

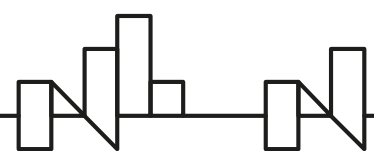
National Focal Point Workshop 2019

Strategic Report

What is a good Strategic Report?

Session outline

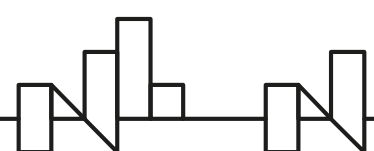
1. Why Strategic Report?
2. Features of good Strategic Reports
3. Features of weak Strategic Reports
4. New reporting template – point by point



Why is the Strategic Report needed?

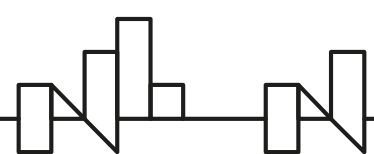
The **only document** that provides concise information about the **achievements** and challenges **of the Grants** in the **beneficiary state** on a yearly basis

- Public document
- Relevant for:
 - Annual meetings
 - Donor state entities
 - FMO
 - Monitoring
 - Journalists
 - Auditors
 - External entities/ institutions (EU)
 - Annual report of the Grants
 - General public



Article. 2.6 (Strategic Report)

- An **assessment** of the contribution of the financial mechanisms towards the achievement of the two objectives on a **yearly** basis
- Covering **all programmes** and bilateral activities implemented **by** beneficiary state' authorities
- The template
- In English
- **NFP submits** it to the FMC two months before the annual meetings (unless otherwise agreed)
 - *AMs agreed four months prior to the annual meeting (AM)*



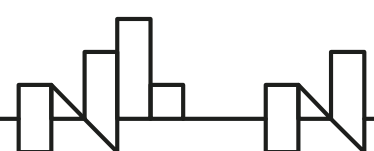


9231 - 2. - BRUXELLES. LES VIEILLES MAISONS DE LA GRANDE PLACE

Good Strategic Reports (1)



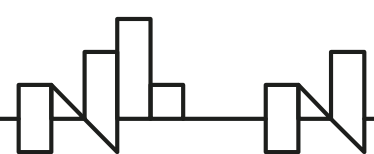
- Strategic
- Analytical
- **More** than a summary of Annual Programme Reports
- Wider effects of the grants - Grants presented in context
- Critical and honest assessment of the overall achievements of the grants (weaknesses, challenges faced, lessons learnt, improvements envisaged)



Good Strategic Reports (2)



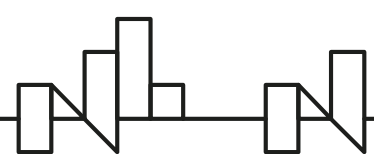
- Information provided is analysed
- Illustrated with examples
- Concisely written, easy-to-read language
- Without irrelevant information or too detailed on less relevant information.



Weaknesses in Strategic Reports



- **Lack of analysis and critical assessment**
- Too many details (numbers, descriptions)
- Grants presented in isolation of the beneficiary states developments and other funding
- Too long
- Lack of information (leading to additional requests specific to Beneficiary State).

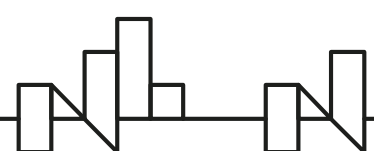
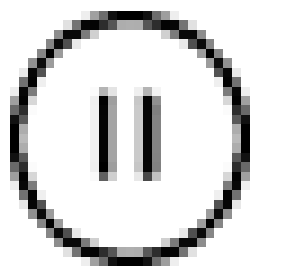




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New template (1)

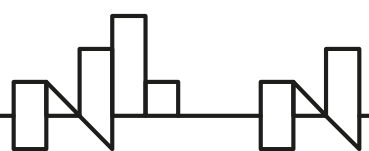
- New template
- Staggered reporting - only what is needed/relevant for the reporting year
- One report for EEA and Norway Grants



New template (2)

- 1) Executive summary
- 2) Political, economic and social context
- 3) Effects of the Grants
- 4) Status of programmes
- 5) Status of Bilateral Funds
- 6) Cooperation with Donor Programme Partners and International Partners Org.
- 7) Management and implementation
- 8) Communication
- 9) Monitoring and evaluation
- 10) Issues for the Annual Meeting

