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**Evaluation of programmes financed by
the European Economic Area (EEA) Financial Mechanism and
the Norwegian Financial Mechanism 2009–2014**

FINAL EVALUATION REPORT

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The responsibility for the contents and presentation of findings and recommendations rests with the evaluation team. The views and opinions expressed in the report do not necessarily correspond with those of Government Office for Development and European Cohesion Policy of the Republic of Slovenia.

EXECUTIVE SUMMARY

Research context

The main aim of the EEA and Norway Grants was to contribute to reduce economic and social differences within the European Economic Area (EEA) and to enhance cooperation between Slovenia, the Beneficiary State, and Donor States, Norway, Iceland and Liechtenstein.

Slovenia received around 29 million Euros from the EEA and Norway Grants in the period 2009–2014 through five Programmes. These Programmes, address different priority areas such as the environmental and climate change, the conservation and revitalization of cultural and natural heritage, research and scholarships, public health and equal opportunities, human and social development and civil society.

Research aims and objectives

The main purposes of this evaluation are to assess the effectiveness and the efficiency of implementation system of programmes financed by the EEA and Norwegian Financial Mechanisms 2009–2014, to review the results, outputs and outcomes achieved in relation to the target values, as well as the effects. Furthermore, it focuses on the evaluation of the communication strategy according to its planned objectives.

This evaluation takes into account 4 Programmes: Technical Assistance and the Fund for Bilateral Relations at National Level (SI01), EEA Financial Mechanism Programme 2009–2014 (SI02), Slovenian Scholarship Fund 2009–2014 (SI04) and Norwegian Financial Mechanism Programme 2009–2014 (SI05). The SI02 and SI05 programmes were completed in December 2017, while the SI04 programme was completed in April 2017.

As sources, the research has utilized: the Combined Strategic & Annual Programme Reports, the results obtained through the monitoring system carried out by the Programme Operators (POs), the documentation reviews (e.g. web pages, reports), the in-depth interviews, meetings with the contracting authorities, online survey and case studies.

Reflecting on the current programming period and take stock of what has been achieved, learned and experienced, will help shaping and defining the new programming period 2014–2021.

Key Findings

SI01: Technical Assistance and the Fund for Bilateral Relations at National Level, Operator: Government Office for Development and European Cohesion Policy (GODC), National Focal Point. Slovenia was eligible for technical assistance (€ 403,500.00) for the implementation of financial mechanisms and for the fund for strengthening bilateral relations (€ 134,500.00) between the Republic of Slovenia and Donor States at the national level.

As highlighted in the Combined Strategic and Annual Programme Report for 2016, the funds under the Technical Assistance and the Fund for Bilateral Relations at National Level were addressed to cover the management costs incurred at: the National Focal Point, the Certifying Authority and the Audit Authority and to cover other activities related to the National Focal Point (conferences, workshops, organization of the Final event of the Norwegian and EEA Financial Mechanism 2009–2014, update of the website, promotional material and so on).

As far as bilateral cooperation is concerned, the main results are the transfer of knowledge and the bilateral promotion as a basis for cooperation in the future. In “Health Inequality” (implemented by the Ministry of Health), in “Gender Equality” (implemented by the Ministry of Labor, the Family, Social Affairs and Equal Opportunities) and in “Past experiences and the future of European integration” (implemented by the Ministry of Foreign Affairs) have been found the main fields able to strengthen cooperation at national level.

SI02: EEA Financial Mechanism Programme 2009–2014 (€ 9.4 million, 10 projects), Programme Operator: Government Office for Development and European Cohesion Policy (GODC), Financial Mechanisms Division. Under the EEA Financial Mechanism Programme (SI02) all the projects were completed by January 2017.

The general aims of the Programme were to improve the conservation status of habitat types and species, especially because of the several natural disasters that have damaged Slovenia, and to help to maintain the cultural and natural heritage in order to contribute to the economic but sustainable growth and to an environmental education.

All funded activities were in line with the general aims of the Programme.

More specifically, all planned activities have been “successfully finished, goals met, some of them even surpassed” as written in the Combined Strategic and Annual Programme Report for 2016. In addition, because of the complexity of the projects, as showed in the survey, the results were very positively and well accepted at local, national and international levels. The success of the projects implementation was mainly due to a well-developed project plan. Furthermore, concerning the whole SI02 Programme, the partnership has proven to be an essential element to increase the confidence of the Slovenian project teams.

The Programme covered three areas. Under the first area “*Biodiversity and Ecosystem Services*” 4 projects were co-financed totaling € 2 million (21.63 % of grants). The second area is divided into two sub-areas. “*Conservation and Revitalization of Cultural Heritage*” and “*Conservation and Revitalization of Natural Heritage*”. The first involved 3 projects for a total value of € 4.6 million (42.61 % of grants), while the second involved 2 projects for a total value of € 1.3 million (13.54 % of grants). The last area “*Environmental Monitoring and Environmental Planning and Control*” covered only 1 pre-defined project “Modernization of the Spatial Data Infrastructure for Reducing the Risks and the consequences of Floods” supported for € 2.1 million (22.22 % of grants).

- “*Biodiversity and Ecosystem Services*” with the aim of reducing the decline in biodiversity and increasing the capacity for effective management and monitoring of Natura 2000 sites. As showed in the Combined Strategic and Annual Programme Report for 2016, the implemented projects have contributed to improve the conservation status of 16 Natura 2000 habitat types and species, and enhance the monitoring and surveying of unknown species. In particular, as emerged from the final evaluation, key results achieved in this area have been the promotion and enrolment into environmental protection measures of the farming policy, the preservation of the last larger population of one of the most endangered species of butterflies and the establishment of efficient cooperation with the project partners.
- “*Conservation and Revitalization of Cultural and Natural Heritage*”. The first subarea was aiming at preserving and restoring cultural monuments accessible to the public, contributing to local and regional development, enriching the tourist offer and recognizing the local or regional environment. The second, aimed at preserving the natural heritage sites within the state protected areas and their accessibility to the public. According to the Combined Strategic and Annual Programme Report for 2016, the projects made three cultural monuments contributing to cultural heritage publicly accessible, renovated, restored and conserved. They also have established public infrastructure for visitors to access most important natural values in protected areas.
In this area, the main successes achieved were the greater availability and protection of cultural heritages as well as the restoration and renovation of cultural monument of national importance (UNESCO list), new discoveries and the establishment of needed infrastructures. Concerning instead natural heritages, great results obtained were the raised education and awareness of both property owners and youth about the importance of nature preservation and the efficient cooperation with Donor States.
- “*Environmental Monitoring and Environmental Planning and Control*” with the aim of improving compliance with environmental legislation. The main successes of the project were the establishment of conditions to facilitate the exchange of information on environmental impacts of diverse natural or man-made causes (e.g. height constituent of the national reference system, the updating of the topographical data and the new hydrographic database) as well as the improved reputation and status of Slovenian geodetic profession.

SI04: Slovenian Scholarship Fund 2009–2014 (€ 2.3 million, 52 projects), Programme Operator: Centre of the Republic of Slovenia for Mobility and European Education and Training Programs (CMEPIUS), and the Norwegian Center for International Cooperation in Higher Education (SIU), the Iceland Research Center (RANNIS) and the National Agency for International Affairs (AIBA) from Liechtenstein participated in the programme.

The programme had the purpose of strengthening the links between countries, institutions and individuals through the learning mobility of students, teachers, professors and professional staff, as well as through professional cooperation projects between institutions. The programme supported international cooperation, transnational partnership and mobility with the aim of increasing the internationalization of education in Slovenia. The main beneficiaries of the programme were students, members of teaching and administrative staff involved in high education as well as those involved in primary and secondary education.

In addition, all the activities funded and implemented reflect the aim of the programme.

In the Combined Strategic and Annual Programme Report (2016), the implemented measures and activities have been proven adequate and successful at all levels of the education sector, in some cases more than expected. In fact, on the one hand, some projects involved more activities than planned, on the other; the results of some projects have been developed as a part of the ongoing activities of the participating institutions. Data showed both an increased higher education student and staff mobility between Beneficiary States and Donor States and an increased and strengthened institutional cooperation at all levels of education sector between the Beneficiary States and Donor States.

According to the analyses of in-depth interviews between the organizations participating to the Programme, language barriers were reduced, the employability of participants improved, research community established new contacts of a lasting nature. Supported projects and activities have directly increased institutional cooperation between Slovenia and EEA countries, which established long-term cooperation.

The outcomes of the survey have shown rather good results. First of all, the main goals of mobility have been understood: acquire practical knowledge, learning about the school system, improving linguistic and ICT competences, spreading professional social network and obtaining databases. The majority of surveyed project promoters (55%) evaluated with 5 (very successful) the success of projects. Concerning individual participants, on average, they stated of having gained knowledge, career experience, new skills, self-confidence, a new network of associates and a greater understanding of different cultures. Passing to participating institutes, they gained new references and knowledge to participate to future projects.

Accordingly, in-depth interviews proved that the objectives of the Programme were achieved a part of the exchange of students from Donor States to Slovenia.

SI05: Norwegian Financial Mechanism Programme 2009–2014 (€ 12.4 million, 26 projects), Programme Operator: Government Office for Development and European Cohesion Policy (GODC), Financial Mechanisms Division, Donor Programme Partner - Norwegian Institute of Public Health for initiatives in the field of public health.

Under the Programme SI05, all projects were completed by the end of 2016, during 2017 only administrative closure activities and bilateral cooperation activities have been carried out.

The objectives of the Programme are in line with the fund allocation between two areas. The first *"The Public Health Initiatives"* aiming at reducing inequalities among user groups in protecting health, preventing and reducing lifestyle-related diseases and improving mental health services involved 20 projects worth € 10.8 million (87% of grants) among them a pre-defined project *"Together for Health"*. The second instead, *"Mainstreaming Gender Equality and Promoting Work-Life Balances"* with the aim of reducing gender inequalities and promoting the reconciliation of work and family life supported 6 projects worth € 1.6 million (13% of grants), among them a pre-defined project *"Gender Equality"*.

As stressed in the Combined Strategic and Annual Programme Report for 2016, most of targets of the projects in both areas have been successfully achieved and in some cases overcome. We can mention in

particular the number of actions taken to reduce inequalities in health and to improve gender equality. In addition, the majority of the respondents estimate that they have been successful or very successful while chasing the objectives.

Throughout the evaluation process has been possible to list the best achievements of the projects implemented as the collaboration with partners that will last in the future, the development of new knowledge, approaches and treatments, benefits for target group of services users and improved quality of basic activity services and greater awareness for healthy lifestyles and gender equality.

Programme Operators have been asked to include in the design of all Programmes three horizontal issues, namely good governance, sustainable development and gender equality that should be addressed also at the project level. The good governance has been ensured at both the Programme Operator and at the project promoters level. Gender equality, mainly intended as equal opportunities between men and women, was tackled both with the Programme SI05 as well as with Programmes SI02 and SI04. The majority of the projects under all Programmes met the goal of leading towards a sustainable development in all dimensions (environmental, economic and social), and therefore will be carried forward.

Recommendations

Based on evaluation report, the following actions are recommended to inform the design and the delivery of the new programming period:

1. *Take into account the procedural process.* As far as Programme SI02 concerns, several difficulties have been faced. Because of the financing was based on refunds, at the beginning the contractors had to pre-finance some projects. The deadline for the documentation submission was too long while that for the call of tenders was too short and this led to lack of time to complete the projects. A longer duration of the project would also, for example, for projects within Biodiversity and Ecosystem Services programme area, allow monitoring of the effectiveness of the implemented measures, so the eventual alterations during the implementation of the project would be possible. The administrative procedures should be reformed, the reporting procedures simplified and the communication of participants improved. A more standardized way of reporting and electronic reporting are some examples.
2. *Improve the website for potential and effective participants (SI04).* Concerning Programme SI04, it would have been more effective to set up a website to facilitate participants to find partners to implement projects and to inform them on the ongoing projects.
3. *Provide more feasible deadlines and clearer rules and indicators.* Lastly, passing to Programme SI05, it would be advisable to provide more feasible deadlines, also rules for reporting changed during project implementation, which caused some problems and at least partly pre-funding of the projects. A better selection and justification of pre-defined indicators for monitoring the Programme would be useful as well as a project monitoring from the financial and content point of view.
4. *Consider a longer period for the evaluation activities.* In general, the most relevant limits to this evaluation have been the time constraint, five months in order to both conduct the evaluation and write the final report in both languages.

Furthermore, as reported in the Combined Strategic and Annual Programme Report for 2016 and in the Evaluation Report, the Programmes faced some *risks*.

- As a matter of fact, the sustainability of some projects under the Programme SI02 and SI05 was called into question. In terms of bilateral activities, this risk involved insufficient interest of target groups to participate in the activities. In order to reduce the risk, the Programme Operator should have regularly informed all target groups of the funding opportunities concerning bilateral activities.
- With respect to Programme SI04 the main risk was instead the use of unspent funds by projects, despite the measures the Programme Operator undertook: close monitoring of the projects, counseling and re-allocation of funds.

Concluding Remarks

For each of these Programmes it is possible to state that the objectives identified and pursued are coherent with the respective activities funded through the grants and with the Slovenia's Development Strategy.

The realization of 88 projects in total is consistent with the objectives stated in the Programmes.

All project promoters when presenting the results of the projects have emphasized that the EEA and Norway Grants and cooperation with partners from Norway, Iceland and Lichtenstein were the pivotal aspect adding value to the projects. Cooperation with Donor State institutions at the national, programme and project level contributed to the exchange of knowledge, experience and good practices and facilitated strengthening of bilateral relations between Slovenia and the Donor States. The partnerships forged and friendships made will undoubtedly lead to further cooperation in numerous areas in the future.

The cooperation either between different national partners or with partners from abroad, especially from the Donor States, has been a common element of all of the selected projects.

There is a consensus that without these programmes, the impacts, that can be directly attributed to them, would not have been achieved. Also the funding could not have been provided through any other means that would have offered the same type and volume of provision.

Furthermore, there has been substantial overachievement of the large majority of targets.

ABBREVIATIONS

AA	Audit Authority
BSO	Budget Supervision Office
CMEPIUS	Center of the Republic of Slovenia for Mobility and European Education and Training Programs
CA	Certifying Authority
DPP	Donor Programme Partner
EC	European Commission
ECTS	European Credit Transfer and Accumulation System
EEA	European Economic Area
EU	European Union
FMO	Financial Mechanism Office
GODC	Government Office for Development and European Cohesion Policy
MESP	Ministry of Environment and Spatial Planning
MF	Ministry of Finance
MFA	Ministry of Foreign Affairs
MH	Ministry of Health
MLFSA	Ministry of Labour, Family, Social Affairs and Equal Opportunities
MoU	Memorandum of Understanding
NFP	National Focal Point
NGO	Non-governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PO	Programme Operator
PP	Project Promoter
R & D	Research and Development
SMARS	Surveying and Mapping Authority of the Republic of Slovenia
TA	Technical Assistance

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1 INTRODUCTION

This final report presents findings on evaluation of funded programmes under the European Economic Area (EEA) Financial Mechanism and Norwegian Financial Mechanism 2009–2014.

1.1 BACKGROUND

With the signing of the EEA agreement in 1992, a financial mechanism was established so that three of the EEA states – Norway, Iceland and Liechtenstein – could contribute to the strengthened cohesion in the European Economic Area. The EEA and Norway Grants aim to reduce economic and social disparities in the EEA and to strengthen bilateral relations with 16 countries: Bulgaria, Croatia, Cyprus, the Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia and Spain; these are Member States whose Gross National Income (GNI) per inhabitant is less than 90% of the EU average. The current Grants, covering the years 2009–2014, were determined following negotiations between Norway, Iceland and Liechtenstein and the EU and were formulated in a Decision of the Council of the EU. The EEA Grants are jointly financed by Iceland (3%), Liechtenstein (1.2%) and Norway (95.8%) and are implemented under the terms of a Regulation adopted by the EEA Financial Mechanism Committee. The Norway Grants are financed entirely by Norway and are implemented under the terms of a Regulation adopted by the Norwegian Ministry of Foreign Affairs.

In contributing to social and economic cohesion in the European Economic Area, the EEA and Norway Grants target a wide range of areas in which beneficiary States are in need of support, such as environmental protection and climate change, civil society, children and health, cultural heritage, research and scholarships, decent work and justice and home affairs. In that way, the EEA and Norway Grants are intended to contribute to the Europe 2020 Strategy for smart, sustainable, inclusive growth.

“The overall objectives of the EEA Financial Mechanism 2009–2014 and of the Norwegian Financial Mechanism 2009–2014 are to contribute to the reduction of economic and social disparities in the European Economic Area and to strengthen bilateral relations between the Donor States and the Beneficiary States through financial contributions in the priority sectors (listed in paragraph 2).”¹

Five programmes were implemented in Slovenia:

SI01: Technical Assistance and the Fund for Bilateral Relations at National level, Operator: Government Office for Development and European Cohesion Policy
SI02: EEA Financial Mechanism Programme 2009–2014, Programme Operator: Government Office for Development and European Cohesion Policy
SI03 ² : NGO Programme, Fund for Non-governmental Organisations and Non-profit Voluntary Organisations, Programme Operators: Regional Environmental Centre Slovenia, the Centre for Information Service, Co-operation and Development of NGOs
SI04: Slovenian Scholarship Fund 2009–2014, Programme Operator: Centre of the Republic of Slovenia for Mobility and European Educational and Training Programmes (CMEPIUS)
SI05: Norwegian Financial Mechanism Programme 2009–2014, Programme Operator: Government Office for Development and European Cohesion Policy

1.1.1 Financial allocation

The Memorandum of Understanding on the implementation of the Norwegian Financial Mechanism 2009–2014 between the Republic of Slovenia and the Kingdom of Norway was signed on 9th May 2011 and the Memorandum of Understanding on the implementation of the EEA Financial Mechanism 2009–2014 between the Republic of Slovenia and Iceland, the Principality of Liechtenstein and the Kingdom of Norway was signed on 21st May 2011.

¹ Regulation on the implementation of the EEA and Norwegian Financial mechanisms 2009–2014, Article 1.2.

² Not subject of evaluation, listed with the purpose of information.

Table 1: EEA Financial Mechanism contribution per programme area

Programme area	EEA FM contribution
Biodiversity and Ecosystem Services	€ 1,950,000
Environmental Monitoring and Integrated Planning and Control	€ 1,800,000
Funds for Non-governmental Organisations	€ 1,875,000
Conservation and Revitalization of Cultural and Natural Heritage	€ 5,062,500
Scholarships	€625,00
Other allocations	
Technical assistance to the Beneficiary State (Art. 1.9)	€187,50
Fund for bilateral relations at national level (Art. 3.5.1)	€62,50
Net allocation to Slovenia	€ 11,562,500

Source: Memorandum of Understanding on the implementation of the EEA financial mechanism 2009–2014

Table 2: Norwegian Financial Mechanism contribution per programme area

Programme area	Norwegian FM contribution
Global fund for Decent Work and Tripartite Dialogue	€144,00
Scholarships	€ 1,220,000
Public Health Initiatives	€10,228,000
Mainstreaming Gender Equality and Promoting Work-Life Balance	€ 1,440,000
Other allocations	
Technical assistance to the Beneficiary State (Art. 1.9)	€216,00
Fund for bilateral relations at national level (Art. 3.5.1)	€72,00
Net allocation to Slovenia	€ 13,320,000

Source: Memorandum of Understanding on the implementation of the Norwegian financial mechanism 2009–2014

As seen from the tables EEA and Norwegian Financial Mechanisms contributed to different programmes, but both contributed to the scholarship fund and technical assistance and bilateral relations at the national level.

