many?
  - Were conferences attended that presented the results? Etc.
  - Link to relevant documents or websites for further reading





## Example 2: Digitizing Cultural Heritage

- **What issue did the project aim to address?**

The Shumen Municipality is where the first Bulgarian Kingdom was established in 681 and continued to be an important site politically, culturally, and economically through the ages. After the liberation in 1878, the municipality was one of the most active cities to implement the innovations of the Industrialization era. The municipality is therefore rich in cultural heritage, although this is not well known nor sufficiently archived and studied. The [project name] digitization project aimed to improve access and knowledge of the cultural heritage of the Shumen Municipality by digitalizing valuable artifacts and displaying them for on *a public website*.

---

**Can you clearly identify the issue and the project aim?**

---

## Example 2: Digitizing Cultural Heritage (continued)

- What did the project do?

The project mobilized the leading cultural institutes *[names]* to digitize, preserve and promote online the rich cultural heritage of the Shumen Region.

*[10,000]* valuable artifacts from the Shumen history museum, the city art gallery and the municipal library were all digitized. The valuable artifacts included *[description of some important artifacts in each museum/gallery]*.

A dedicated website was developed which allows both researchers and the general public free access to the digitized collections.



## Example 2: Digitizing Cultural Heritage (continued)

- What did the project achieve?

As a result of the digitization project, these artifacts and Bulgaria's rich history will be **preserved** for the next generations. The digital archive is now **more accessible** for researchers, students and everybody interested in history and art. This makes the region's history **easier to study**, which helps to **expand our understanding** of the region. The project is also expected to contribute to putting the Region of Shumen on the **world touristic map**.



# GrACE: Project Level Information

Is this a 'good practice' project?

Select ▼

To what extent are the positive effects of the project likely to continue after the funding period?

Select ▼

- Is this a good practice project? **Yes/No**
  - Yes if the project showed: Significant changes; Innovative methods; Won an award;
  - Otherwise No;
- To what extent are the positive effects of the project likely to continue...?
  - Not likely to continue
  - likely to continue
  - sustainable

# Annex 3: Evaluation Report



## Annex 3: Evaluation Report

*Please upload relevant evaluation report(s). If the report is in a language other than English, please provide an English language version of the Executive Summary.*

Title	Date of report	Website link to the evaluation	Upload a copy of the report
[Text box]	[Date]	<a href="#">[link]</a>	[upload button]



# Annex 4: Results Framework



## Annex 4: Results Framework achievements

Objective:	[Objective statement]	[Eligible expenditure: ]	[Amount incurred: ]					
Outcome 1:	[Outcome statement]							
Indicator	Unit of measurement	Baseline value	Previous achievement value	Achievement values at the end of the programme			Target value	Briefly comment on significant differences between achievement values and target values
				Numerator	Denominator	Achievement value		
[indicator label]								
[indicator label]								
Output 1.1:	[Output statement]							
[indicator label]								
[indicator label]								





## Annex 4: Result Framework

- Final chance for fully updated and correct results!

Must have:

- all final 'achievement values' must be filled in
- all disaggregations
- Significant differences between achievement values and targets should briefly be commented on



# **Exercise:**

## **Writing project level information (PLI)**

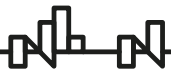


# Exercise: Write text for your most important project

What were the issues or challenges the project aimed to address?

What did the project do?

What results did the project achieve and for whom?



Please help us improve by assessing the session  
**FPR Annexs on Communications, Evaluation  
and the Results Framework + PLI tips and tricks**



<https://forms.office.com/e/u4xcCk3cuS>

# CLOSING THE TRAINING



**Reflections, comments or questions?**