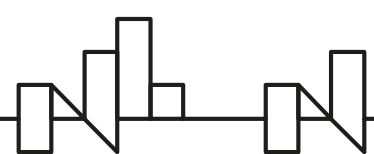
Attachments



1. Executive Summary (1)



- Understandable to those that have *limited knowledge* about the Grants (self-explanatory)
- Maximum 1.5 pages (or just half a page)

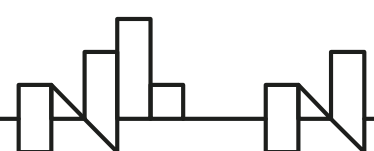


1. Executive Summary (2)



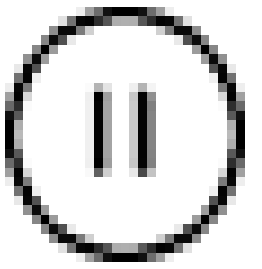
The executive summary will consist in particular of the following points:

- **Effects** of the Grants (summary)
- **Status of programmes** (summary)
- **Bilateral funds** (summary)
- **Key risks** and envisaged responses (summary)
- Political, economic and social context (only if fundamental change)
- Management and implementation (only if fundamental change)



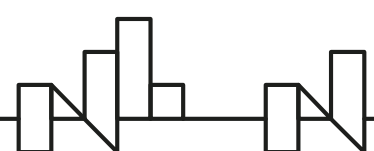


2. Political, economic and social context



Political, economic and social changes or trends that have had or might have effect on the Grants:

- Major **changes** in the **political environment** (ex. national, regional, local elections)
- Political **changes** that influenced or **may influence bilateral relations**
- Change in economic and/or social situation (ex. economic prosperity, crises)
- Relevant changes in **national legislation**
- Any notable change in the **perception of the Grants** (positive, negative)



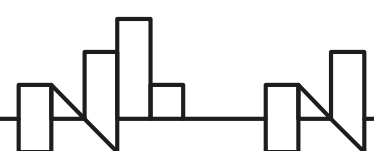


3. Effects of the Grants

Report and **asses** the aggregated effect of the Grants (programmes + bilateral funds) regarding:

- progress towards reducing social and economic disparities
- progress towards strengthening bilateral relations with donor state entities

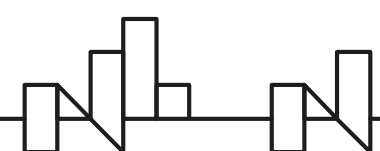
- Set the Grants in the wider context -- recent developments, other investments
- Illustrate with statistics, tables, graphs



4. Status of programmes

A brief **assessment** of:

- Concept Note development; Programme Agreements preparation; Implementation progress;
- How **MoU special concerns** and/or **conditions set in the Programme Agreements** have been addressed by programmes/NFP (for example, Roma inclusion);
- Challenges regarding absorption and/or disbursements and how can they be addressed;
- The quality of bilateral cooperation at **project** level



5. Status of bilateral funds (1)

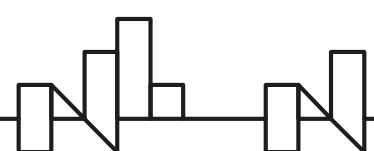
JCBF & bilateral funds allocated to the programmes

Information on progress of funds managed by the **Joint Committee for the Bilateral Funds (JCBF)**

- The process of developing the **Work Plan (WP)** for JCBF
 - Explain the chosen strategic approach: how were the bilateral initiatives identified?

- Bilateral initiatives
 - Implemented
 - Planned for the next 12 months
 - Provide good examples

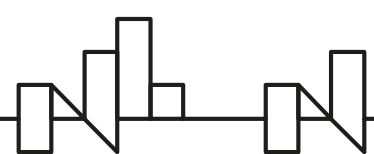
- Asses functioning of the JCBF set up



5. Status of bilateral funds (2)

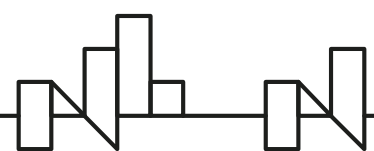
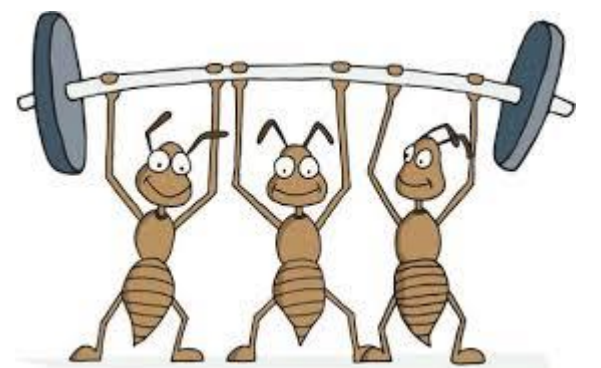
Include information on bilateral funds **allocated to the programmes:**

- How have these funds been used?
- What is your assessment of the progress of implementation?