1.2 Subject of evaluation

The subject of evaluation are the following four programmes:

- **SI01: Technical Assistance and the Fund for Bilateral Relations at National Level**, Operator: Government Office for Development and European Cohesion Policy (GODC), National Focal Point (NFP). Slovenia is eligible for technical assistance (€ 403.500,00) and for the Fund for Bilateral Relations (€ 134.500,00) between the Republic of Slovenia and donor countries at the national level.
- **SI02: EEA Financial Mechanism Programme 2009–2014** (10 projects); Programme Operator: Government Office for Development and European Cohesion Policy (GODC), Financial Mechanisms Division. The programme covers three programme areas:

- BIODIVERSITY AND ECOSYSTEM SERVICES with the objective of reducing the decline in biodiversity and increased capacity for effective management and monitoring of Natura 2000 sites. 4 projects totaling € 2 million were co-financed.
 - CONSERVATION AND REVITALIZATION OF CULTURAL AND NATURAL HERITAGE with an objective in the area of natural heritage, which refers to the safeguarding and conservation of natural heritage sites within the state protected areas and make them accessible to the public, and with the objective in the area of cultural heritage, which refers to the protection, renovation or restoration of cultural monuments accessible to the public, contributing to local and regional development, enriching the tourist offer and recognizing the local or regional environment. 5 projects were co-financed with a total value of € 5.3 million.
 - ENVIRONMENTAL MONITORING AND ENVIRONMENTAL PLANNING AND CONTROL with the objective of improving compliance with environmental legislation. A predefined project "Modernization of the Spatial Data Infrastructure for Reducing the Risks and the consequences of Floods" was supported in the amount of € 2.1 million.
- **SI04: Slovenian Scholarship Fund 2009–2014** (52 projects); Programme Operator: Center of the Republic of Slovenia for Mobility and European Education and Training Programs (CMEPIUS), and the Norwegian Center for International Cooperation in Higher Education (SIU), the Iceland Research Center (RANNIS) and the National Agency for International Affairs (AIBA) from Liechtenstein participated in the programme. The purpose of the programme was to strengthen the links between countries, institutions and individuals through the learning mobility of students, teachers, professors and professional staff, as well as through professional cooperation projects between institutions. The programme supports international cooperation, transnational partnership and mobility with the aim of increasing the internationalization of education in Slovenia. Supported projects and activities have directly increased institutional cooperation between Slovenia and EEA countries, which established long-term cooperation.
- **SI05: Norwegian Financial Mechanism Programme 2009–2014** (26 projects) Programme Operator: GODC, Financial Mechanisms Division, Donor Programme Partner - Norwegian Institute of Public Health for initiatives in the area of public health. The programme covers two programme areas:
- THE PUBLIC HEALTH INITIATIVES aiming at reducing inequalities among user groups in protecting health, preventing and reducing lifestyle-related diseases and improving mental health services. It focuses on three priority areas: inequality in health protection, prevention of non-communicable diseases and improvement of mental health. 20 projects worth € 10.8 million were supported. Among them is a pre-defined project "Together for Health".
 - MAINSTREAMING GENDER EQUALITY AND PROMOTING WORK-LIFE BALANCE with the objective of reducing gender inequalities and promoting the reconciliation of work and family life. It focuses on three priority areas: economic decision-making, decision-making in the political field, reconciliation of professional and family life. Six projects worth € 1.6 million were supported, among them a pre-defined project "Gender Equality".

In total, 88 projects and a technical assistance fund were co-financed under the four programmes subject to this evaluation. Programmes are in the final stage of implementation.

The main purpose of the evaluation was:

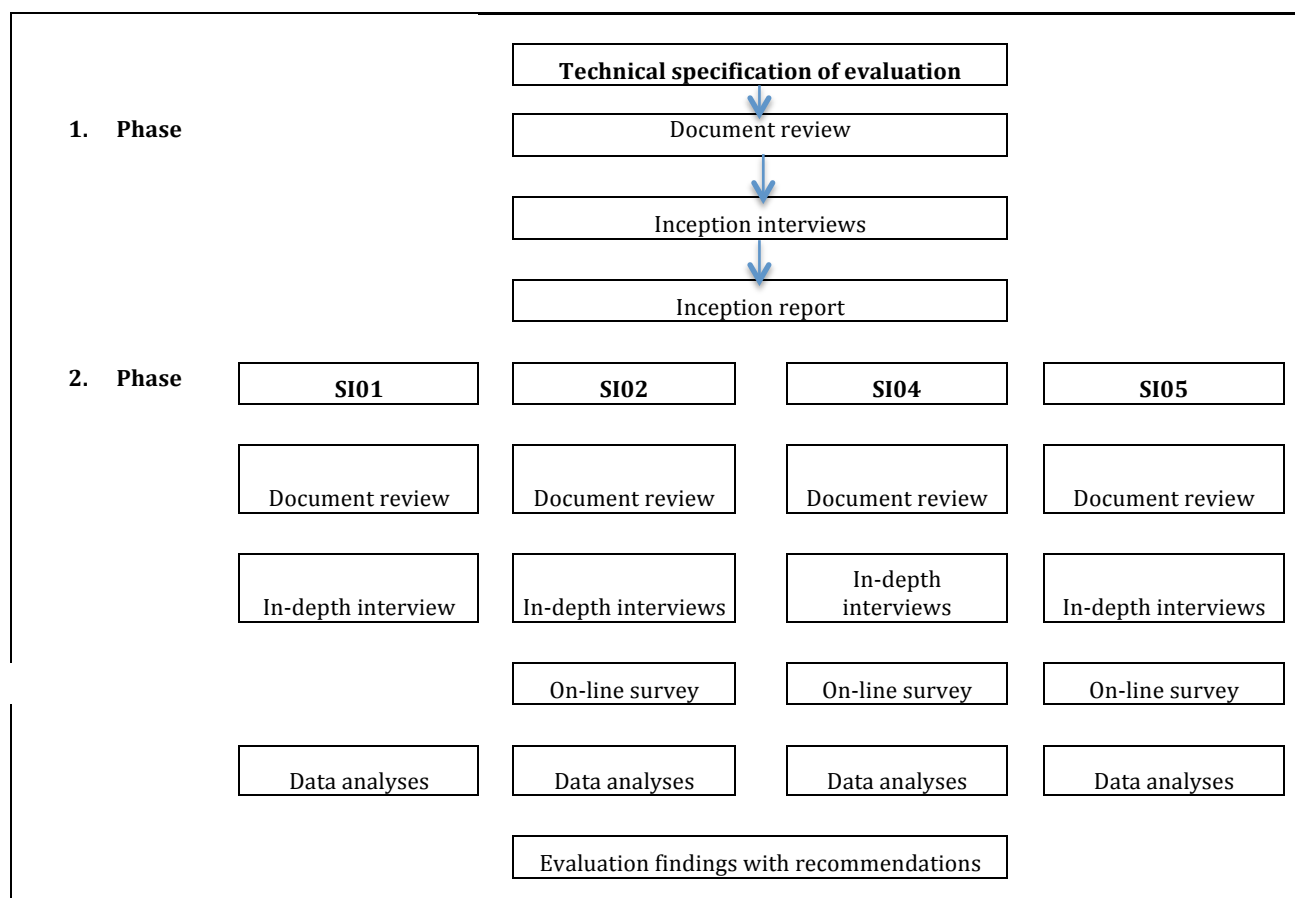
To evaluate the relevance, efficiency, effectiveness, sustainability and impact of the results and effects of programs funded by the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009–2014 in Slovenia, and to evaluate the experience gained in implementing the programs.

The final evaluation objectives are:

- assess the efficiency of the program implementation system,
- review the results achieved and the effects of the programs with respect to the planned objectives,
- evaluate the communication effects according to the planned objectives.

1.3 Programme evaluation framework

Figure 1: Evaluation framework



Several steps were taken for the evaluation. First phase included review of existing documentation (e.g. web pages) and documentation provided by contracting authority, introductory interviews and meetings with contracting authority. Based on the results of the first phase evaluation inception report was written. After confirmation of the inception report from contracting authority, the evaluation process started.

In the second phase in-depth interviews were conducted with selected project promoters (PPs) and programme operators (POs). At the same time online survey with PPs was conducted. Based on the documentation review, data collected, information and results obtained from PPs and POs the report on the evaluation of programmes financed by the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009–2014 was written.

2 METHODOLOGY AND DATA SOURCES

2.1 *Methods and techniques of evaluation*

The use of evaluation methods and techniques is based on the technical specification prepared by the contracting authority for the preparation of the evaluation. The methods were also harmonized at the meeting with the contracting authority and evaluators. The evaluation methodology used is based on evaluation methods recommended by Evaluation Guideline EEA and Norwegian Financial Mechanism 2009–2014 as well as on established international evaluation standards - the standards and norms recommended by the Organisation for Economic Co-operation and Development (OECD) which are also used by European Commission (EC).

The evaluation was conducted in a way that in the limited time available, as much data and information as possible was obtained.

For the subject evaluation desk research, case studies, interviews and online survey with the collection of data among PPs were used. Using different methods allowed us to triangulate different data sources and thus increase the credibility of findings. Triangulation means combining different types of data with which we answer research questions.

2.2 *Data sources*

The following data sources and methods were used for the final evaluation report of programmes funded by the EEA and Norway Grants 2009–2014:

1) Review of documentation – desk research

Desk research included an overview of existing documentation: a review of legal bases for the implementation of programmes and projects, strategic and annual reports of the NFP, PO, reports on the completion of projects and other documents on the implementation of financial mechanisms in Slovenia. List of documents reviewed is available in the Annex I.

2) Interviews

The following interviews were conducted:
One interview with the Operator for SI01 (GODC).

For SI02 five in-depth interviews with PPs and several interviews (for each of the programme area separately) with PO of SI02 were conducted. In-depth interviews were conducted with the PP of the pre-defined project ("Update of the spatial data infrastructure for lessening the risk and consequences of floods"), and PPs from two projects from the field of biodiversity and ecosystem services, as well as two projects for preservation and revitalisation of cultural and natural heritage.

These projects for the interviews were selected according to the following criteria:

1. the amount of funds (high, medium, low)
2. development of the region
3. number of partners involved

For SI04 there were two interviews with PO and 10 interviews with the PPs of 10 projects run in SI04. For in-depth interviews, 10 projects were randomly selected from the following areas:

- Mobility among students in professors (3 projects)
- Mobility between teachers at elementary and secondary level (3 projects)
- Interinstitutional cooperation in higher education (2 projects)
- Interinstitutional cooperation in education and training (2 projects)

For SI05 eight interviews were conducted. The selection of the projects was done on the basis of three criteria in order to conduct the interviews: the amount of co-funding, number of included partners and programme (sub) area. In both areas, the interviews were conducted with the representatives of pre-defined projects and with the PO of GODC. Also the representative of Donor Programme Partner (DPP)

participated in the interview. In the area Public Health Initiatives 4 interviews were conducted and in the area Mainstreaming Gender Equality and Promoting Work-Life Balance two interviews were conducted.

All interviews were conducted in the time period between September and December 2017. List of projects for which the interviews were conducted are in Annex III.

3) On line survey

An online survey was developed in 1KA survey tool. The questionnaire consisted of sets of questions with which we measured the following: efficiency, relevance, effectiveness, impact and sustainability and communication effects. The questionnaire was developed by the evaluators and reviewed and confirmed by the contracting authority. The questionnaire is in Annex III.

Before the start of the survey contracting authority sent an email to all project promoters and notified them about the evaluation, which helped to improve the response rate.

The survey was open from 25th September until 17th October 2017.

The contracting authority provided the email addresses of the PPs of SI02 and SI05 programme and on 25th of September 2017 the evaluators sent the invitation to the survey to PPs of SI02 and SI05 programmes, PO for SI04 (CMEPIUS) sent the invitations on the same day.

As response rate was good for SI02 (90 %) and SI05 (100 %), no reminders were sent, as for SI04, the response rate was lower, a reminder was needed and was sent on 2nd of October 2017. For SI04 the response rate was 42 %. As several institutions in SI04 coordinated more than one project (but filled in just one survey), the achieved response rate is higher than it appears.

All in all there were 57 responses of PPs to the survey, which represents overall 64 % response rate. The results of the survey are included in evaluation report but also presented as a summary report in the Annex IV.

Table 3: Number of responses according to the Programme

Program	Number of responses	Number of projects	Response rate
EEA Financial Mechanism Programme 2009–2014 (SI02)	9	10	90 %
Slovenian Scholarship Fund (SI04)	22	52	42,3 %
Norwegian Financial Mechanism Programme 2009–2014 (SI05)	26	26	100 %
TOTAL	57	88	64 %

4) Case studies

With the interviews and online survey case studies of good practices were identified. As good practices, we understand projects which (to a certain extent) continue after the end of financing (sustainability), projects that have an impact on the wider environment, projects where an appropriate communication strategy has been used and improved the visibility of EEA and Norway Grants.

2.3 Time line

Table 4: Timeline of the evaluation

	Steps	Timeline
1	First meeting : defining a communication strategy with the contracting authority and other actors involved in the evaluation; handing over the necessary documentation to the members of the consortium	28.7.2017
2	Second meeting of the contracting authority and the evaluators	4.8.2017
3	Review of existing documentation	until 21.08. 2017
	Introductory interviews with program operators	until 21.08. 2017
4	Drafting evaluation questions, creating a logical frame of evaluation	23.8.2017
5	Preparation of an initial report, including a set of questions and submission to the client for confirmation	28.8.2017
6	Review of the initial report, comments, remarks, corrections	until 4. 09.
7	Meeting with the contracting authority	8.9.2017
8	Confirmation of the initial report	14. 9. 2017
9	Desk research, field work, conducting in-depth interviews and online survey in accordance with the presented evaluation methodology	September, October 2017
10	Analyses of collected data and secondary documentation	September, October 2017
11	Preparation of the working draft of the final evaluation report	15.11. 2017
12	Comments from the contracting authority	29.11. 2017
13	Review of working draft final evaluation report and second submitting of the draft report	11.12. 107
14	Presentation of the working version of the final report to the contracting agency, a working meeting with the client;	14. 12 2017
15	Review and processing comments received and preparing a final evaluation report	December 17

16	Submission of the final report to the contracting authority	15.1.2018
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2.4 Limits of the evaluation

The major limit to the evaluation was a time constrain. The first months were dedicated to review of documentation, developing the questionnaires and drafting of the initial report. The Initial report was confirmed on 14. 09. 2017 and since then the in-depth interviews and online survey could be conducted. The deadline for draft final report was 30. 10. 2017, which gave us one month to conduct interviews, conduct survey, do the analyses and write a report. Due to short period the evaluator has asked for the extension for submitting the draft report on 15. 11. 2017, which was approved.

As the draft reports needed to be submitted in both languages (Slovenian and English) before the end of December, the reports needed to be simultaneously written in two languages before the approval.

3 EFFICIENCY OF THE SYSTEM

Compared to the previous financing period this period was not project based but programme-based, which has according to Midterm review of the EEA and the Norway grants (2016)³ improved the efficiency and effectiveness of the Grants compared to the previous period.

3.1 Programme structures

Here we summarize the programme management arrangements, drawing on the Regulation. The Regulation lays down general rules governing the EEA and Norwegian Financial Mechanism. It specifies objectives, principles of implementation and financial contributions. General rules relate to bilateral relations, management and control systems, preparation, appraisal and approval of programmes, selection of projects, eligibility of expenditure, financial management, evaluations and external monitoring and audit.

The key elements are as follows:

- EEA Financial Mechanism Committee (FMC) is established by the EFTA States to manage the EEA Financial Mechanism on their behalf.
- Financial Mechanism Office (FMO) is responsible for day-to-day administration on behalf of the FMC and NMFA
- National Focal Points (NFP) are national public entities designated by the beneficiary states to have overall responsibility of the EEA and Norway Grants in each country. In Slovenia GODC is acting as National Focal point.
- Monitoring Committees (MC) were established by the NFP to review progress. MC includes representatives of the NFP, relevant ministries, local and regional authorities, civil society, the social partners and, where relevant, the private sector.
- Audit Authorities (AA) are designated by the beneficiary states to verify effective functioning of the management and control systems. The Budget supervision office of the Republic of Slovenia (BSO) acted as AA. Implementation of the tasks related to the Norwegian and EEA Financial Mechanism are assigned to the European Structural Funds Audit Sector.
- Certifying Authorities (CA) are designated by the beneficiary states to certify financial information. In Slovenia the EU Funds management Department within the Budget Directorate at the Ministry of Finance acted as a CA.
- Programme Operators (PO) have responsibility for preparing and implementing the programmes. GODC has been designated to act as PO for EEA Financial Mechanism Programme and Norwegian Financial Mechanism Programme 2009–2014. The PO for Slovenian Scholarship Fund was CMEPIUS.
- Donor Programme Partners (DPP) are public entities or inter-governmental organisations designated by the FMC to advise on the preparation and/or implementation of programmes.
- Programme Partners contribute to the implementation of programmes.
- Project Promoters (PPs) have responsibility for initiating, preparing and implementing projects.
- Project Partners are organisations in the donor state, border state or same state or intergovernmental bodies that contribute to the implementation of projects.

Due to changes in the Government of Republic of Slovenia in 2012, there were some changes in management structures of EEA and Norway Grants on the side of beneficiary state. At the beginning of the Financial Perspective 2009–2014, the Government Office for Local Self-Government and Regional Policy functioned as the NFP and PO of SI01, SI02 and SI05. It ceased to function on February 10th 2012, after that the NFP and PO were transferred to the Ministry of Economy, Development and Technology. The composition of the Monitoring Committee also changed. From March 1st 2014 the NFP and PO finally settled in GODC.

Changing responsible institutions had some impact on the delay of the programming and implementation of programmes and projects.

NFP has several demanding obligations which require experienced personnel. Among others NFP serves as a contact point and is responsible and accountable for the implementation of the MoU, also it guides the

³ EEA and Norway grants. 2016. Mid-term review of the EEA and Norway Grants. Accessible at: <https://eeagrants.org/News/2017/Mid-term-review-of-the-EEA-and-Norway-Grants>

work of Monitoring Committee, it ensures that POs fulfill their publicity obligations, it carries out regular monitoring of the programmes regarding their progress, the results of the progress are reported in the Strategic Report, which is submitted every year. Since 2012 the strategic and programme report are combined into one report (Combined Strategic and Annual Programme Report).

Each year Annual Audit Reports have to be prepared by Audit Authority and submitted to FMO. Until the end of 2016 five reports were submitted and approved.

Risk management is an important task of NFP who are required to assess the risks to implementation and take any necessary actions. The risk management activities are reported in Combined Strategic and Annual Programme Report. The risks reported by NFP were realistic; nevertheless the described actions seemed to some extent too general. Besides the description what should be done it is worth considering to add a category how should certain action to mitigate the risk be done (in some cases this description is already present).

Support measure of the procedures – a good practice of support measures are information days and workshops to promote calls for proposals and provide information about the requirements at application stage. That way a direct contact with the applicants is established, the explanations about the requirements of the application process is done in person and that way more efficient.

The submissions of the applications were in this funding period in paper version, it is recommended to gradually introduce electronic submission of the applications.

3.2 Efficiency of bilateral cooperation at national, programme and project level

Strengthening long-term bilateral cooperation is one of the overall objectives of the EEA and Norway Grants. The purpose of the funds for bilateral cooperation at national level was mainly to initiate bilateral relations right from the beginning in the agreed programme areas of the MoU. NFP was responsible for the management of the Fund for Bilateral Relations at National Level. The Work Programme of the Fund for Bilateral Relations National Level included five priority areas of cooperation and three ministries: (1) preparing bilateral aspects of the programmes in the preparation phase (2011 and 2012); (2) co-operation in the field of health (Ministry of health); (3) co-operation in the field of gender equality (Ministry of Labour, Family, Social Affairs and Equal Opportunities (MLFSA)); (4) Slovenian / EEA countries experiences in the past and future European integration (Ministry of Foreign Affairs); and (5) other initiatives to be agreed with the donors.

In order to give a good starting point for the POs and NFP to further develop bilateral relations, several activities have been financed from the Fund for Bilateral Relations at National Level already during the preparation of the programme proposals, especially attendance at meetings and seminars, organized by the FMO for NFP and meetings/study trips to Norway to learn from local experience and co-ordinate the programming of the SI02 and SI05 programmes with Programme/pre-defined project partners.

Fund for Bilateral Relations at National Level covered wider initiatives and target groups compared to the bilateral relations at the programme level. At a programme level, part of the resources under this fund was intended for the search of the Norwegian and EEA partners for the implementation of the projects in partnership with these partners. The funds for the establishment of bilateral partnership could be reimbursed to the project promoters selected within the public call for proposals for the co-financing of projects, namely in the form of reimbursement of costs. Nevertheless none of the PPs requested the reimbursement when they submitted the application. The bilateral funds were used to facilitate networking and exchange of knowledge and best practices between PPs in Slovenia and entities in donor states.

As expenditures for bilateral relations at a programme level were lower than planned, calls for proposals were published in the scope of the Programmes SI02 and SI05 in 2016 (one call with two deadlines for submission of proposals), only PPs of already approved projects could apply for funds. Two types of activities were foreseen (1) participation of Slovenian representatives at conferences, seminars, workshops in Norway and (2) organisation of bilateral conferences, seminars and workshops in Slovenia. Due to lack of interest of target groups and because the implemented activities cost less than initially estimated, all available funds were not spent and the second call for proposals in 2017 was approved.

The problem that appeared was also the difficulty to find the experts for activities on a programme level from the donor countries.

The cooperation at the project level on general ran smoothly, SI04 was the programme where all projects involved donor country partners. For SI02 there were 6 project partners from donor countries. For predefined project (Modernization of Spatial Data Infrastructure) there were two project partners from donor countries. For SI05 there were altogether 20 projects with bilateral partnerships, two predefined projects had one donor project partner each. On general the bilateral cooperation on project level was very successful, according to interviewed PPs the projects contributed to strengthening relations between the donor countries and Slovenia, also understanding / knowledge of culture, political or socio-economic situation between project partners has improved.

The efficiency of bilateral funds on a programme level is lower than expected, due to lack of interest of target groups it was more difficult to implement than planned. As many activities in bilateral fund on programme level are similar or the same as for bilateral funds on national level it is recommended to keep just one of the bilateral funds. Even more emphasis should be put on promotion of bilateral cooperation, also in donor countries the efforts should be put to promote bilateral cooperation with beneficiary states.

The success of bilateral relations is measured by indicators that are not uniform, some indicators can not reflect the situation, for example, common scientific articles (publication of a scientific article is a lengthy process that can take several years). It is recommended to measure the success of bilateral relations with uniform, easily measurable indicators.

3.3 Strategic relevance of EEA and Norway Grants

In 2013 the seven year period within which Slovenia was given a considerable amount of funds in the context of the European Cohesion Policy 2007–2013 has ended. The strategic framework of Slovenia's development was set out in Slovenia's Development Strategy (adopted by the Slovenian government for the period of 2005–2013) which has ended at the same time. New strategic framework which defines the future direction of economic and social development in Slovenia is Slovenia's Development Strategy for the period 2014–2020.

The strategy identifies three main areas of economic development:

1. Research, development and innovation;
2. Start-up, growth and development of small and medium-sized enterprises;
3. Employment, education, training and competence (young and older).

In the period 2014–2020 Slovenia is eligible to approximately EUR 3.255 billion under the EU Structural Funds and the Cohesion Fund.

Table 5: Objectives and targets of Slovenia's Development Strategy

	2012	2020
Gross domestic product per capita (GDP p.c.)	17.244 EUR	24.000 EUR
Productivity growth (GDP per employee)	-1.1%	3.5%
Employment (age 20-64) - share	68,3%	75%
Value-added per employee	37.187 EUR	50.000 EUR
Ecological footprint per capita	5.21	4.9

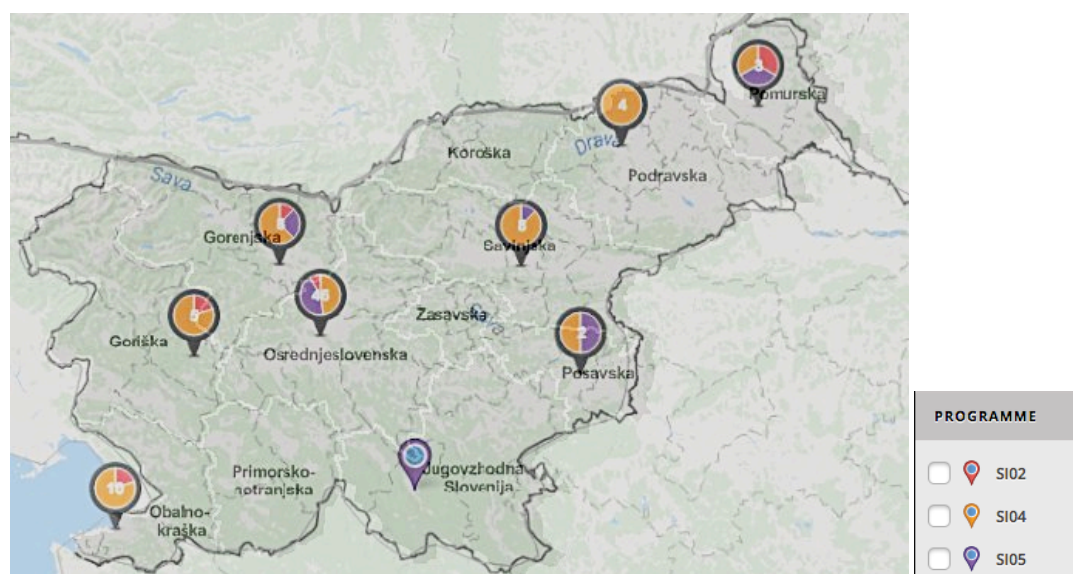
Source: IMAD, SORS, Global Footprint Network, MEDT calculation (in Combined Strategic and Annual Programme Report 2013)

The European Commission has identified 11 thematic objectives under which the Member States can finance European Cohesion Policy actions and contribute to the realization of the EU 2020 Strategy objectives. Among this objectives are also:

- preserving and protecting the environment
- encouraging adjustment to climate change and risk prevention and management
- promoting social inclusion
- investing in education, training and vocational training for skills and lifelong learning

The objectives are compliant to the programmes under the EEA and Norwegian grants 2009–2014 in Slovenia which fit into the overall objective of the cohesion policy in the areas that are not covered or adequately supported by other resources. The areas of public health and gender issues, environmental monitoring, biodiversity, cultural heritage are to benefit through both programmes. All three programmes SI02, SI04 and SI05 were conducted in both cohesion regions, contributing to reducing regional disparities and increase economic and social cohesion.

Figure 2: Mapping of the Project Promoters in regions



The Figure 2 presents the locations of PPs, but the partners were from various regions or towns of Slovenia.

As can be seen from Figure 2, the projects were divided between regions of Slovenia. While the image shows the location of project promoters, partners do not necessarily come from the same region. Also in case of project SUPORT (SI02), the PP is located in Ljubljana, but the project was conducted by a unit located in Koroška region. Most projects (46) have project managers in the Osrednjeslovenska region, which is mainly due to the fact that it is the capital of Slovenia. Half of the projects in the Osrednjeslovenska region belong to SI04 (Slovenian Scholarship Fund). This is understandable, because the University of Ljubljana with 26 faculties is located in Ljubljana, and the number of secondary schools is higher in Ljubljana than in other cities. It is satisfactory that both cohesion regions have cooperated and implemented projects financed by the EEA and Norway Grants.

Figure 3 shows dispersion of PPs and project partners for SI02 and SI05 programmes.

Figure 3: Mapping of the PPs and partners in projects (SI02 and SI05)

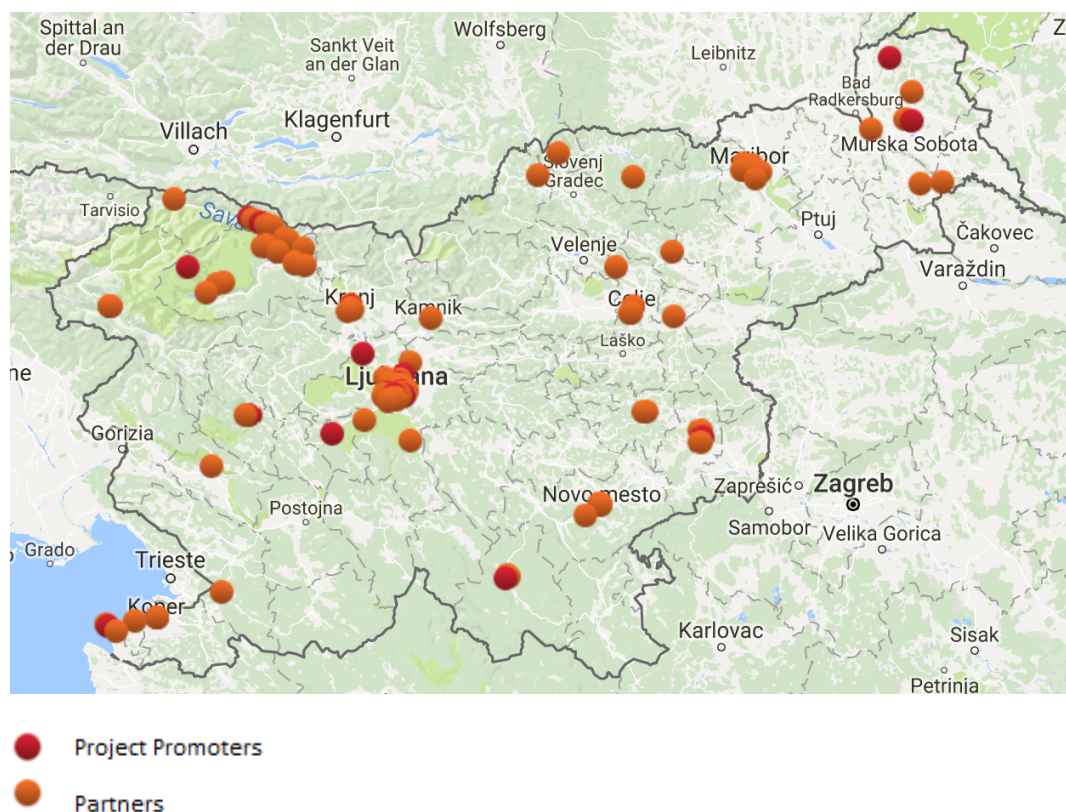
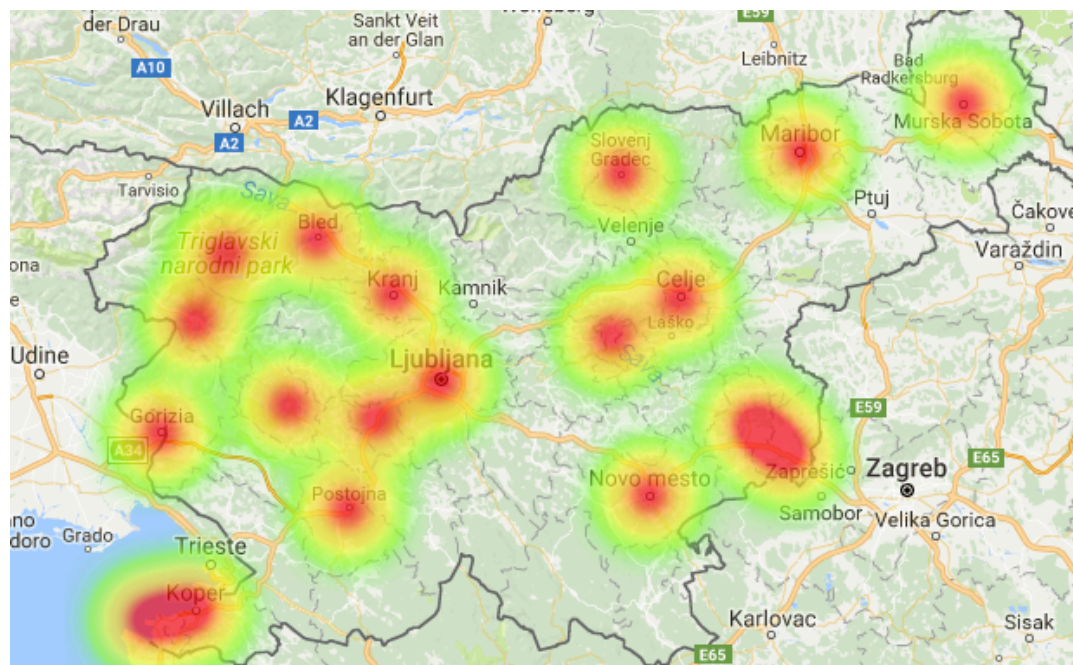


Figure 4: Effects of the SI02 and SI05



As seen from Figure 4, where the effects of the projects are presented we can see, that the projects had effects all over the country.

Efficiency of the programmes

Table 6: Allocated and Spent funds by programmes (SI02, SI04, SI05)

	No. of received applications of projects	No. of co-founded projects	No. of rejected projects	Allocated funds**** (A)	Spent funds (B)	% of spent funds (B/A)*100
SI02	43	10 (9 CFT* + 1 PDP**)	34	9.387.632,28 €	9.085.074,33 €	96,78 %
SI04	94***	52	42	1.827.613,00 €	1.695.945,00 €	92,80 %
SI05	182	26 (24 CFT + 2 PDP)	158	12.378.042,89 €	11.419.479,74 €	92,26 %

* CFT = Call for tender

** PDP = Predefined project

*** without study visits

**** The funds relate only to projects, and not to funds that have been allocated to management in the framework of programmes, bilateral relations and complementary activities.

Source: GODC (December 2017)

As seen from the Table 6, none of the programmes spent 100 % of funds. The most was spent under the programme SI02 - 97 %; less under SI04 and SI05. Nevertheless it can be said the programmes were efficient, especially with regards to the late start of the projects.

3.4 Structure of the project partnerships

Table 7: Structure of the project partnerships

	No. of projects	Predefined projects	Bilateral partners	Project Promoter	SI partners
SI02					
Biodiversity and Ecosystem Services	4		1	Public Institute (4)	Public Institute (5); Chamber (2); Private Company (2); Municipality (2); Association (1); University (1)
Natural Heritage	2		1	Public Institute (1) Private Company (1)	Municipality (2); Institute (1); Public institute (3)
Cultural Heritage	3		2	Municipality (1) Public Institute (1) University (1)	University (1) Museum (2) Institute (1) Private company (1) Municipality (1)
Environmental monitoring and integrated planning and control	1	1	2	Ministry	
SI05					
Area Public Health Initiatives					
Sub-area Reducing inequalities between user groups	7		7	Association, Institute (2); Public Institute (3); University (1)	Public Institute (8); Institute (5); Municipality (5); Association (5) Chamber, University (2), Private company (1)
Sub-area Prevention of life-style related diseases	7	1	3	Public Institute (5) Association (2)	Association (8); Youth Council, Public Institute (8); University (4), Institute (4); Municipality (8); Chamber; Private company (1)
Sub-area Improved mental health services	6		4	Institute (2); University (1); Public Institute (3)	Public Institute (14), Association (7); University (2); Institute (2); Municipality (1); Association of institutes (1)
Area Gender Equality					
Predefined project	1	1	1	Ministry	
Sub-area Economic decision-making	2		2	Chamber; University (1)	Institute (1), Private company (2); Public Institute (1); Association (2)
Sub-area Political decision-making	1		1	Public Institute (1)	University (1); Association (2); Institute
Sub-area Promoting work-life balance	2		2	Public Institute (1); Institute (1)	University (1), Association (3), Private Company (1)

Source: <http://www.norwaygrants.si> and AJPES

The majority of PPs were public institutions (most often form is Public Institute), in some cases Universities (which are also public institutions) and municipalities and associations. There was one private company as PP and 5 institutes (which are also private in nature). Also as partners the majority of institutions are public entities. There are quite a lot of municipalities as partners – all together 19.

In SI02 there were 6 partners from EEA countries and in SI05 there were 20 partners from Norway.

3.5 Evaluation of the processes – project selection and implementation

3.5.1 SI01 Technical Assistance and the Fund for Bilateral Relations at National Level

The purpose of SI01 is to contribute to the costs of managing the NFP, the Certifying Authority and the Audit Authority, in connection with the implementation of the EEA Financial Mechanism Programme and the Norwegian Financial Mechanism Programme, and to improve bilateral relations at national level.

3.5.2 SI02 EEA Financial Mechanism Programme 2009–2014

The SI02 programme was at the beginning operated by the Ministry of Economic Development and Technology, since 1 March 2014 it was operated by GODC. In 2013 the documentation related to the call for project proposals for priority areas Biodiversity and Ecosystem Services and Conservation and Revitalization of Cultural and Natural Heritage was prepared and approved by the selection committee and the Financial Mechanism Office. The call for proposal was published in the Official Gazette of the Republic of Slovenia no. 110/2013 on 27 December 2013.⁴ The deadline for submission of project proposals was 28 February 2014.

The call was open for two months, which is in line with the Regulation on the implementation of the EEA Financial mechanisms 2009–2014, where it is suggested, that the call for applications is open at least two months.

Since the public call for SI02 and SI05 programme was published later than foreseen the available time for implementation of selected project was shorter. The GODC acting as a PO for SI02 and SI05 has been accordingly organized and made every effort that the contracts with selected project promoters were signed as soon as possible.

The third objective within the EEA Financial Mechanism is the Environmental Monitoring and Integrated Planning and Control with the objective to “Improve compliance with environmental legislation” through a pre-defined project “Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods”.

Several activities related to the call were performed for potential applicants: workshops for applicants and support by e-mail or telephone.

The applications were assessed in two phases: in the first phase administrative relevance and eligibility were assessed. The eligible applications were further assessed in the second phase, which was a quality assessment which was performed by external evaluators (line ministries).

⁴ Call for proposals to co-finance projects under the Norwegian Financial Mechanism Programme 2009–2014 and the EEA Financial Mechanism Programme 2009–2014. 2013. The Official Gazette of the Republic of Slovenia no. 110/2013. 27 December 2013. Accessible at: <https://www.uradni-list.si/glasilo-uradni-list-rs/vsebina/2013011000001/javni-razpis-za-sofinanciranje-projektov-programa-norveskega-financnega-mehanizma-2009-2014--in-programa-financnega-mehanizma--egp-2009-2014--st--2130-13-0366-ob-459213>.

Table 8: Received, rejected and complete applications (EEA Financial Mechanism Programme)

RECEIVED APPLICATIONS	REFUSED AND REJECTED APPLICATIONS				COMPLETE APPLICATIONS	
	Inappropriately marked envelope ¹	Administrative phase and eligibility of applications phase ²	Total dismissed/rejected applications	Share of rejected applications	Complete applications ³	Share of received applications
43	11	4	15	34.9%	28	65.1%

¹ application were not opened

² various reasons for rejection – not in line with the rules

³ applications eligible for quality assessment

Source: Combined Strategic and annual Programme report 2014

Table 9: Number and share of reviewed and approved applications

EEA FINANCIAL MECHANISM PROGRAMME	No. of accessed applications (A)	Share of total	No. of granted applications (B)	Share of approved projects (within assessed) (B/A)*100	No. of projects with bilateral partnerships
Biodiversity and Ecosystem Services	7	25%	4	57,1%	1
Natural Heritage	3	10.7%	2	67%	1
Cultural Heritage	18	64,3%	3	16,7	2
TOTAL	28	100	9	32,1%	4

Source: Adapted from Combined Strategic and annual Programme report 2014

3.5.3 SI04 Slovenian Scholarship Fund 2009–2014

Three calls for proposals were announced during the programming period. The calls were announced on CMEPIUS web page (<https://www.cmepius.si/razpisi/>) in Slovenian and in English.

The call for Measure 1 Preparatory visit (open call) was published on June 21 2013 and on August 14 2013 the calls for all the other Measures were published. The process for the selection of projects was completed in December 2013. The second call was published on 18 December 2013 with the deadline 17 February 2014. The third call was published 20 October 2014 with the deadline 12 January 2015.

For each of the calls Programme operator performed several activities related with the preparation of the call: information day, workshops for applicants, technical review of applications received, evaluation process with external evaluators and approval by National selection committee.

Table 10: Received and approved applications (SI04)

Measure	2013			2014			2015			Total %
	Received	Approved	%	Received	Approved	%	Received	Approved	%	
Measure 2 Mobility projects in high education	13	6	46.2	11	7+1	72.7	10	6+1	70	61.7
Measure 3 Mobility projects for teaching staff and vocational education and training	5	5	100	8	5	62.5	6	3+1	66.7	73.7
Measure 4 Inter-institutional cooperation projects in higher education	2	2	100	4	2	50	2	2	100	75
Measure 5 Inter-institutional cooperation projects in education and training	8	2	25	14	3	21.4	9	2	22.2	22.6

Source: Adapted from Slovene Scholarship Fund SI04 Final Programme Report 2017

There were some initial problems with the first call (2013) as the number of applications for mobility project for the school sector (Measure 3) was very low. The interest in preparation and implementation of institutional project (Measure 5) with the possibility of enhanced cooperation and achievement of tangible results was larger (in all three calls). After first call redistribution of the funds was done to attract more institutions, also more emphasis was put on the promotion of the programme.

Other difficulties in implementation were: finding project partners in Measure 2; collaboration with partners; low interest for mobility to Slovenia; drawing funds (the drawing was also a problem due to the limitation of the transfer of funds / remnants between the two mechanisms).

3.5.4 SI05 Norwegian Financial Mechanism Programme 2009–2014

The SI05 programme with two priority areas “Public health initiatives” and “Mainstreaming gender equality and promoting work-life balance” was since 1 March 2014 operated by GODC. The documentation related to the call for project proposals was prepared and approved by the selection committee and the Financial Mechanism Office. The call for proposal was published in the Official Gazette of the Republic of Slovenia no. 110/2013 on 27 December 2013⁵. The deadline for submission of project proposals was 28 February 2014.

The call was open for two months, which is in line with the Regulation on the implementation of the Norwegian Financial mechanisms 2009–2014, where it is recommended, that the call for applications is open for at least two months.

Several activities related to the call were performed for potential applicants: workshops for applicants and support by e-mail or telephone.