6. Cooperation with Donor Programme Partners and International Partner Organizations

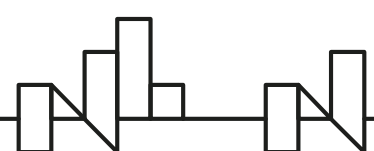
- Assess **quality of cooperation** with DPPs and IPOs
- Provide **examples** of good practice
- In case of challenges, how were/will they (be) addressed





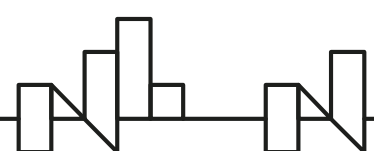
7. Management and implementation (1)

- Management and Control System (MCS)
 - Progress in developing MCS – for countries without the acknowledged MCS
 - Summary of any significant changes (setup, staffing) – for countries with acknowledged MCS
 - **Assess administrative capacity** of other authorities involved in implementation
- Complaints
 - Summaries the complaints received
 - **Analyze any trends**
 - Assess how they have been dealt with



7. Management and implementation (2)

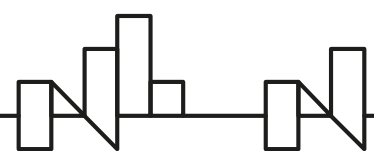
- Irregularities
 - Analyse any **trends**
 - Assess how they have been dealt with
- Audit
 - Summarise the **key findings** of audits undertaken by the national audit authorities.





8. Communication

- Outline progress in the development/implementation of the Communication Strategy
- Include an assessment of key communication activities carried out by the NFP
- Present/analyse results of the survey on the visibility of the Grants (allocation above €100m)
- Outline key communication activities planned for the next 12 months



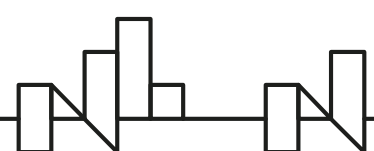
9. Monitoring and Evaluation

a. Monitoring

Provide a brief summary of the key findings of monitoring activities carried out by the NFP (information about audits should NOT be reported under this heading)

b. Evaluation

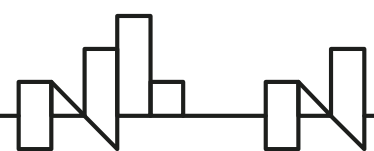
Summarise the findings of any programme evaluations carried out since the previous Strategic Report (If relevant)





10. Issues for the Annual Meeting

- Address issues requested by the donors in previous Annual Meetings
- Flag issues you would like to raise during the Annual Meeting





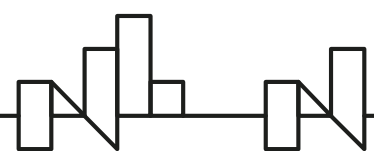
Attachments

A. Risk assessment and management plan – focus on key risks, from your point of view

Programme name	Overall level of risk of the programme (on a scale 1-4)	Risks (key risks to the programme <u>from the point of view of the NFP</u>)	Responses to the risks (undertaken by NFP)	Responses to the risks (planned by NFP)
Programme 1				
Programme 2				
Programme 3				

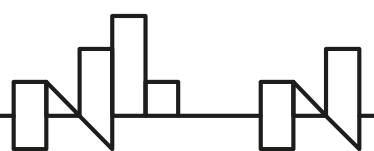
B. Evaluation plan (Once all programme agreements have been signed)

C. List of irregularities and financial corrections since the previous Strategic Report, **if relevant**



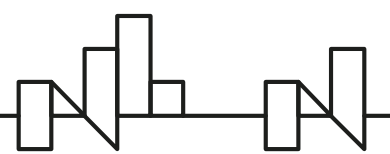
Key messages

- Be analytical and strategic – analyse status, achievements and risks
- Provide own assessment – don't simply repeat information from APRs
- If information is not relevant for a given year, skip it (follow annotations)
- Be concise



QUESTIONS

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Thank you!

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