The applications were assessed in two phases: in the first phase administrative relevance and eligibility were assessed. The eligible applications were further assessed in the second phase, which was a quality assessment, which was performed by external evaluators (line ministries).

⁵ Call for proposals to co-finance projects under the Norwegian Financial Mechanism Programme 2009–2014 and the EEA Financial Mechanism Programme 2009–2014. 2013. The Official Gazette of the Republic of Slovenia no. 110/2013. 27 December 2013. Accessible at: <https://www.uradni-list.si/glasilo-uradni-list-rs/vsebina/2013011000001/javni-razpis-za-sofinanciranje-projektov-programa-norveskega-financnega-mehanizma-2009-2014--in-programa-financnega-mehanizma-egp-2009-2014--st-2130-13-0366-ob-459213>

In this programme two predefined projects were run:

- Towards Better Health and Reducing Inequities in Health
- Towards Equalizing Power Relations between Woman and Men

Table 11: Received, rejected and complete applications (SI05)

ALL	REFUSED and REJECTED APPLICATIONS					COMPLETE APPLICATIONS	
RECEIVED APPLICATIONS	Inappropriately marked envelope ¹	2 received applications for the same sub-area	Admin. phase and application's eligibility phase ²	Total no. of refusals/rejections	Share in relation to the total no. of received applications	Complete applications ³	Share in relation to received applications
182	29	2	23	54	29,70%	128	70,30%

1 applications were not opened

2 various reasons for rejection – not in line with the rules

3 applications eligible for quality assessment

Source: Combined Strategic and Annual Programme report 2014

As seen from the Table 11 70 % of received applications were eligible for assessment and the Table 12 shows the number and share of accessed and approved projects by areas and subareas.

Table 12: Number and share of accesses and approved projects by (sub)areas

	No. of accessed applications (A)	Share of Total (%) (A/128)*100	No. of approved projects (B)	Share of accessed projects (%) (B/A)*100
Area Public Health Initiatives	85	66,4	19	22,4
Subarea Reducing inequalities between user groups	34	26,6	7	20,6
Subarea Prevention of lifestyle related diseases	29	22,7	6	20,7
Sub area Improved mental health services	22	17,2	6	27,3
Area Gender Equality	43	33,6	5	11,6
Sub-area: Economic decision-making	16	12,5	2	12,5
Subarea: Political decision-making	7	5,5	1	14,3
Subarea: Promoting work life balance	20	15,6	2	10,0
Total	128	100	24	18,8

Source: Adapted from Combined Strategic and Annual Programme report 2014

3.6 Timeliness of preparation and implementation

As the programmes SI02 and SI05 were approved in the beginning of 2013, and the calls for proposals for SI02 and SI05 were announced later than foreseen, the available time for project implementation was shorter. As already mentioned the call for proposal was published 27th December 2013, the deadline for the application was 28th February 2014. The selected projects were approved on 18th November 2014 for SI02 and 1st December 2014 for SI05. That means that it took almost one year from the publication of the call to the selection for the projects, which is relatively long period. We take into account the number of received applications was relatively high for SI05 (182 received applications; 128 eligible), but for SI02 the number of received applications was 43, 15 were not eligible due to administrative or technical reasons, which means only 28 were subject to quality assessment. Delays occurred due to unsuccessful procurement for the selection of external quality assessors of projects.

There was a considerable concern, that the projects might not be completed on time. The GODC acting as a Programme Operator for SI02 and SI05 has been accordingly organised and made every effort that the contracts with selected project promoters were signed as soon as possible.

That was the main reason for high share of project extension requests (81 %). Nevertheless the majority of projects for all Programmes were completed in 2016 and few in the beginning of 2017.

3.7 Horizontal issues

In all programmes three cross-cutting issues (horizontal issues) had to be integrated into the design of programmes: good governance, sustainable development and gender equality. Programme Operators were required to define procedures for ensuring that the cross-cutting issues are taken into account at the project level.

Good Governance

Good governance was ensured at the PO and at the PPs level. The PO is monitored by NFP, project promoters' good governance is monitored by the PO, upon application, preparation of the agreement and through the monitoring plan.

On the project level we can see the examples of good governance – for instance good project management contributed to the implementation of the project at an increased extent despite unpredictable circumstances (a larger dimension of the trunk, increased volume of exhibits and exhibited objects (SI02)).

Gender Equality

Gender equality was directly targeted as part of the programme financed by Norway Grants (SI05), also in other programmes they were addressing the issues of equality.

Gender equality was ensured in the SI02 programme. Projects contributed to the equalization of rights, opportunities and power in various social areas. In project groups were equally represented by both genders, and all project activities were targeted at men and women. In physically demanding work, some of the projects were dominated by men, which was offset by a greater number of women in other jobs. The effects of the projects provide the same applicability for both genders and do not distinguish between the two genders.

In SI04 Slovenian Scholarship Fund program for instance in some cases, the participating institutions (schools) had mostly female employees; in the case of the University of Ljubljana, the PP had the instructions to look at the gender balance; at the University of Nova Gorica, the gender structure stochastically changed over the years. When only male lecturers came from Norway as part of international mobility in the field of anthropology (theme Alternatives - anthropological knowledge for the changing world), as a compensation only the female lecturers were included from the University of Ljubljana, Faculty of Arts.

In the case of Public Health Initiatives programme (SI05) a special goal to contribute to equal opportunities was set up (increasing understanding of unequal power relations between women and man) for the purpose of identifying appropriate responses to imbalances that derive from the gender

based power structure in society, three target values were defined: number of action plans implemented, number of identified and evaluated good practices, the percentage of population involved. But none of the projects reported any special activities to achieve this goal and defined indicators. Also in the case of Mainstreaming Gender Equality and Promoting Work-Life Balance programme area (SI05) a special goal to contribute to equal opportunities was set up (greater awareness of gender equality and incentives for research in this field) and all projects reported special activities to achieve this goal and defined indicators.

Sustainable development

In SI02 sustainable development was addressed in all areas: Biodiversity and Ecosystem Services; Cultural Heritage and Natural Heritage Areas.

The projects developed under Biodiversity and Ecosystem Services area put emphasis on environmental sustainability (it concerns natural environment and how it endures and remains diverse and productive). The projects presented the important and responsible role of agriculture in preserving biotic diversity, directing agricultural holdings to nature-friendly grassland management and improving cooperation between the agricultural and nature protection professions in the area. In Slovenia's Smart Specialisation Strategy (2015), well-preserved biodiversity represents a great potential, especially for the development of high-quality eco-tourism and for the field of sustainable food.

High-quality and easily accessible project results The modernization of spatial data infrastructure to reduce the risks and consequences of floods provide support for space management in accordance with the principles of sustainable development. The use of data provides the basis for the management of environmental and spatial policy in Slovenia, and enables more efficient planning and management of the area and protection of the environment. This ensures better quality of life, citizens' safety and a more stable environment for economic development.

As stated in Slovenia's Smart Specialisation Strategy (2015) sustainable tourism is one of the priority areas. According to the Strategy, emphasis will be placed on the development of integrated services providing a top-level experience by including and taking into account the preservation of nature and natural and cultural resources. EEA and Norway grants contribute to the achievement of the objectives by projects financed under area of Cultural and Natural heritage where efficient conservation and preservation of valuable natural sites within state-protected areas were enabled through special emphasis on arranging public infrastructure for visitors. In the area of natural heritage the public infrastructure in two national protected areas were arranged and in the area of cultural heritage three cultural monuments were arranged.

In SI04 several projects were addressing sustainable development (especially elementary and secondary schools): green energy, renewable resources, care for environment and biodiversity.

4 Evaluation of the relevance, efficiency, effectiveness, sustainability and impact according to Programmes (SI01, SI02, SI04, SI05)

In this chapter we focus on evaluation of each Programme according to the relevance, effectiveness, efficiency, sustainability and impact.

4.1 SI01 – Technical Assistance and the Fund for Bilateral Relations at National Level

4.1.1 Relevance

In order to implement programmes funded by the EEA and Norway Grants 2009-2014, Slovenia was eligible for technical assistance (TA) in the amount of EUR 403.500,00. It partly funded the work (1) of the NFP, which belongs to the GODC, (2) the Certifying Authority at the Ministry of Finance (MF) and (3) of the Audit Authority, i.e. the Budget Supervision Office of the Republic of Slovenia (BSO). The MF was financed with 60% of the salary of one employee, while two auditors in BSO were co-financed (one to 50% and one

to 10% and then up to 25% of his salary). The funds were also used for participation of the representatives (CA, NFP) to different workshops (e.g. Workshop on DoRIS system, Workshop on preparation of annual and strategic reports, Communication workshops, and others), promotion activities, annual meetings, conferences and revisions.

The Fund for Bilateral Relations at National Level was established with a view to strengthen relations between the donor countries of the EEA Financial Mechanism and the Norwegian Financial Mechanism (Iceland, Liechtenstein and Norway) on the one hand, and Slovenia on the other. The Fund was allocated 0.5% of the funds envisaged in the two financial mechanisms for the period 2009–2014. That was EUR 134.500,00.

Health inequality (1), gender equality (2), and (3) past experiences and the future of European integration have been identified as the main areas for straightening the bilateral relations at national level. In addition to the NFP, the Ministry of Health (MH) provided the implementation of the cooperation in the first field, the Ministry of Labour, the Family, Social Affairs and Equal Opportunities (MLFSA) provided the implementation of the cooperation in the second field, and the Ministry of Foreign Affairs (MFA) provided the implementation of the cooperation in the third field. The competent ministries in the donor countries, various specialized institutions and the Embassy of the Kingdom of Norway in Budapest were designated as other institutions for the implementation of activities.

4.1.2 Efficiency

Technical assistance:

During the implementation of the programmes funded by the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009–2014, the allocation of TA funds was in line with the plan. With the envisaged funds (data from the Annual Reports on the Implementation of the Agreement on Technical Assistance with the EEA Financial Mechanism and the Norwegian Financial Mechanism in Slovenia for the period 2009–2014), in addition to the labour costs in the aforementioned Slovenian institutions, the costs of annual meetings with donors were financed, audit plans, annual meetings of the Monitoring Committee, training for work on the DORIS information system, the renovation of the Norwegian Financial Mechanism website and the website of the EEA Financial Mechanism, information, promotions (articles presenting the results of projects), workshops for NFPs, Scholarship fund workshops, workshops related to communication activity, workshops on detecting irregularities in financing, the evaluation of programmes financed by the Financial Mechanism of EEA and the Norwegian Financial Mechanism 2009–2014 was financed, the publication Working together towards common goals (1500 copies) with the presentation of all projects and programs financed from both funds, and the organization of a final event of all programmes within the period 2009–2014 in Slovenia was funded.

The TA ends at the end of August 2018 and until then the costs are still incurred. Most of the funds will be spent.

The GODC and, in particular, the NFP, worked intensively with the Embassy of the Kingdom of Norway despite the relocation of the Embassy to Budapest. The embassy's staff came every time they were invited. They were present at all annual meetings and participated in NFP information activities. The embassy also responded to the invitations of the heads of individual programmes and projects.

Bilateral relations at national level

The Work Programme of the Fund for Bilateral Relations at National Level included five priority areas of cooperation: (1) preparing bilateral aspects of the programmes in the preparation phase (2011 and 2012); (2) co-operation in the field of health; (3) co-operation in the field of gender equality; (4) Slovenian / EEA countries experiences in the past and future European integration; and (5) other initiatives to be agreed with the donors.

Bilateral health cooperation envisaged: conduction of the conference through the exchange of experiences and presentation of best practices in the field of public health, study visit at the Norwegian national telemedicine center in Tromsø and another study visit by Slovenian experts and policymakers in Norway devoted to the study of the field of public health.

Bilateral gender equality cooperation envisaged: a study visit to the institutions dealing with gender equality in Norway, Iceland and / or Liechtenstein with a view to presenting best practices in the

formulation and management of gender equality policy; a study visit to policymakers on gender equality at national and local level and to non-governmental organizations in Iceland with a view to exchanging experiences and establishing cooperation between stakeholders in gender equality policies, in particular with regard to measures to prevent violence against women, reconciliation in families, the role of men in gender equality and privacy in relation to the issues of gender equality; holding a conference with the exchange of knowledge on best practices in the area of gender equality with the participation of representatives of donor countries, Slovenia and third countries; a consultation meeting on the role of men in relation to gender equality; the participation of one or more experts from Iceland at a thematic consultation seminar on gender equality issues in Slovenia; a study visit with the exchange of knowledge on best practices on gender equality in Norway - national and, in particular, the local level (policy formulation, research on the fields of life and work balancing, violence against women, gender equality, women's role in decisive positions in the economy and politics).

Bilateral cooperation in the exchange of views on past experiences and the future of European integration envisaged: the conduct of the Slovenia-EEA Conference by focusing on the different models of European integration in the past and the prospects for the future (a look inside and outside the EU); study visit; the implementation of the Slovenia-Norway conference on the theme "Women, Peace and Security", the conference is expected to be held in Ljubljana.

All planned activities were finished or will be completed in the first half of 2018 (conference "Women, Peace and Security"). MLFSA and the MFA conducted these activities efficiently. In the field of gender equality, there were more activities than planned and the increase of activities was approved by the donor. The MLFSA and the MFA used all the planned funds, while the MH carried out planned work but some funds remained unspent.

In the framework of bilateral cooperation at national level (in addition, bilateral cooperation took place at the level of programs and projects) was a special program item with 3.600 euros, which was available annually for additional activity agreed with the donors. For example, to finance a group of Slovenian Parliament members visit to Oslo (meetings at certain ministries).

4.1.3 Financial indicators

Technical assistance:

The final financial indicators will be known after the Technical Assistance is completed. Information is now available (Annual Reports on the Implementation of the Agreement on Technical Assistance with the EEA Financial Mechanism and the Norwegian Financial Mechanism in Slovenia for the period 2009–2014), on the estimated cost breakdown for the entire period. This cost breakdown is presented in the table below.

Table 13: Cost breakdown for TA funds

Euros	National Focal Point (NFP)	Certifying Authority (CA)	Audit Authority (AA)	TOTAL
Planned funds	201.120	102.880	99.500	403.500
Share	50%	25%	25%	100%

Source: Adapted from Combined Strategic and Annual Programme Reports

During the years, the shares of eligible institutions on TA funds were changing. As mentioned, the NFP didn't finance the work of its employees with TA, but it used the TA to finance the activities that helped the implementation of both mechanisms.

It is expected that planned TA funds in Slovenia will be fully spent by the end of the EEA Financial Mechanism and the Norwegian Financial Mechanism period 2009–2014.

Bilateral relations at national level

The foreseen and spent funds (or reserved for the implementation of the "Women, Peace and Security" conference) of the Fund for Bilateral Relations at National Level is shown in table below.

Table 14: Sources allocated and spent for bilateral relations at national level

Euros	Health sector	Gender equality	European integration
Funds foreseen	30.000	33.500	33.500
Funds used	5.617,21	33.500	33.500
Difference	24.382,79	0	0
Percentage of resources used in the envisaged funds	19%	100%	100%

Source: Information GODC

Of the estimated EUR 97.000 for the implementation of various bilateral cooperation activities, EUR 72.617,21 or 75% was spent. Of the EUR 134.500 total budget of the Fund for Bilateral Relations at National Level, 72% was allocated for cooperation in the fields of health, gender equality and European integration.

4.1.4 Effectiveness

The technical assistance facilitated the functioning and control of the functioning of the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009–2014 in Slovenia. The planned funds were sufficient and are expected to be fully utilized.

Through the bilateral cooperation work plan, long-term cooperation between different spheres (ministries, NGOs) of donor countries and Slovenia was established. The work plan of the Fund for Bilateral Relations at National Level was well thought out. The themes (health, gender equality and European integration) have been selected according to past experiences. All planned will be implemented by the first half of 2018. In the future, it would be worthwhile to set up a similar form of cooperation in the exchange of experience in the field of science and research. Slovenian Ministry of Health could make greater use of bilateral cooperation for the flow of information on the effective management of providers of health services (hospitals, health centers, etc.).

4.1.5 Impact

As the purpose of SI01 was the implementation and assistance for smooth running of EEA and Norway Grants we cannot talk about the impact as such.

4.2 Programme SI02 – EEA Financial Mechanism Programme

The EEA Financial Mechanism Programme (SI02) covers three programme areas. The first is “Biodiversity and Ecosystem Services” and its main objective is stopping the loss of biodiversity (21% of grants). The second is “Conservation and Revitalisation of Cultural and Natural Heritage” (43% of grants for cultural heritage and 14% of grants for natural heritage) through which cultural and natural heritages are safeguarded and conserved for future generations and made publicly accessible. The last one is Environmental Monitoring and Environmental Planning and Control with a pre-defined project “*Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods*” which has the aim of improving the compliance with environmental legislations (22% of grants). In total, there were 10 approved projects within the SI02 programme.

4.2.1 Relevance of the programme

According to the UNEP Biodiversity index, Slovenia is one of the EU countries with the highest biodiversity in Europe. This is reflected in the country’s high proportion of the Natura 2000 network - an instrument of the EU for conservation of biodiversity. However, despite its diverse and relatively well preserved nature, challenges remain to improve the conservation status of habitat types and species, especially in forest, grassland and wetland areas. In Slovenia, natural disasters are increasing in frequency and intensity. In September 2010 heavy rains caused one of the worst floods and landslides in the country’s history. Adequate spatial information is a prerequisite for preventing floods and reducing their risks and impacts. In the area of conservation and revitalization of cultural and natural heritage, the programme recognizes that there are challenges facing Slovenia’s large number of diverse protected heritage units and its over 8000 declared cultural monuments and around 15,000 natural heritage sites with the status of valuable

natural feature. The maintenance of cultural and natural heritage has the potential to contribute to economic growth as well as greater awareness about sustainable growth and environmental education.

4.2.2 Efficiency of the programme

For the achievement of the goals of all projects within SI02, the EEA grants were of great importance. Without the funds, the projects could not be carried through or it would be performed only after longer period of time. Approximately one third of respondents in online survey said (similarly also in interviews) that the amount of funds for their project was sufficient, while others claim that it wasn't entirely sufficient. The results of the programme justify the costs. Based on the sample assessed, the programme results were achieved with reasonable costs.

The funds gained for projects within *Biodiversity and Ecosystem Services* enabled the beginning of execution of vital activities for conservation of nature. Gained funds were not sufficient for larger interventions, therefore activities will be continued within new projects.

The conservation and revitalisation of the Cultural and Natural Heritage – area *Cultural heritage*, with the goal of “Cultural and natural heritage for forthcoming generations – secure, preserved and accessible to public” the amount of granted funds was 4.000.000,00 €. Three projects were selected, with all three project promoters agreeing, that the amount was inadequate, basing on the complexness of the chosen projects. Resources dedicated to area *Natural heritage* have enabled the launch of important activities, which will continue in the future with the help of other financial mechanisms.

Because of the national importance, the project *Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods* would have been carried out even if it didn't receive the EEA grants. With the acquired funds the time of the execution was significantly shortened. The floods, being one of the consequences of climate change, are more and more common, as well as more severe in the past few years, so the speeding up of the process is welcome and justifiable.

In the field of bilateral relations, some projects were less and others more successful. In the Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods project, cooperation was already established in the previous programme period and was only consolidated and upgraded in this programme period (National Land Survey of Iceland (Landmælingar Íslands) was invited). Project that was also quite successful in bilateral relations was Promotion of environmentally friendly visitation of protected areas. Partnerships have been well-established. The only disadvantages lied in the fact that the areas in North Europe and in Slovenia are extremely different, especially in accordance with the needs of the protected areas. Difficulties also aroused due to differences in legislation and degree of states development. Successful cooperation within participants of SI02 continues with the transfer of knowledge and experience even after the projects were completed, while further cooperation is also considered. With international cooperation, the international reputation and self-esteem of Slovenian experts has increased.

4.2.3 Financial indicators

The financial indicators of the implementation of the SI02 programme financed by the EEA Financial Mechanism are shown in the following table.

Table 15: Allocated funds to projects by individual area (SI02)

Programme area	Project	Project grant (in EUR)	Total eligible costs of the project (in EUR)
Biodiversity and Ecosystem Services	Sustainable Pohorje management (SUPPORT)	576.372,32	606.707,71
	People for Marsh - Biodiversity Conservation at the Ljubljana Marsh (LJUBA)	526.006,21	554.274,20
	Efficient management of extensive meadows at Natura 2000 site Goričko (Goričko meadows)	266.423,99	280.446,31
	Governance of forest habitat types and species in the selected Natura 2000 sites alongside Mura (GoForMura)	644.199,28	678.104,51

Conservation and revitalisation of cultural and natural heritage	Natural Heritage	Comprehensive introduction of environmentally friendly mobility in Triglav National Park for the preservation and real experiencing of nature (Park and enjoy nature!)	322.722,00	403.402,50
		Promotion of environmentally friendly visitation of protected areas (CARS-OUT!)	948.520,28	998.442,40
	Cultural Heritage	Ljubljana River Experience and Exhibition Site (LJUBLJANICA)	846.062,52	1.080.796,00
		Idrija Mercury Mine – 1st Phase of Reconstruction (IDRIJA – SMELTING PLANT AREA)	2.000.000,00	2.332.810,14
		Archaeology for all: revival of the Archaeological park Simonov zaliv (AS)	1.153.937,49	1.214.671,04
Environmental Monitoring and Integrated Planning and Control (pre-defined project)	Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods (Modernization of Spatial Data Infrastructure)	2.085.882,00	3.060.000,00	
TOTAL			9.370.126,09	11.209.654,81

Source: Final reports of the projects

The funds provided by the EEA grants were of great importance for the reaching of the goals for all respondents and interviewees. None of the projects would be carried out, have it not received the said funds, except the project *Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods*. The resources were completely sufficient for approximately one third of all projects, while others received partially insufficient funding.

4.2.4 Effectiveness of the programme

All respondents and interviewees see their projects as successful or very successful based on the outputs set. The co-operation would be easier and more successful if there were fewer project partners.

Experience, gained during the implementation of the projects, will help to produce similar, broader projects with similar goals, and positive reactions of the public connected with project activities.

Greatest successes of the Programme were:

- Biodiversity and Ecosystem Services:
 - The surpassing of the goals with the promotion and enrolment into environmental protection measures of the farming policy (PRP2015–2020) and the effects in nature.
 - The preservation of the last larger population of one of the most endangered species of butterflies within the project area. The establishment of the efficient cooperation with the project partners. Establishment of the foundation for further action in the project area.
 - Education and awareness raising of property owners and youth vital to the preservation of nature.
 - The introduction of the problem to the broader public and its responsiveness – initiative for further action.
 - Establishment of cooperation with the colleagues from the donor countries.
- Conservation and revitalisation of cultural and natural heritage:
 - Cultural Heritage:
 - The availability of authentic interpretation of natural, and mostly cultural heritage of the area. New discoveries. Established protection of the monument in situ. Restored and renovated trunk dugout boat.
 - Restoration of the endangered cultural monument of national importance, listed in UNESCO list of intangible cultural heritage, renovated and increased availability of cultural heritage.
 - Establishment of the needed infrastructure, which wouldn't be possible without the allocated project funds.
 - Natural Heritage:

- Education and awareness raising of broader public and especially youth about the importance of nature preservation.
- Establishment of infrastructure, necessary for the operation of the Natural protection area.
- The strengthening of bilateral relations and exchange of knowledge.
- Environmental Monitoring and Integrated Planning and Control (pre-defined project):
 - Establishment of the height constituent of the national reference system in accordance with international recommendations, realized the ISO standards of data modeling and the INSPIRE directive.
 - Updated pre-existing topographical data updated and improved (the coverage of the area).
 - New hydrographic database was established.
 - The reputation and international status of the Slovenian geodetic profession was raised.

Table 16: Output and result indicators, effectiveness and efficiency of programme area: Biodiversity and Ecosystem Services

Indicator		A: Expected results at the end of the financial period 2009–2014	B: Achieved by 2016	Effectiveness % of achievement (B/A)*100
Outputs				
Number of projects on Biodiversity and Ecosystem Services		4	4	100,0
Surface of measures targeting grassland and/or forest species/habitat types		20.180 ha meadows (260.040 ha forests) (baseline = 19.600 ha meadows; 252.540 ha forests)	20.218 ha meadows (260.750 ha forests)	106,5 (109,5)
Surface of measures targeting wetland species/habitat types		700 ha (baseline = 670)	707 ha	123,3
Number of Natura 2000 species/habitat types monitored and share of these species/habitat type covered by monitoring		116 species/habitat types (baseline = 110 species/habitat types)	123 species/habitat types	216,7
Number of key stakeholders accepting on the implementation of the Natura 2000 site management programme and conservation measures planned in project activities		4.750 people (baseline = 4.500)	5.041 people	216,4
Outcomes				
Increased capacity to manage and monitor Natura 2000 sites effectively	Number of management plans for Natura 2000 areas implemented	115 plans forestry (+580 ha agriculture=20.180 ha) (baseline = 109 plans forestry; 19.600 ha agriculture)	114 plans forestry (+618 ha agriculture=20.218 ha)	83,3 (106,5)
	Number of Natura 2000 species/habitat	116 species/habitat types	123 species/habitat types	216,7

	at types monitored and the share of their population/range covered by monitoring	(baseline = 110 species/habitat types)		
	Number of Natura 2000 species/habitat types in favourable or improved conservation status	Total 181 units out of 748 (baseline = total 176 units out of 748)	Total 192 units out of 748	320,0
Efficiency				
Number of projects on Biodiversity and Ecosystem Services				
Total amount (euro)		2.119.532,73 euro (106.530,93 euro out of grant)		
Amount per project (euro)		529.883,18 euro (26.632,73 euro out of grant = 5,0 %)		

Source: Combined Strategic and Annual Programme Report 2016

As the table shows, by 2016 the majority of indicators in Biodiversity and Ecosystem Services area were greatly surpassed. The average amount per project was 529.883,18 EUR. We can confirm, that the projects were effective.

Table 17: Output and result indicators, effectiveness and efficiency of programme area: Natural and Cultural Heritage

Indicator	A: Expected results at the end of the financial period 2009–2014	B: Achieved by 2016	Effectiveness % of achievement (B/A)*100
Outputs			
Number of projects on Conservation and Revitalisation of Cultural Heritage	3	3	100,0
Number of projects on Conservation and Revitalisation of Natural Heritage	2	2	100,0
Establishment of new public infrastructure for visitors of the most important natural heritage sites in national protected areas	1 (baseline = 0)	1	100,0
Increased amount of park infrastructure that safeguards natural aspects and offers environmental education and experiencing nature to users	1 (baseline = 0)	1	100,0
Outcomes			
Number of natural heritage sites protected or revitalised	1 (baseline = 0)	1	100,0

Efficiency			
Number of projects on Conservation and Revitalisation of Cultural Heritage			
Total amount (euro)	4.628.277,18 euro (628.277,18 euro out of grant)		
Amount per project (euro)	1.542.759,1 euro (209.425,7 euro out of grant = 13,6%)		
Number of projects on Conservation and Revitalisation of Natural Heritage			
Total amount (euro)	1.401.844,9 euro (130.602,62 euro out of grant)		
Amount per project (euro)	700.922,5 euro (65.301,3 euro out of grant = 9,3%)		

Source: Combined Strategic and Annual Programme Report 2016

In the area Natural and Cultural Heritage by 2016 all the indicators were achieved. The achievement for each indicator in this area was 100 %, which shows that the projects were effective.

Table 18: Output and result indicators, effectiveness and efficiency of programme area: Environmental Monitoring and Integrated Planning and Control (pre-defined project)

Indicator		A: Expected results at the end of the financial period 2009–2014	B: Achieved by 31.12.2016	Effectiveness % of achievement (B/A)*100
Outputs				
Number of projects on Environmental Monitoring and Integrated Planning and Control		1	1	100,0
Measured normal level of high-order networks – No of benchmarks		1.500 (baseline = 0)	2,030	135,3
Extended coverage of Slovenia with topographic data		2.280 sheets (baseline = 1.950)	2.430 sheets	145,5
Coverage of Slovenia with fully Inspire-compliant hydrographic data		320 sheets (baseline = 0)	320 sheets	100,0
INSPIRE network services for topographic data		10 (baseline = 0)	11	110,0
Outcomes				
Increased exchange of information on environmental impact, status and trends between Beneficiary States and other EU Member States	Number of public authorities that link their spatial datasets to the INSPIRE network	3 (baseline = 1)	3	150,0
	Implementation of INSPIRE implementi	3 (baseline = 0)	3	100,0

	ng rules			
	Accessibilit y of spatial data	3 (baseline = 1)	3	150,0
Efficiency				
Number of projects on Environmental Monitoring and Integrated Planning and Control				
Total amount (euro)	3.060.000,0 euro (974.118 euro out of grant)			
Amount per project (euro)	3.060.000,0 euro (974.118 euro out of grant = 31,8%)			

Source: Combined Strategic and Annual Programme Report 2016

For predefined project under the area Environmental Monitoring and Integrated Planning and Control the indicators were achieved or even surpassed by 2016.

4.2.5 Impact

The implementation of projects within SI02 had a major impact on the local, national and also the wider environment.

Directly and indirectly, the projects within *Biodiversity and Ecosystem Services* programme area have affected individuals, partner institutions and the target group, to which the project was aimed towards. The realisation of projects within programme area had impacts on the individuals as it raised knowledge and awareness. Familiarization with numerous problems which exist on the area was raised and alerted to the importance of establishing interpersonal relations as a foundation for the establishment of dialogue, problem solving, and reaching solutions. The realisation of the programme area enabled newly acquired knowledge, experience with project leadership and the possibility of continuation of similar activities, financed by other programs. The acquired experience will be used by the participants in their everyday work. The participating institutions gained with the realisation of project newly acquired experience with organization and participation in multidisciplinary teams. Awareness about the importance of dialogue between everyone involved with the management of nature/environment was raised. Impact on the target group was seen especially as strengthening of the influence of environmental management, raising the awareness of landlords on the areas vital for preservation of biotic diversity and raising the awareness of the local population and visitors.

Planned goals of *Conservation and revitalisation of cultural and natural heritage* programme area were not only reached, but also surpassed, along with its numerous specific goals. Because of the complexity of the projects, the results were very positively and well accepted on local, national and international level. Directly and indirectly, the project has affected individuals, partner institutions and the target group, which the project was aimed towards. The impact on individuals is seen mostly in the experiences and new knowledge gained in the field of project leadership, the transfer of knowledge between the experts from different institutions, and in the ability to use the learned skills in their everyday work. The influence on partnering institutions is observable in higher rate of connections and interdisciplinary work. New professional contacts and new solutions were established, which will be further improved because of their desire to continue with similar activities within the frame of financing of other projects. The effect it had on the target group within *Cultural Heritage* programme area, towards which programme area was aimed – mostly at the local level, was best seen in the better awareness, upgraded knowledge, and newfound respect for the cultural heritage. This all leads to the realization, how cultural heritage helps to strengthen the identity of the local environment, while opening new options for the development of the creative industry and tourism. The education has enabled high-quality protection and preservation of the heritage, as their own value and potential for future generations. It will be the local community, who will be the best promoter for visitors and tourists in the future. The *Natural Heritage* programme area contributed to the preservation and improvement of the status of protected areas. The education of participants, which was carried out under the programme, will ensure the long-term preservation and progress of the protected areas.

With the establishment of the geodic reference system within programme area *Environmental Monitoring and Integrated Planning and Control (pre-defined project)*, which is regularly in use by geodesist, and

which is the basis for the new coordinate system, the geodetic sector has become conscious of its importance. Slovenia has joined the most developed countries in this field, and the interest in the area is increasing. With the comprehensive renovation of the database of the individual topographic layers, the entire system of collection, distribution, and presentation of topographical maps has changed. These have usually been published as sheets in a certain scale. Now, however, they are published with numerous component layers, which can be used in a variety of scales. This will offer simpler means of updating, as well as much simpler personalization for the needs of cartographers and other experts. With this change, there was also implemented the new national model of rules for the collection, keeping and distribution of the spatial data. All data accessed in this project are in order with the INSPIRE directives, which covers all three aforementioned aspects. The new database model also prompts other researchers and owners of spatial data to offer their product in the same, unified manner. Standardized methods of keeping the data offer its insight to a wider array of users. The update, or rather the creation of hydrological data – especially LIDAR data, which covers the entire area of Republic of Slovenia, has drawn attention of the professional public. Based on the LIDAR data, a number of analyses (not only in the field of hydrology) has begun.

4.2.6 Sustainability

The effect of the projects that were carried out is still visible today. The work in the future will continue mainly through the new projects.

Projects within *Biodiversity and Ecosystem Services* areas continues with the activities with annual workshops performed by the PP; activities in the renewed infrastructure, addition of new contents; monitoring and maintenance of the measures in nature and also with newly established inter-institutional cooperation and cooperation with local communities. There were also a couple of initiatives taken for the continuation of activities in new projects.

The projects within *Conservation and revitalisation of cultural and natural heritage* programme area continues with its activities after the conclusion of the co-financing, with the activities inside the restored venue and with the addition of new contents. At the same time, monitoring and maintenance of the measures in nature is being sustained. There is also initiative for the continuation of work on a new project, with established inter-institutional co-operation, and the co-operation of local communities. The effect of the programme is continuously strengthening. One of such in *Cultural Heritage* programme area is the identification of the integral image of the monument, which guaranties the investment into sustainable development, and enables the creation of the integral long-term strategies in the fields of protection and preservation of cultural heritage, along with its presentation and popularization for local and foreign public. With the improved accessibility to the heritage, the potential for instructive, educational, leisure, and touristic activities is being strengthened, which in turn improves the overall quality of life in the city, and creates new possibilities for employment. The sustainability of *Natural Heritage* programme area is expressed especially as increased knowledge of all participants: site managers, land owners and visitors. The education of the participants will contribute to the further development of the area. With the realization of both programme areas – Cultural and Natural Heritage – an effective platform for the realization of further phases of projects has been established.

The project *Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods* would, because of its national importance, be carried out even if it didn't receive the funding. The difference would only be in the dynamics of the project. The collected data is kept, updated and spread even after the project's completion, however, these activities are performed at a slower pace. The null order net is used for the frequent control of the systems' performance of the location determination with satellite technology. It continues to improve the national geoid and collection of topographical data according to the methods tested during the project. Those involved in the project have with the newly acquired experience, gained during the completion of the project, raised their own self-confidence, making it easier for them to continue their own work, creating products of even higher quality. The project partners continue to share experiences and ideas. The collected data have speeded up and cheapened a number of procedures, creating more accurate and high-quality results. The accuracy and the range of results make them useful for both regional and national level.

4.2.7 Identification of successful project

Case study: Ljubljana River Experience and Exhibition Site (Ljubljana)

- *Programme: EEA Financial Mechanism Programme (SI02)*
- *Programme area: Conservation and revitalisation of the Cultural and Natural Heritage*
- *Project promoter: Municipality of Vrhnika*
- *Project partners from Slovenia: Museum and Galleries of Ljubljana, Biotechnical Faculty of the University of Ljubljana*
- *Donor project partner: None*
- *EEA Grants funding: 846.062,52 € (78,28%)*

The project Doživljajsko Razstavišče Ljubljana - "Ljubljana River Experience and Exhibition Site" is entirely a successful project. It reached the common set goal – cultural heritage rejuvenated, restored and protected, along with specific goals, such as accessibility to the cultural heritage, deliverance and preservation of the endangered heritage of water wood with monitoring and analysis, with the heritage accessible at the exhibition. The river Ljubljana is, besides its natural attractions, especially important because of the rich cultural heritage. By the number, quality, and scientific importance, it belongs among (is one of) the most important and at the same time the most endangered cultural monuments in Slovenia. The project has protected the most endangered parts, while creating better conditions for the availability and accessibility of this monument. With the interactive exhibition in Vrhnika, where the modern interactive and attractive exhibition Ljubljana took place, a platform for the realization of a comprehensive future project was set.

Case study: People for Marsh - Biodiversity Conservation at the Ljubljana Marsh (LJUBA)

- *Programme: EEA Financial Mechanism Programme (SI02)*
- *Programme Area: Biodiversity and ecosystem services*
- *Project promoter: Institute of the Republic of Slovenia for Nature Conservation*
- *Project partners from Slovenia: Ljubljana Marsh Nature Park Public Institute, Research Centre of the Slovenian Academy of Sciences and Arts, Chamber of Agriculture and Forestry of Slovenia - Institute of Agriculture and Forestry Ljubljana*
- *Donor project partner: None*
- *EEA Grants funding: 526.006,21 € (94,90%)*

The project was needed to improve the management of Natura 2000 site Ljubljansko barje (Ljubljana marsh) concerning conservation of target species of butterflies, orchid and target habitat types and agricultural impact on them. Project established firm cooperation between agricultural and nature conservation science and together with measures made by LJUBA and by incorporating them in the yearly plan of work of Ljubljana marsh Nature Park's as well as forming new projects founded by ERDF (Operational program of Slovene Cohesion policy 2014–2020), the Cooperation measure from Agriculture fund (Rural development programme 2014–2020), the results will be sustained.

The overall objective of the project LJUBA was to improve management of Natura 2000 site Ljubljansko barje. The goal was reached by: collecting data, improving management and upgrading monitoring of habitat of target species/habitat types, establishing cooperation between nature conservation and agricultural profession, diminishing loss of meadows due to increasing arable surfaces and proliferation of golden rod. The objectives of project LJUBA were reached fully in the time available and have strong impact on future management of this Natura 2000 site.

By measures made by LJUBA and those promoted by LJUBA and financed from Rural development programme (EU Agricultural policy 2014–2020) the most important outcome is the appropriate management for target species/HT on 394 hectares. Specific nature conservation measures and

management with golden rod (together with shrubs they were removed on 29, 5 ha) were formed and incorporated in Plan of work of Nature park Ljubljansko barje. Agricultural and nature conservation cooperation for this area is established and will be maintained also in the future.

By data collected with monitoring of target species/habitat types, more precise specific areas for conservation and appropriate measures for future management were determined. By informing, getting to know and including into project activities local farmers a network in which cooperation is improved and problem solving possible was formed.

Promotion of nature conservation measures as the most important tool for improving status of target species/habitat types was done towards farmers of the Ljubljansko barje area, as the most important group of beneficiaries. They took important place in almost all project activities and future management planning.

Cooperation between project partners, farmers, local inhabitants and also the policy makers achieved more positive attitude to the nature conservation of all participants. Partnership achieved also the better cooperation between them for further collaboration.

Case study: Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods

- *Programme: EEA Financial Mechanism Programme (SI02)*
- *Programme area: Environmental Monitoring and Integrated Planning and Control (pre-defined project)*
- *Project promoter: Surveying and Mapping Authority of the Republic of Slovenia (SMARS)*
- *Partner from Slovenia: Ministry of Environment and Spatial Planning (MESP)*
- *Donor project partners: Norwegian Mapping and Cadastre Authority (Statens kartverk), National Land Survey of Iceland (Landmælingar Íslands)*
- *EEA Grants funding: 2,085,882 € (68 %)*

EEA fund co-financed the project *Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods*, a project of significant importance for Slovenia. The rest of the funds were provided by the partners' own contribution (32 % or 0,974m €). Because of its national importance, the project was registered in the co-operation memorandum. GURS and Statens kartverk have co-operated on previous financial perspective 2004–2009. Because of the wish to further improve the exceptional co-operation, experience and new ideas, new project was formed with Landmælingar Íslands. The idea of further co-operation on financial perspective 2014–2021 is being pondered upon.

The project was split into four content compounds (sub-projects):

- The sub-project Geodetski referenčni okvir (*Geodetic Reference Frame - GRO*) established the null value order of the horizontal and vertical net (with the vision to establish the 4R reference system in Slovenia), new altitude component of the European reference system (ESRS) and determined the new geoid for the Slovene area. With the use of these systems we are able to easily track the vertical changes in landscape, which in turn provide more accurate surveyor measurements.
- Sub-project Topografija (TOPO) had included the preparation of the new, greatly detailed topographical database (scale 1:5000), which is in accordance with the INSPIRE directive. After the end of the project, the topographical data will be available for more than 75% of the country.
- In the sub-project INSPIRE (INSP) an important part of national infrastructure for spatial information was established, meeting the demands of the European INSPIRE directive.

- The sub-project Hidrografija (*HYDRO*) created the sample hydrographic database in accordance with the INSPIRE directive.

All the sub-projects have met their goals, or in most cases even surpassed them. This is mostly because of the outstanding planning and execution of the project. The project partners have, because of their reliance to the national funding, accessed the funds easily and quickly. But it is because of this reliance to the funding that their drawing of funds was limited to a (too) short period of time (despite the dynamic of the project clearly requiring an annual financing).

The name of the project itself indicates that its direct goals are to reduce the risk and consequences of floods, but there are also numerous indirect effects. Some of such improvements are: the upgraded accuracy of geodetic measurements - mostly in the vertical direction; simpler spatial planning, easier access to data which can be applied to other fields, etc. The acquired data have cheapened and fastened the creation of flooding studies and the planning of appropriate measures, which in turn relieves the local communities and improves the safety of citizens. With the establishment of the topographical database and national infrastructure for spatial data, the question of its maintenance and expansion is raised. Especially the addition of the new spatial, and the update of the already existing data will - according to the presently available resources - be slow. It is for that reason that there are already plans being made for further co-operation on a new project.

4.3 *SI04 – Slovenian scholarship fund 2009–2014*

Within the Slovenian Scholarship Fund programme, the following activities were supported:

- preparatory and study visits,
- mobility projects in higher education (mobility of students and staff),
- mobility projects for education and training staff for general and vocational education and training (training of employees, participation in seminars, conferences, etc.),
- projects of inter-institutional cooperation in higher education (intensive programs),
- inter-institutional cooperation projects in the field of education and training (partnerships).

4.3.1 **Relevance of the programme**

Both the EU 2020 Strategy and the strategic operating plan of Slovenia for human resource development emphasize the importance of investment into education and training of individuals, particularly those with low qualifications, without appropriate skills, whether young or adults. Internationalization of the education sector and mobility of individual are important instruments in developing the quality and effectiveness of education, with the aim to achieve better employability and more innovation in the sector, while ensuring social inclusion and equity. Slovenia has well established cooperation in the education sector with many European countries. In the case of Norway, Iceland and Liechtenstein more support is needed to stimulate cooperation and mobility.

4.3.2 **Efficiency of the programme**

From 2009 to 2014, the Slovenian Scholarship Fund conducted 52 projects for students, professors, teachers and professional staff in universities, high schools and primary schools between Slovenia and three donor countries: Norway, Iceland and Liechtenstein. CMEPIUS as a PO cooperated with similar institutions in donor countries, SIU (Norway), RANNIS (Iceland) and AIBA (Liechtenstein). For effective implementation of these projects CMEPIUS supported also 62 preparatory visits. CMEPIUS participated with the PP in the preparatory phase and during the implementation of the project. In addition to continuous consulting, CMEPIUS also conducted control visits, followed up the intermediate reports on the course of the project, and organized various events (conferences, consultations, etc.) where PP could share experience and learn about the examples of good practice.

As part of the SI04 Slovenian Scholarship Fund programme, 320 student visits (145% of the planned number) and 261 visits by professors, teachers and other professional staff (104% of the planned) were carried out. In the case of student mobility, the effectiveness of the EEA Financial Mechanism reached 120% of the planned figure, and the Norwegian Financial Mechanism reached 155% of the planned figure.

As a certificate for the acquired knowledge, 250 students (227% of the planned) received European Credit Transfer and Accumulation System (ECTS) credit points. Participants of mobility, the institution it has taken and the institution that sent them have signed tripartite contracts with a precise definition of the process of obtaining ECTS credit points. In the framework of inter-institutional cooperation, 246 experts (107% of the planned) attended shorter visits in order to learn about examples of good practice. In the framework of various projects funded by the Slovenian Scholarship Fund, 65 students, 59% of the planned number, attended the working practices. As part of the mobility of staff in general and vocational education, 84 visits of teachers and professional staff were carried out (84% of planned). In order to improve the results in this field, CMEPIUS organized a visit of the Slovenian principals of secondary schools in Norway (11 participants). Part of the funds earmarked for financing the mobility of teachers and professional staff has been redeployed to finance inter-institutional cooperation in the field of education and training. Similarly, resources that could not be used to finance study practice were allocated to funding study mobility of higher education students. In both cases (working practice and mobility of elementary and secondary schools' staff) of non-achievement of the goal the main cause was the difficulty of obtaining partners from the host countries.

The problem of the mobility of employed persons (professors, teachers, professional staff) is also in Slovene legislation, which does not allow the payment of a flat rate. **To increase efficiency, these funds should be in the future treated as a scholarship.**

During the implementation of the SI04 Slovenian Scholarship Fund programme 34 new mobility agreements were concluded between higher education institutions (340% of planned). Six projects of inter-institutional cooperation at higher education level and 7 projects of inter-institutional cooperation in the field of education and training (130% as planned) were carried out.

The SI04 Slovenian Scholarship Fund programme was extremely successful due to the focus on relations between Slovenia, Norway, Iceland and Liechtenstein, due to the relatively high (compared to Erasmus program or the funds of the Slovenian integral budget) scholarships, due to the simple administration of the project and due to the CMEPIUS possibility to some extent (5% of bilateral funds) redistribute funds into projects that were feasible. In order to achieve greater efficiency of the implementation of the programs, a reserve list of projects was created, which were not accepted at the tender. In order to increase the efficiency of the program, CMEPIUS also upward limited the amount of funds allocated to each project (linked to the number of students in the institution involved in financing).

The survey, conducted among the PP financed under the SI04 programme of the Slovenian Scholarship Fund, showed that 82% of respondents decided to participate in mobility because they received a donation, and for 95% the donation funds were sufficient to cover the costs. The most difficult was finding partners. In the interview, the mobility organizers suggested that a special website (platform) should be established for contacts between institutions interested in cooperation between Slovenia, Norway, Iceland and Liechtenstein. The special action should provide information to institutions (especially at undergraduate level) in donor countries that such cooperation is possible and that mobility takes place in both directions. The results of the survey showed that co-operation is very good when it comes to it (91% of respondents graded 4 or 5). The vast majority (77% of respondents with a rating of 4 or 5) of PP believe that participation in mobility also had wider effects on the knowledge of the cultural, political and socio-economic situation among partners.

In interviews with some PP it was also shown that certain inconsistencies were at the beginning of the implementation of the programme. The rules were subsequently amended. The timing of the project was not in line with the academic year in Slovenia, which makes it difficult to obtain ECTS credits. **The interviewees considered that the greatest disadvantage of the functioning of the EEA Norwegian Grants is the discontinuity of their work in promoting international mobility in education.** Otherwise, the interviewees agreed that the projects were effective, since they enabled the transfer of knowledge from more advanced countries to Slovenia in different fields.

4.3.3 Financial indicators

The financial indicators of the implementation of the SI04 Slovenian Scholarship Fund programme financed by the EEA and Norwegian Grants are shown in the Table 19.

Table 19: Financial indicators of the SI04

	Number of Projects	Contract amount (€)	Amount of expenditure (€)	Average amount spent on the project (€)	Percentage spent on the contract amount	Performance indicator of project implementation
Preparatory and study visits	62	89.350,37	120.344,75	1.941,04	135	-
Mobility of higher education students	25	1.268.225,27	1.045.473,14	41.818,93	82	145
Mobility of elementary and secondary schools' staff	14	172.893,18	155.171,76	11.083,70	90	84
Inter-institutional cooperation in higher education	6	258.413,00	202.900,64	33.816,77	79	104
Inter-institutional cooperation on elementary and secondary level	7	292.400,00	292.400,00	41.771,43	100	107
TOGETHER	52 + 62	2.081.182,52	1.816.290,29	38.304,46 ¹	87 ¹	-

¹ Projects without preparatory and study visits are taken into account.

Source: Interview CMEPIUS

In the table, we see that 87 % of the contract amount was allocated for financing mobility in connection with the acquisition and exchange of knowledge between Slovenia and donor countries. Most funds were planned (contracted amount) and used to finance mobility in higher education. Here were also the best results according to the planned number of participants. The funds foreseen in the contract were mostly utilized for preparatory and study visits as well as for inter-institutional cooperation on elementary and secondary level. Inter-institutional cooperation was balanced (at 6 and 7 projects) at the level of universities and general and vocational schools and slightly exceeding the planned number of participants.

The contractual amount shown in the table is slightly (4 %) lower than the last amount envisaged by the budget of the SI04 Slovenian Scholarship Fund. The final report on the operation of this fund from 2009 to 2014 lists the budget of EUR 2.170.588.

According to the opinion expressed in interviews (between ten project promoters and CMEPIUS collaborators), the best utilization of the planned and then even contracted funds could be achieved if the rule to a maximum of 5% of the allowed transfer of funds between the EEA Financial Mechanism and the Norwegian Financial mechanism was to be abandoned, and if Slovenia would adjust tax legislation so that grants for international mobility of staff (researchers, professors, teachers, professional staff) in connection with acquiring and disseminating

knowledge would be treated in the same way as scholarships. The proposal for this amendment is already in the action plan of the Slovenian Ministry of Education, Science and Sport within the "Internationalization of Slovenian HE" project.

4.3.4 Effectiveness of the programme

The programme was carried out in three calls (2013, 2014 and 2015) and four forms of international mobility related to acquiring knowledge. Most of the projects were mobility projects in higher education (25 or 48 %), followed by projects for the mobility of education staff in general and vocational education and training (14 or 27%), projects of inter-institutional cooperation in the field of education and training (7 or 13 %) and at the least there were the projects of inter-institutional cooperation in higher education (6 or 12 %).

The results of the survey among the PPs showed that the goal of mobility was to acquire practical knowledge by participating in complementary research fields, learning about the school system, improving linguistic and ICT competences, spreading the professional social network to excellent institutions from donor countries, obtaining databases and multiculturalism. According to the achieved goals in the survey among project promoters the results were evaluated by 5 (very successfully) in 55 % and by 4 in another 32 % of the respondents. The average (3) successful achievement of the project was estimated by 14 % of respondents. The successes of the projects lies mainly in the following: the acquired knowledge of students, the expanded network of researchers, the continuation of study and research contacts after the project expires, the transfer of new useful ideas to the home environment, the intercultural competencies of teachers, the insight and the opportunity to compare professional practice in donor countries, the introduction of a new evidence based medicine. Individual participants, after responding to the survey, gained knowledge as a basis for further study, an incentive for further scientific research work, career experience, a network of associates, linguistic and communication skills, understanding of other cultures, comprehension for novelty, self-confidence and possibility to transfer new ideas to the home environment. The participating institutions gained the possibility of achieving research goals, greater visibility in the domestic and international environment, strategic associates and an expanded network of institutions with which they became connected, and also gained knowledge about the education system in the donor countries. According to the survey, the participating institutes also gained new references and knowledge about participating in projects, new perspectives and knowledge in their field of activity, as well as the possibility to prepare for future mobility projects related to the transfer of knowledge and its improvement in Slovenia.

In-depth interviews with ten PPs showed, that the goals were fully achieved, and mostly surpassed, even if measured by the number of participants in mobility, organized conferences, publications of scientific articles, diplomas, films, new school subjects, ECTS credit points, etc. The final CMEPIUS' report shows that the goal was not achieved at the exchange of students from donor countries to Slovenia. The reason for this is the fact that in Slovenia the possibility of teaching in English is limited. This means that in the future the programme should be adapted and increased individual or group work beyond the ex cathedra approach. In general, the achievement of the objectives of international mobility, in addition to high level of knowledge in the host countries, was also largely supported by the very good equipment of the host schools and research institutions.

Table 20: Output and result indicators, effectiveness and efficiency of Slovenian Scholarship Fund

Indicator		A: Expected results at the end of the financial period 2009–2014	B: Achieved by 2016	Effectiveness % of achievement (B/A)*100
Output				
Agreements for HE students and staff mobility formalised/ existing agreements	Number of new HE agreements concluded by the institutions	10 (baseline = 0)	34 (22 under Norway grant and 12 under EEA grant)	340.0

enhanced	N° of student mobilities	220 (baseline = 0)	320	145.0
	N° of teacher and staff mobilities	250 (baseline = 0)	261	104.0
	N° of students involved in work placement	110 (baseline = 0)	65	59.0
Mobility programme for institutional cooperation	N° of teacher and staff mobilities	100 (baseline = 0)	84	84.0
Joint projects identified and implemented by partner institutions	N° of inter-institutional projects in HE and in education and training	10 (baseline = 0)	13 (6 in HE and 7 in education and training)	130.0
Outcomes				
Increased HE student and staff mobility between Beneficiary States and EEA EFTA States	N° of HE students participating in mobility received ECTS credits	110 (baseline = 0)	250	227.0
Increased and strengthened institutional cooperation within the all levels of education between Beneficiary States and EEA EFTA States	N° of participants involved in short-term mobility who have improved their skills and competences	230 (baseline = 0)	246 (139 pupils and 107 teacher or staff)	107.0
Efficiency				
Number of projects for preparatory/study visits				
Total amount (euro)		120,344.75 euro (135% of contract amount)		
Amount per project (euro)		1,941.04 euro		
Number of projects for mobility of HE students				
Total amount (euro)		1,045,473.14 euro (82% of contract amount)		
Amount per project (euro)		41,818.93 euro		
Number of projects for mobility of elementary and secondary schools' staff				

Total amount (euro)	155,171.76 euro (90% of contract amount)
Amount per project (euro)	11,083.70 euro
Number of projects for inter-institutional cooperation in HE	
Total amount (euro)	202,900.64 euro (79% of contract amount)
Amount per project (euro)	33,816.77 euro
Number of projects for Inter-institutional cooperation on elementary and secondary level	
Total amount (euro)	292,400.00 (100% of contract amount)
Amount per project (euro)	41,771.43 euro

Source: Combined Strategic and Annual Programme Report 2016

For Slovenian Scholarship Fund the majority of indicators was by 2016 achieved or surpassed. There are some indicators which were not achieved – the indicator number of students involved in work placement, was especially low (59 %) – the reason is in difficulty to find partners from the host countries, similarly is true for number of teacher and staff mobility. As stressed out already, the other indicators were surpassed (some even for more than 100% -e.g. Number of new HE agreements concluded by the institutions; number of HE students participating in mobility received ECTS credits) and we can say that the programme was very effective.

4.3.5 Impact

The results of some projects were so good that they developed into a part of the ongoing activities of the participating institutions. The school center Srečko Kosovel from Sežana, the Tolmin Gymnasium, the Center of Janez Levec from Ljubljana, the Alojz Šuštar Primary School continue with the activity started with the projects of international mobility financed from the SI04 Slovenian Scholarship Fund programme.

On the basis of the results of the mobility of professors and students, new ideas emerged at the University of Nova Gorica, the University of Ljubljana and the University of Maribor. The results of the survey conducted among the participants of the projects show that the mobility of staff in general and vocational education and inter-institutional cooperation in the field of this education enabled the creation of new content in the curriculum, the experience gained in international mobility was extended to the teaching council, students and pupils received new methods of teaching, intercultural competences, internationalized learning outcomes (double diploma of the Faculty of Economics in Ljubljana), good practices were transferred and new ideas were exchanged. Slovenia has improved methods of working with students with special needs; the participating organizations have gained the possibility of further cooperation with partner institutions from donor countries.

In-depth interviews showed that in all ten analyzed cases, the impact of international mobility was high. Benefits of international mobility were mainly: the new knowledge gained, the language barriers were reduced, the employability (references) of the participants improved, research community established new contacts of a lasting nature.

4.3.6 Sustainability

Answers to the survey and in-depth interviews among the organizers of international mobility projects with the implementation of the SI04 Slovenian Scholarship Fund programme show that in some cases contacts continue to be financed from Erasmus+, that in some cases, as a result of the project occurred other products such as various publications, t-shirts and bags printed with poetry, films. New school subjects (for example, the subject: Evidence based health care at the University of Maribor, Faculty of Health Care) were introduced, and the use of new techniques in teaching were implemented (for example, inter-subject integration at the School Center Srečko Kosovel; in the Center of Janez Levec a new method of monitoring students with special needs was continued on their career paths – “job shadowing”). The researchers established lasting contacts, participants in mobility have acquired the knowledge needed to complete master's thesis and doctorates. Some of participants have received new ideas on the basis of which they have set up a hypothesis for a doctorate. As an example of the good practice of creative entrepreneurship, a student company was established.

4.3.7 Identification of successful project

According to the PO, the results better than expected were achieved by 39 % of the mobility projects financed by the SI04 Slovenian Scholarship Fund programme. There were 47 % of the projects that achieved a good grade (goals achieved in line with expectations) and only 14 % (every seventh) achieved results at a satisfactory level. An analysis of two of these (poorly rated) projects with in-depth interviews showed that the goal was achieved but without much dissemination of the results. The criterion of above-average good performance is the higher number of performed mobility than the planned and broader impact of the results of mobility (permanent research or scientific results, new contents and approaches in class, current topics of study, the spread of environmental awareness, impact on the wider community, etc.).

CMEPIUS awarded the most successful projects with special recognition: "Apple of Quality 2016". It was granted to the University of Nova Gorica (1st place for scientific research in the field of the use of traditional products and addressing the current issue in the field of migration), Tolmin Gymnasium (2nd place for research of good practices in the field of green energy and dissemination of knowledge about them in Slovenia) and Biotechnical Center Naklo (3rd place for development of new practices in the field of vocational education and training, in the field of adventure tourism and the development of unique dairy products, products of wool and herbal products).

Case study: When local becomes global

- *Programme: SI04 Slovenian Scholarship Fund, Norwegian Financial Mechanism 2009–2014*
- *Inter-institutional cooperation projects in elementary and secondary level (school partnerships)*
- *Project promoter: School Centre Srečko Kosovel Sežana*
- *Donor project partner: VAGEN Vidergaende skole, Sandnes, Norway*
- *Partner from programme country: Agrupamento de Escolas de Barcelos, Barcelos, Portugal*
- *Norway grants funding: €30.000 (100%)*

Inter-institutional cooperation of three secondary schools that carry out the curriculum of learning the exhibition design technician (market design - presentation design). The cooperation took place with three visits to the topic of research in the field of tourism based on the local heritage and the development of tourism products with modern visual identities. During these three visits participants were introduced to examples of good practice. First, preparatory, meeting was in Portugal, the second in Slovenia with the theme: project week on creative entrepreneurship. The third meeting was held in Norway, focusing on the implementation of solutions in conjunction with the local community. This is an important promoter of the Norwegian school's work, as it is the client of design services provided by the school (for example, the painting of buses, etc.). Finally, a collection of project results and starting points for work in the future was published.

On the theme of "Sežana the City of Poetry" the project went on with the inclusion of the image and poetry of the great Slovenian constructivist poet Srečko Kosovel. Collection of Kosovel's poems was translated in eleven languages (including Norwegian and Portuguese). In the project "wear poetry" Kosovel's image and his poems were printed on t-shirts and bags. On the basis of the acquired knowledge, the School Center Srečko Kosovel Sežana reorganized teaching into an inter-subject of exhibition design, visual communication, multimedia advertising and sales promotion; one day on the school's schedule is now organized entirely in the form of practice. The project "Sežana the City of Poetry" was upgraded with the establishment of a student's creative company KONStrukcija plc financed in the strategic partnership project Erasmus+.

- Partnerships with related schools in Norway and Portugal have been established.
- The Sežana Municipality and The Municipality of Barcelos established permanent connection.
- Student creative firm KONStrukcija plc received the Junior Achievements Slovenia award in the international entrepreneurship education program.

4.4 SI05 – Norwegian Financial Mechanism Programme 2009–2014

The Norwegian Financial Mechanism Programme 2009–2014 (SI05) includes two Programme Areas: Programme area “Public Health Initiatives” and Programme area “Mainstreaming Gender Equality and Promoting Work-Life Balance”. Both programme areas include three sub-areas. In total there were 26 projects co-funded, two of the projects were pre-defined – one pre-defined project from the “Public Health Initiatives” area and the other from “Mainstreaming Gender Equality and Promoting Work-Life Balance” area.

The Objectives of the programme for both programme areas are:

- improved public health,
- reduced health inequalities,
- gender equality,
- work-life balance promoted.

In the field Public Health Initiatives, there were 20 projects co-funded:

- Reducing inequalities in health among groups of users (7 projects)
- Preventing diseases regarding lifestyle (7 projects)
- Improving services in the field of mental health (6 projects).

In the field Mainstreaming Gender Equality and Promoting Work-Life Balance, there were 6 projects co-funded.

Projects lasted from 14 to 21 months, wherein, considering duration, two pre-defined projects stand out. Project Towards Better Health and Reducing Inequalities in Health, which lasted 36 months and project Gender equality, which lasted more than three years (39 months).

All projects began in 2015, with an exception of pre-defined projects that had launched already in 2013. Due to delay in the execution of the tender, short tender application deadlines and other administrative obstacles, projects launched later than expected and therefore almost all of them made use of the project extension. In this way, they ensured the execution of all the activities and have optimized the absorption of the funds.

Size of the partnerships varied in the field Public Health Initiatives from 1 to 13 of the partners (average size of the partnership was 5.1) in the field Mainstreaming Gender Equality and Promoting Work-Life Balance was from 2 to 6 (average size of the partnership was 4.5 partners per project), wherein each project's partnership consisted from at least one Slovenian partner (project promoter) and exclusively one Norwegian partner. Not all projects had Norwegian partner.

The selection of the projects for the interviews was done on the basis of three selection criteria:

- the amount of co-funding,
- number of included partners
- and programme (sub) area.

In both areas, we conducted the interviews with the representatives of pre-defined projects, with the PO of GODC.

4.4.1 Relevance of the programme

Public health and primary care structures in Slovenia are facing challenges and changing needs in particular as regards non-communicable diseases, mental health and healthy lifestyle in different socio-economic groups. Key functions and infrastructure of the health workforce should be strengthened and coordinated in order to cope with the complex nature of health problems and social inequalities in health. There are significant differences in health status between the populations of municipalities with the highest and lowest income.

Furthermore, the share of women holding leading positions in business and politics is considerably lower than the share of men. It is therefore important to raise awareness on the importance of women's participation in economic and political life, support the relevant NGOs and other groups working for mainstreaming gender equality and promoting work life balance, as well as amend the current legislation to enable more women to be represented in decision-making positions. Reconciliation between work and family-life is a pre-condition for more equality between women and men as regards participation in both the labour market and in leading positions.

4.4.2 Efficiency of the programme

The projects effectively used the means; many activities were carried out, wherein the impact indicators were frequently exceeded (there were only two exceptions in the case of "Public Health Initiatives" - Number of actions/activities aiming to reduce or prevent lifestyle-related diseases at national/local level and Number of trained professionals in lifestyle related chronic diseases prevention, the indicators were not achieved by 2016). The PPs of the programmes set ambitious objectives so it was often necessary to work more than they planned in the first place.

There were small problems when planning the projects from a financial aspect since some means have stayed unused.

In the survey, we have concluded that all project promoters recognized the grant as very important and only 8 % of respondents made it known that they would have carried out the project even without these means. The majority, 77 % of PPs, would not have been able to implement the projects without the Norway Grant.

Received means corresponded with planned expenditures of the project promoters and for 92 % completely sufficed for the implementation.

Rules of public procurement paralyzed process of the project implementation. It would be worth to think about the introduction of the flat rate, where the project promoters could make use of it by their own and thereby avoid time-consuming procedures of public procurement. In this way, they could have financed unpredicted expenditures, which have occurred during the implementation of the project.

Pre-defined projects have been an efficient way to allocate funds. They allowed an early start to be made for more complete interventions that require lengthy procurement, planning and risk assessment. Preparations could have started prior to approval of the programme adoption. Pre-defined projects were proposed by ministries (MH, MLFSA), based on a program deficit of the certain ministry. Therefore they were more tailored to the needs of the ministry in charge for the policy on the certain filed.

The projects are generally considered to be strategic, focused, customized to the needs of the specific population and in line with the national policy.

4.4.3 Financial indicators

In total, nearly 12.195.987 EUR was available for the implementation of the programme areas:

- for the programme area Public Health Initiatives 10.751.022 EUR
- for the programme area Mainstreaming Gender Equality and Promoting Work-Life Balance 1.444.965 EUR.

The average grant awarded to the projects has been nearly 537.551 EUR for the programme area Public Health Initiatives (the highest 2.352.941,00 EUR the lowest 171.088,35 EUR) and 240.827 EUR for the programme area Mainstreaming Gender Equality and Promoting Work-Life Balance (the highest 388.749,84 EUR and the lowest 142.108,99 EUR).

The average participation of the funds in the field Public Health Initiatives was 6,5% and in the area Mainstreaming Gender Equality and Promoting Work-Life Balance 6,3%.

Projects within Public Health Initiatives area spent 92,8% of the planned funds and projects within Mainstreaming Gender Equality and Promoting Work-Life Balance 93,7% of the planned funds. The

reason of the incomplete absorption of the funds are mainly imprecise planning of the means and reducing the expenditures due to following the rules of the public procurement.

4.4.4 Effectiveness of the programme

The objectives of the programme were mostly achieved, somewhere even exceeded.

Majority of the respondents estimated that they have been successful or very successful in reaching the objectives. We can confirm that not even one project was unsuccessful.

Among best achievements of the projects respondents listed the following general notes:

- establishing the collaboration and continuation of the collaboration after the finished project (establishing and development both formal and informal networks)
- development of a new knowledge, approaches and complete treatment of the target groups and transfer of knowledge into use
- recognition of the project in the profession
- establishing the connection between research sphere and local policy
- the effective campaign of awareness raising with the destigmatization of the problem
- programmes integration into the school curriculum
- prominent move within the content and scope of the preventive work
- direct benefit for the target group of services users and raising the quality of the basic activities services
- an integrated approach (joint action in our society of separated systems as social and health sector) towards certain target groups
- providing information and help to a wide range of individuals as it was intended in the first place
- exceeding of the set objectives.

Implementing strategies and awareness-raising campaigns for healthy lifestyles, reducing gender disparities were successfully targeted to the general public and also to the professionals when it comes to the use of new methods of work.

Cooperation of partners from donor country was good, nevertheless the DPP pointed out that one of the problems was late payment to PPs, which also affected the Norwegian partners.

Also, according to the DPP representative's opinion, there was a lack of contact with the PO, the frequency of meetings of the cooperation committee was not in line with the regulation (there were less meetings). Nevertheless, they were informed about the development and the technical status of the programme at the meetings of the POs, which were held twice a year and which the PO regularly attended.

Public Health Initiatives

The analysis shows a good performance for almost all the indicators. The number of new local structures for mental health has reached the expected value of 3. The number of actions taken to reduce inequalities in health through increased access has exceeded the expectations (17 vs. 10), as well as the number of trained professionals in health inequality and related topic and issues (833 vs. 500) and the number of trained primary health care and other professionals in mental health (395 vs. 100).

The only indicators that have missed the target by 2016 are the number of actions/activities aiming to reduce or prevent lifestyle-related diseases at national/local level (3 vs. 15) and the number of trained professionals in lifestyle related chronic diseases prevention (220 vs. 300).

Table 21: Output and result indicators, effectiveness and efficiency Public Health Initiatives

Indicator	A: Expected results at the end of the financial period 2009–2014	B: Achieved in 2016	Effectiveness % of achievement (B/A)*100
Outputs			
Number of project to reduce inequalities between user groups	7 (baseline = 0)	7	100,0
Number of project to reduce or prevent lifestyle-related diseases	7 (baseline = 0)	7	100,0
Number of project to improve mental health	6 (baseline = 0)	6	100,0
Number of actions taken to reduce inequalities in health through increased access	10 (baseline = 0)	17	170,0
Number of trained professionals in health inequality and related topic and issues	500 (baseline = 0)	833	166,6
Number of actions/activities aiming to reduce or prevent lifestyle-related diseases at national/local level	15 (baseline = 0)	3	20,0
Number of trained professionals in lifestyle related chronic diseases prevention	300 (baseline = 0)	220	73,3
Number of new local structures for mental health	3 (baseline = 0)	3	100,0
Number of trained primary health care and other professionals in mental health	100 (baseline = 0)	395	395,0
Outcomes			
Number of actions taken to reduce inequalities in health through increased access	10 (baseline = 0)	17	170,0
Number of actions/activities aiming to reduce or prevent lifestyle-related diseases at national/local level	15 (baseline = 0)	3	20,0
Number of new local structures for mental health	3 (baseline = 0)	3	100,0
Efficiency			
Number of projects to reduce inequalities between user groups			
Total amount (EUR)	3.834.493,13 EUR (237.483,06 EUR out of grant)		
Amount per project (EUR)	547.784,7 EUR (33.926,2 EUR out of grant = 6,2%)		
Number of projects to reduce or prevent lifestyle-related diseases			
Total amount (EUR)	4.924.642,68 EUR (178.804,3 EUR out of grant)		
Amount per project (EUR)	703.520,4 EUR (25.543,5 EUR out of grant = 3,6%)		
Number of projects to improve mental health			
Total amount (EUR)	2.578.237,56 EUR (169.994,12 EUR out of grant)		
Amount per project (EUR)	429.706,3 EUR (28.332,4 EUR out of grant = 6,6%)		

Source: Combined Strategic and Annual Programme Report 2016

The results are derived from the Combined Strategic and Annual Programme Report 2016, which means that the table does not present the final results. By 2016 the majority of indicators were achieved or surpassed, the only indicator which is really low is the number of actions/activities aiming to reduce or prevent lifestyle-related diseases at national/local level, the achievement of that indicator was only 20 %.

Mainstreaming Gender Equality and Promoting Work-Life Balance

The indicators of implementation and results within the field *Mainstreaming Gender Equality and Promoting Work-Life Balance* by 31. 12. 2016 show a very good performance. In fact, the values achieved by the end of 2016 are in most cases higher than expected.

Table 22: Output and result indicators, effectiveness and efficiency Mainstreaming Gender Equality and Promoting Work-Life Balance

Indicator		A: Expected results at the end of the financial period 2009–2014	B: Achieved by 31.12.2016	Effectiveness % of achievement (B/A)*100
Outputs				
Number of project to improve gender equality		6	6	100,0
Understanding of equal/unequal power relations between women and men in order to identify adequate responses to imbalances that persist in a gender-based power structure in a society increased	Number of target audience reached (%)	50 (baseline = 0)	60	120,0
	Number of implemented policies (action plans, measures)	2 (baseline = 0)	3	150,0
	Number of good practices identified and assessed	2 (baseline = 0)	19	950,0
Understanding of equal/unequal power relations between women and men increased	Number of reports disseminated to target groups	500 (baseline = 0)	2300	460,0
	Level of satisfaction (%)	60 (baseline = 0)	93	155,0
	Number of target audience using TV, radio spots and other means of communication (%)	50 (baseline = 0)	82	164,0
	Number of implemented policies (action plans, measures)	2 (baseline = 0)	2	100,0
	Number of good practices identified and assessed	4 (baseline = 0)	4	100,0
Outcomes				
Attitudes towards gender roles changed		60 (baseline = 0)	60	100,0
Efficiency				
Number of project to improve gender equality				
Total amount (EUR)		1.715.353,69 EUR (88.402,69 EUR out of grant)		
Amount per project (EUR)		285.892,3 EUR (of which 14.733,8 EUR out of grant = 5,2%)		

Source: Combined Strategic and Annual Programme Report 2016

Also, from the point of efficiency, outputs show more than satisfactory results, with exceptions in the case of a public health initiative, for actions / activities aimed at reducing or preventing lifestyle-related illnesses and the number of qualified experts in the field of health inequalities.

Regarding the efficiency of Public Health Initiatives, the comparison to the cost (in terms of total project costs) points out an average project cost of 547.784,7 EUR (93,8 % granted), 703.520,4 EUR (96,4 % granted) and 429.706,3 EUR (93,4 % granted) respectively concerning the reduction of inequalities between user groups, the reduction or prevention of lifestyle-related diseases and the improvement of mental health. The average cost of a project in the field Public Health Initiatives is 566.868,7 EUR (94,8% granted). Taking into account the instrument in the field of Mainstreaming Gender Equality and Promoting Work-Life Balance, the average project cost is 285.892,3 EUR (94,8 % granted).

4.4.5 Impact

A nature of the projects is research – applicative and they have an impact on the whole society. In the framework of implementation, the contractors have:

- provided additional and new services for target groups of users
- developed new programmes, approaches and methods of work that will be used in an everyday work activity in the project included institutions and with that improve quality of work
- influenced the encouragement for a healthier lifestyle and reduced deviant behavior
- developed new contents, in some projects, for educating experts included in curriculums
- established an interdisciplinary and cross-sector collaboration and formed a net that connects different shareholders (formal and informal) and build-up synergic impact of the activity.

An important factor contributing to the potential for impact is the alignment of activities with wider national policy objectives. Such alignment means that activities are more strategic and are more likely to be sustained beyond the life of the funding. Where activities are less aligned with national policy objectives, they offer the potential to stimulate innovative projects with positive effects but the risk is that they do not generate wider and sustained impact.

Regarding the potential to reduce disparities, the Grants deliver short-term effects through the improvement of access to services to the target group (especially vulnerable groups), as well as long-term effects, which are reflected as project effects of improvements in public health through a healthier population. They also contribute to reducing gender disparities and social disparities where disadvantaged groups are specially targeted by activities.

4.4.6 Sustainability

In the survey 81 % of respondents said that their project continues after the expiration of funding, but as we can understand from the discussions, the continuation is not direct. Almost all of the projects that were aimed to offer direct services to users will not be able to continue because they did not find new sources of means for their funding. The main issue is absence of opportunities to introduce positive solutions that were brought by the projects in systematic approaches on the level of ministries and local communities, who are the only ones that can provide sustained funding of services for users. In order to ensure systemic financing of the solutions presented and tested within the framework of individual projects, especially the Ministry of Health should study the possibilities of expanding the public health network at the primary level. This means that the programme of services for primary healthcare needs to be upgraded with the proposals given by the project implementers in order to receive the systemic financing from the compulsory healthcare insurance.

Among the ways of project continuation, after funding has been finished, we highlight the following:

- some of the projects will continue directly through regular work of partners
- some of the projects, which have been directed towards providing the services directly to users, will be implemented with co-funding of the state or municipality (the projects that were unsuccessful with providing co-funding will cancel the providing the services for users)
- on the basis of the results and evaluation of the programme implementation, new skills have been gained, which are the basis for the organization and preparation of the similar programmes
- the results are useful for the further research and projects
- the new established formal and informal nets will be maintained (i.e. net of counseling office, centers)
- promotional items, products of media campaigns, educational modules, manuals and other publications

- scientific and academic articles.

4.4.7 Identification of successfully implemented project

Considering achieving objectives, exceeding indicators and reactions of some projects, we could estimate that in the areas Public Health Initiatives and Mainstreaming Gender Equality and Promoting Work-Life Balance there were no unsuccessful projects. As a good practice example we can mention project A-Qu-A (Active and quality aging in home environment) in the area Public Health Initiatives and project ODA (Fathers and Employers in Action) in the area Mainstreaming Gender Equality and Promoting Work-Life Balance.

The greatest added value of the A-Qu-A project was a holistic approach towards users and providing all key services for it in order to stay at home despite the need for health and social care.

Case study: Active and quality aging in home environment

- *Programme: Norwegian Financial Mechanism Programme (SI05);*
- *Programme area: Public Health Initiatives, sub-area: Reducing disparities in health among groups of users*
- *Project promoter: Institution of Home Care Ljubljana.*
- *Partners from Slovenia: University of Primorska, Scientific Research Center, Institute for Kinesiological Research, University of Ljubljana, Faculty of Medicine, City Association of Pensioners of Ljubljana, Faculty of Design, Associate Member of the University of Primorska, Municipality of Ljubljana*
- *Donor project partner: University of Oslo, Faculty of Health Sciences*
- *Norway Grants funding: €700,599.77 (95 %)*

The partnership has been established on the suggestion of one of the partners in the project (University of Primorska) on the basis of their previous good collaboration experiences.

- The general objectives of the project: reducing differences among users of home care with the emphasis of socially excluded adults, whom the action could extend a stay at home.
- The specific objectives of the project:
 - obtaining a concession to pursue an activity
 - a care of additional users with work therapy services, physiotherapy and healthcare
 - train of additional experts for work with users
 - incorporation of students in action implementation through mandatory student trainee,
 - performing mass measurements with a mobile laboratory, processing and publishing results in a scientific publication
- The project developed proposals for changes to the system of long-term care at the local and national level.
- It developed a set of proposals how to adjust the equipment in their homes to enable them to remain in their own living environment as long as possible.

The greatest added value of ODA project is detabuisation of coordination of professional and work life for employed fathers and production of measures on the level of employers.

Case study: Fathers and Employers in Action

- *Programme: Norwegian Financial Mechanism Programme (SI05)*
- *Programme area: Mainstreaming Gender Equality and Promoting Work-Life Balance, sub-area: Promoting Work-Life Balance.*
- *Project promoter: The Peace Institute*
- *Partners from Slovenia: University of Ljubljana, The Association of Free Trade Unions of Slovenia, Nicha d.o.o.*
- *Donor project partner: Reform – resource center for men, Oslo , Norway*
- *Norway Grants funding: € 249,075.00 (90 %)*

The partnership has been established on the basis of previous good collaboration experiences.

The general objective of the project are: raising awareness on gender equality and incentive to researches in this field.

The specific objectives of the project are:

- defeminization of coordination of professional and family life (men integration in the policy of gender equality and coordination, use of measurements and their co-creating with the employers and unions.
 - Recognition and integration of the diversity of needs according to coordination between professional and family life (various forms of employment and position at the workplace) with the emphasis on the active fatherhood of employed men at management position, managerial position and/or precarious forms of employment.
- Implementation of state and need analysis of employed fathers.
 - Preparation and implementation of the pilot project in 4 organizations, wherein fathers at management and managerial positions and precarious forms of employment were incorporated.
 - The model of an adjusted package of measurement was made for each organization, which was tested by chosen employed fathers in 6-months pilot test.
 - Implementation of the workshop for employers and preparation of the manual for them.
 - Implementation of the workshop for employed fathers and implementation of activities for building-up their fathers' role.
 - Collaboration with some employers even after the project has been finished (new project partnership).

5 COMMUNICATION EFFECTS

In order to reach the objectives with the aim of highlighting the role of the EEA and Norway Grants 2009–2014 and to ensure that the assistance from the mechanisms is transparent, the NFP developed a Communication Strategy based on the knowledge gained from the previous financial perspective and in accordance with the Information and Publicity Requirements in Annex 4 of the Regulation on the implementation of the EEA and Norwegian Financial mechanisms 2009–2014.

As both financial mechanisms are implemented in Slovenia, NFP developed only one Communication Strategy required in Article 4.3.4 (a) of the Regulation that covered both EEA Grants and Norway Grants.⁶

5.1 Communication objectives and target groups

In addition to supporting the overall of the EEA and Norwegian Financial Mechanisms 2009–2014, the Communication strategy is focused on:

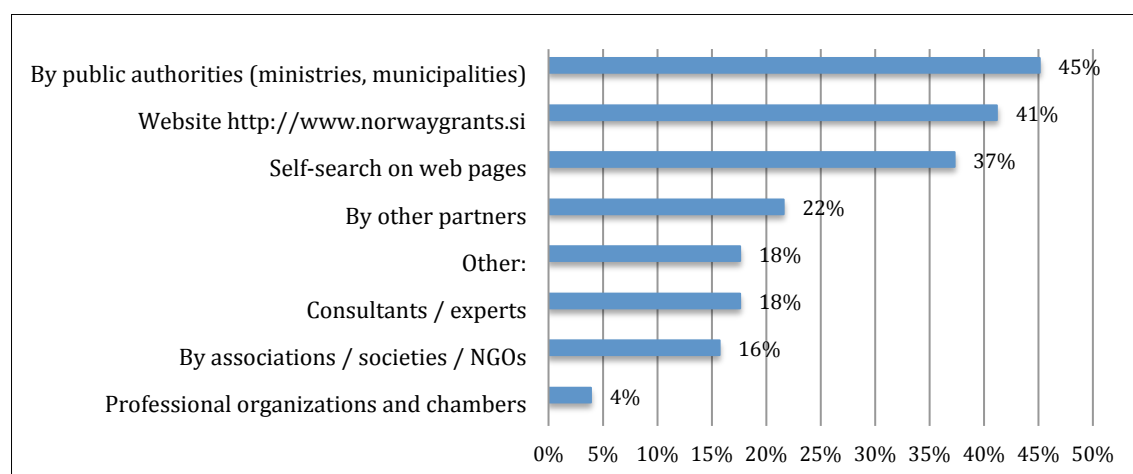
- ensuring that the funding is made available in a transparent manner by informing potential beneficiaries of the available opportunities and by making the procedures accessible;
- increasing public awareness of the grant schemes, their results and the impact they make;
- strengthening bilateral relations between the Donor States and Slovenia;
- securing the commitment of stakeholders to contribute to FMs overall objectives.

The Communication strategy took into account also the programme level, with different priority areas and the external audience. Target groups differed between EEA Financial Mechanism Programme and the Norwegian Financial Mechanism Programme. Different messages were developed according to the Programme/Mechanism level, which is very positive as it helps to differentiate between the types of Grant.

5.2 Main channels of information for beneficiaries

When they were still in phase of collecting information about the calls, PPs used different ways to find the necessary information about programmes and calls. POs disseminated information about the programmes, the calls for proposals ... through different channels. The majority of PPs found necessary information for the call by public authorities (45 %), the website (www.norwaygrants.si) (41 %) and self-search on other web pages (37 %).

Figure 5: Channels of information for beneficiaries



(Question: Where did you get the necessary information for the call?)

Source: Online survey

⁶ The FMO letter on Reports and meetings concerning both financial mechanisms received on 7 October 2011.

Nevertheless there are differences between the programmes. For PPs of SI02 the most important source of information were public authorities (75 %) and website (75 %), similarly those two sources were also the most important for PPs of SI05. While for PP of SI04 the most important source was CMEPIUS (40 %) and independent search on other websites (not www.norwaygrants.si) (36 %), which is not surprising as on the webpage www.norwaygrants.si there is not as much information about the Scholarship fund as for SI2 and SI05.

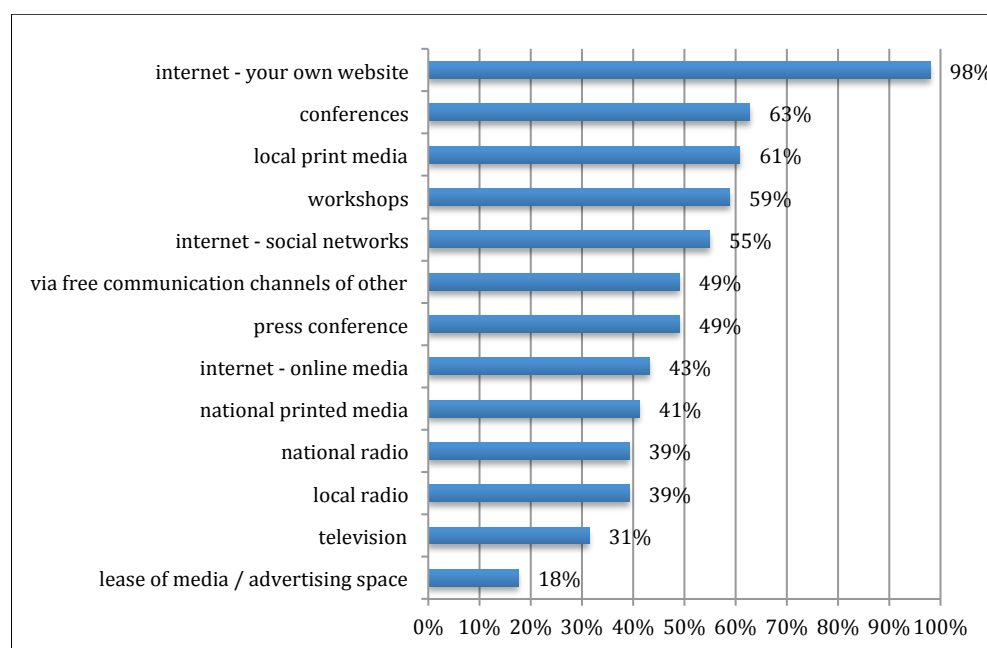
As CMEPIUS is PO for Slovenian Scholarship fund it is understandable that the majority of information is on CMEPIUS web pages, but it is also true that the official webpage of EEA and Norway Grants in Slovenia, should provide more information on Slovenian Scholarships fund (SI04). Now, as the activities have ended it is difficult to find information on past activities or projects co-founded from EEA and Norway Grants on CMEPIUS web page. The projects and activities are easy to find for programmes SI02 and SI05 on the webpage www.norwaygrants.si, which is useful from the point of promotion and dissemination as well as information for future potential beneficiaries.

It is recommended to include more information on Scholarship fund on the webpage (www.norwaygrants.si).

Communication channels for potential users

PP used several channels to inform potential users about the projects. All projects had the project webpages, and the most often used channel for informing users and other public was project web page – almost all project promoters used that communication channel (98 %), this is followed by conferences (63 %) and local print media (61 %). Less often used channels were lease of media/advertising space (18 %) and television (31 %).

Figure 6: Communication channels of projects



Source: Online survey

PPs of three programmes used different communication channels for informing users, potential users and other public about the projects. As the survey among project promoters showed, the PPs of Slovenian Scholarship Fund (SI04) used mainly project web pages to inform the potential users (95 %), but other communication channels were used to much lesser extent, especially when compared to EEA Financial Mechanism Programme (SI02), where project promoters reported using variety of communication channels and to a greater extent. Project promoters of SI02 reported using many local communication channels (local radio (88 %) and local printed media (100 %)) and also national television (88 %), printed

media (88 %) and national radio (63 %). Also PP of SI05 used variety of communication channels for project promotion, but to a lesser extent.

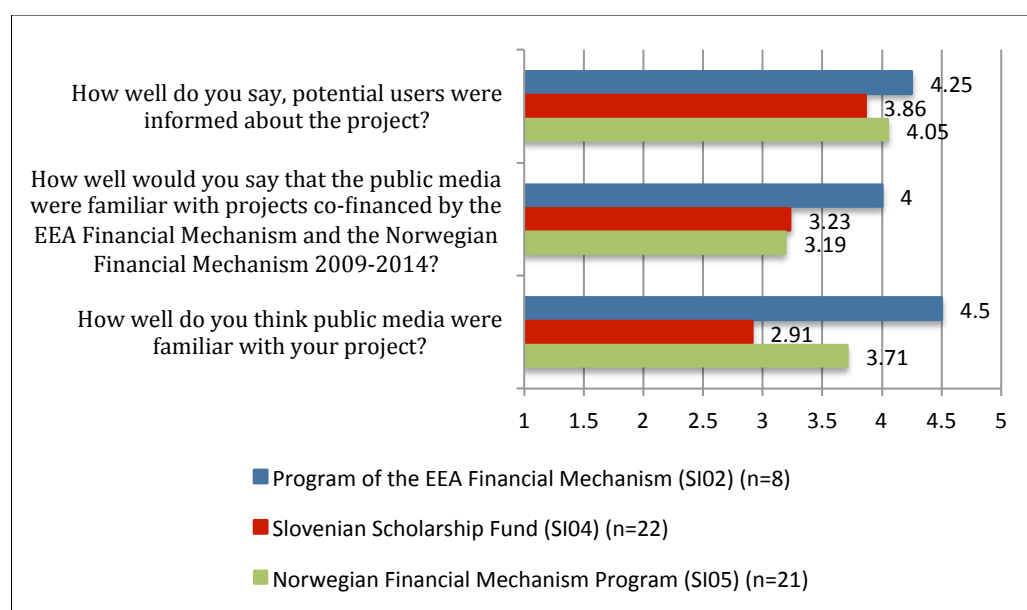
Table 23: Communication channels PPs used for informing

Communication channel	EEA Financial Mechanism Programme 2009–2014 (SI02)	Slovenian Scholarship Fund (SI04)	Norwegian Financial Mechanism Programme 2009–2014 (SI05)
Lease of media / advertising space	25,00%	4,50%	28,60%
Television	87,50%	4,50%	38,10%
Press conference	87,50%	9,10%	76,20%
National radio	62,50%	9,10%	61,90%
National printed media	87,50%	9,10%	57,10%
Local radio	87,50%	22,70%	38,10%
Via free communication channels of other partners / state institutions	75,00%	27,30%	61,90%
Internet - online media	50,00%	36,40%	47,60%
Local print media	100,00%	40,90%	66,70%
Workshops	75,00%	40,90%	71,40%
Conferences	75,00%	40,90%	81,00%
Internet - social networks	50,00%	54,50%	57,10%
Internet - your own website	100,00%	95,50%	100,00%

Source: Online survey

The use of many different communication channels proves to be effective, as project promoters of SI02 evaluated the recognition of their project and EEA and Norwegian grants the highest among potential users and public media. On the other side, according to PPs of Slovenian Scholarship Fund, SI04 received relatively poor recognition – especially familiarity of public media with the project is low – 2.9. SI05 received good recognition from potential users and a bit lower recognition from public media (3,7) according to SI05 PPs.

Figure 7: Recognition of projects and programmes according to PPs



Source: Online survey

More communication channels bring better recognition; therefore it is recommended for all projects to use several different communication channels at the same time. The use of Internet for communication purposes should be complemented with traditional media (television, radio, print) for better effect.

Project promoters of SI02 and SI05 found different communication activities appropriate for their target audience – promoters of SI02 found the most appropriate various events and publications in national media, while for SI05 the most appropriate were various events and publications on the Internet. On the other hand promoters of SI04 didn't find appropriate press conferences and publications in national media. For them the most appropriate communication channel were publications on the Internet (77 %) and publications on the social networks (68 %).

Table 24: Appropriateness of communication activities for target groups

	EEA Financial Mechanism Programme 2009–2014 (SI02)	Slovenian Scholarship Fund (SI04)	Norwegian Financial Mechanism Program 2009–2014 (SI05)
Various events	87,50%	59,10%	85,70%
Press conferences	62,50%	0,00%	33,30%
Publications in local media	62,50%	22,70%	38,10%
Publications in national media	75,00%	0,00%	33,30%
Publications on the Internet	62,50%	77,30%	76,20%
Publications on social networks	37,50%	68,20%	52,40%

Source: Online survey

As already pointed out the most effective way of informing is communication through various communication channels.

Regarding the regions, there are no major differences between regions in appropriateness of the communication channels for different target groups. In all regions PPs agree that various events are very appropriate activity, also publication on Internet and Facebook. There is a difference in publications in national and local media - publications in national media is important the most in "Osrednjeslovenska" region, while in other regions it is not mentioned as important – in other regions publications in local media are more important. From the previous experience we can confirm that local media - radio, television and newspapers are very powerful channels of informing and sharing information.

Communication activities (NFP)

When talking about appropriate channels of communication for target groups we need to take into account that the GODC is acting as NFP as well as PO for 2 Programmes, and the target groups differ greatly. They are divided into primary and secondary target groups. Primary target groups are relevant institutions and people (experts) from the field (e.g. biodiversity and ecosystem; public health; gender equality ...) and secondary groups also differ between programmes, in some cases secondary target groups are local communities, then educational branch, expert and general public. In case of Mainstreaming Gender Equality and Promoting Work-Life Balance Programme area as secondary target groups are defined: general public, NGOs, media, political parties, decision-makers on national and local level, social partners, business sector, working parents, children and elderly, etc.

As target groups are so different the communication actions of each Programme and project should be very differentiated, which is difficult to achieve.

According to the Communication strategy (2013) the communication activities were divided into three phases. The third phase was the period between 2013–2017 (implementation of projects) and the following actions and target groups were foreseen:

Table 25: Communication activities and target groups planned

ACTIVITY / TOOL	TARGET GROUPS
Workshops for effective and timely implementation	Project promoters and beneficiaries of Scholarship Programme
Attendance at the FIS World Cup Ski Jumping Final in Planica; together with the Norwegian Embassy in Budapest	General public, regional and local entities, Programme Partners
Attendance at Project Promoters opening and closing ceremonies Events with press conferences; mass media (press & TV/Radio)	General public, ministries and government offices, regional and local entities, Programme Partners
Mid-term evaluation of FMs Big event #3 with press conference; mass media (press & TV/Radio)	Donors, general public, ministries and government offices, regional and local entities, Programme Partners
Best project award event with press conference or statement; mass media (press & TV/Radio)	General public, ministries and government offices, regional and local entities, Programme Partners, Project Promoters, research bodies, partners institutions
Closing Ceremony Big event #4 with press conference; mass media (press & TV/Radio) Publishing brochure with all implemented programmes and projects.	Donors, general public, ministries and government offices, regional and local entities, Programme Partners

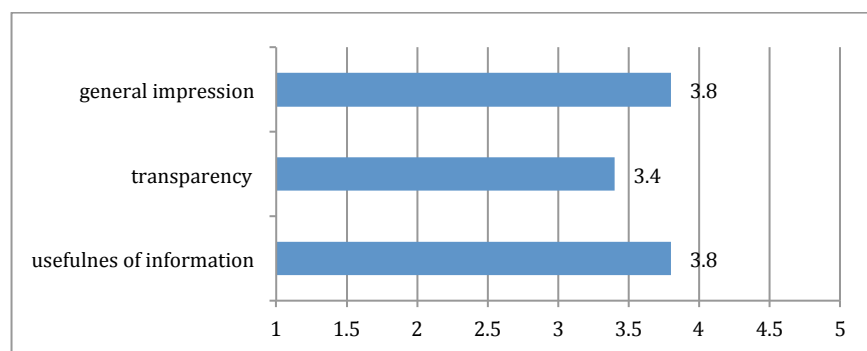
Source: Slovenia: Communication Strategy (2013)

As seen from the table, the activities planned include different target groups, but different target groups need to be addressed differently for achieving the effect (not with the same activities).

It is recommended to differentiate between the activities and the target groups. For instance, for general public the appropriate communication activities are publications in traditional media, with an emphasis on local media (print, radio, TV), webpage and Facebook. Different public events are also a good way of promotion. For policy and expert public it is important to send very targeted messages and prepare expert events such as conferences and workshops. It is also important to invite media to such events. Regular (but not too often) update with newsletter for different stakeholders is recommended.

One of the communication channels for users, potential users and other public was the web page www.norwaygrants.si which is a common web page for both Financial Mechanisms. The web page is in Slovene and English and many relevant information and documentation is available there. PPs evaluated the web page according to three parameters – (a) usefulness of information, (b) transparency, (c) general impression. The parameter where improvement is needed the most is transparency. Some information is difficult to find on the webpage. **It is recommended to run a usability tests where differently skilled users test the web page from different perspectives – mainly the ease of finding relevant information, orientation on the web page, number of necessary clicks to find the information, the design etc. (e.g. it is difficult to quickly find section News)**

Figure 8: Evaluation of web page www.norwaygrants.si



Source: Online survey

Facebook page is also active (EEA and Norway Grants Slovenia), until 10. 12. 2017 there were 1.138 followers. The page is regularly updated with the news, it is worth considering, if the title should not be also in Slovene (at the moment it is only in English). Link to Facebook page is also available on the web on the web page (www.norwaygrants.si), but it is difficult to find, as it is accessible only from the bottom of the "Home" page. It is recommended that the link to Facebook page is available on all subpages (it is recommended to put the link in the upper right corner of the web page, as internet users are more used to that position of links to social media).

When asked about other project financed from EEA and Norway Grants 2009–2014 only 24 respondents remembered some of the projects. Not surprisingly very often mentioned projects were from EEA Financial Mechanism Programme (SI02) – by name project Ljuba, Gorički travniki, Soline and GoFor Mura were mentioned most often. As well many projects from Norwegian Financial Mechanism Programme (SI05) were mentioned – also many by name e.g. Moč, OPENN, GEQUAL, EQPOWEREC, MEMA, ODZIV NA HIV, Superpsiholog, Neverjetna leta.. As well the institutions running the projects were mentioned (National Institute of Public Health, Health Center).

The information that less than half (48 %) of the PPs heard of any of the media activities on the Norwegian Financial Mechanism or the EEA Financial Mechanism over the years shows, that more emphasis should be put to the communication campaigns.

The most notable action (event) was the final event in Ljubljana held on 7th October 2016 in Cankarjev dom in Ljubljana. Notable action (communication channel) that was also mentioned was also Facebook page, PPs were following the Facebook for news and updates.

There were several good activities during the implementation of projects. As a good practice a final event with the publication “Working together towards common goals” must be mentioned. The publication was available in print (1500 copies) and is also available on line⁷. In the publication there are 120 projects presented in interesting and well-designed way. It is recommended to publish the publication on the www.norwaygrants.si page in such a way, that is visible and easy to find.

5.3 Recommendations on communication strategy

The existing communication strategy (Slovenia: Communication strategy (2013)) is quite general. It covers two Financial Mechanism Programmes and very diverse target populations. The general recommendation is, to define communication actions more specifically, according to the target group. As projects had positive effects on regions, it is important to act locally, put emphasis on local media and local events.

Regarding the communication strategy it is important to constantly promote the programmes between different target groups – general public and professionals.

As the experiences from other projects show that local media (radio, TV, press) is very important for informing general and also professional public, nevertheless the mix of various communication channels is necessary.

The regularly updated web page where information is easy to find and social media are necessary. The social media (Facebook) was not among planned activities, but it has proven to have quite big visibility (there are 1.138 flowers) and that PPs are actively using it as information channel. It is recommended to put a link of the Facebook page on all subpages (it is recommended to put the link in the upper right corner of the web page or at the bottom (to contacts), as internet users are more used to that position of links to social media).

It is also recommended to include other social media e.g. Twitter and Instagram for sharing information.

The webpage (www.norwaygrants.si) has a nice design, but the functionality of it can be improved. It is recommended to use a usability testing for optimising the webpage.

Promotional spots can be produced from successful (or selected) projects and distributed via different channels. For instance: there was a good media campaign from one of the projects (Gender equality) which also included TV spots⁸ which are also available on Youtube (in English and Slovene). This spot has more than 108.000 views, which is a very good target. The YouTube channels are a good way of promotion, it is also for free. The outputs of different projects could also be presented and promoted here.

The communication strategy differentiates target audiences, but the activities are not differentiated – for instance, there are many activities which are the same for general public, PPs, Ministries.

⁷ Working Together Towards Common Goals. 2016. Accessible at: http://www.norwaygrants.si/wp-content/uploads/SODELUJEMO_ZA_SKUPNE_CILJE_web.pdf

⁸ Let's support gender equality! – TV spot filmed under the pre-defined project *Gender Equality*. Accessible at: https://www.youtube.com/watch?v=h-BWk8anv6Q&list=PLinlZN0Svri9T4u0aZ70ncl3pkUhIO_46&index=2

6 LESSONS LEARNED

As many as 33 projects selected under a call for proposals and three pre-defined projects were implemented under the EEA and Norwegian Financial Mechanism Programmes 2009–2014. The selected projects were outstanding as they built on collaboration and pursued the principle of sustainability. They made a significant contribution to advancement in the areas of public health, gender equality, biodiversity and ecosystem services, conservation and revitalisation of cultural and natural heritage and the environment.

The 52 mobility and inter-institutional cooperation projects involved exchange of 184 students, 84 teachers and 227 members of higher education teaching and administrative staff received support under the Slovenian Scholarship Fund 2009–2014. The project activities contributed to strengthening mutual understanding and perception and acceptance of differences, while promoting cooperation. Also, the activities under the Slovenian Scholarship Fund helped foster enhancement of human capital and bilateral relations, while bringing together the economies and societies of the relevant countries.

6.1 SI01 – Technical Assistance and the Fund for Bilateral Relations at National level

The technical assistance facilitated the functioning and control of the functioning of the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009–2014 in Slovenia. The planned funds were sufficient and are expected to be fully utilized. Through the bilateral cooperation, long-term cooperation between different spheres (ministries, NGOs) of donor countries and Slovenia is being established. The work plan of The Fund for Bilateral Relations at National Level was well thought out. The areas (health, gender equality and European integration) have been selected according to past experiences. All planned will be implemented by the first half of 2018. In the future, it would be worthwhile to set up a similar form of cooperation in the exchange of experience in the field of science and research. Slovenian Ministry of Health could make greater use of bilateral cooperation for the flow of information on the effective management of providers of health services (hospitals, health centers, etc.).

6.2 SI02 – EEA Financial Mechanism Programme

The projects financed from EEA Financial Mechanism Programme are of great importance for Slovenia, mostly because the national programs, which would finance these areas, are rare and inadequate, while there are no EU programs on this level. Even though the amount of funds from the EEA Financial Mechanism Programme is low, the results are clearly visible and achieve resounding success. One nationally important predefined project was financed from the EEA Grants (*Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods*) – the project is of national importance is sustainable in nature and will continue with the donor project partners even after the end of the funding period. With the project Ljubljana, where the specific goals were to find a long-lasting solution in the field of protection and conservation of the heritage of water wood, preservation of the most endangered heritage within the riverbed of Ljubljana, establishment of synergic effects, and improved access to the cultural and natural heritage as a whole, as well as greater recognisability of the heritage in the wider area to the local and international visitors the best possible results and effects were achieved.

6.3 SI04 – Slovenian scholarship fund

The operation of the Slovenian Scholarship Fund 2009–2014 provided the expected good results in the flow of knowledge and experience from the more economically developed donor countries to Slovenia. The cooperation covered many different areas and took place in different ways.

In addition to the flow of knowledge, the implementation of mobility has influenced the increasing intercultural, linguistic and personal experiences of the participants. Particularly valuable were the acquired experiences, ideas and methods of teaching practices for the participating teachers from Slovenia. Project reports show that this knowledge was widely disseminated in domestic institutions.

The SI04 Slovenian Scholarship Fund programme was very relevant in the exchange of knowledge at the level of continuous contacts among the research groups, at the level of acquiring the formal education of participants (ECTS credits, completed and planned master's degrees and doctorates) at the level of improvement of the learning process due to guest lecturers, at the level of improvement of teaching practices and pedagogical work, at the level of organization of events, at the level of various publications, films and the like, and at the level of greater mutual knowledge and understanding.

In-depth interviews showed the considerable complementarity of the international mobility of professors, researchers, students, pupils, teachers and professional staff funded through the EEA Financial Mechanism and the Norwegian Financial Mechanism in relation to mobility financed by the Erasmus, Erasmus +, Comenius and Leonardo da Vinci projects. It is not a matter of competing but for complementary modes of operation, especially in obtaining partnerships. The specific features of the EEA and Norway Grants with respect to other similar forms of financing international mobility related to the exchange and acquisition of knowledge are in smaller administrative requirements (simpler procedures), greater flexibility in channelling funds (or, for example, delaying the start of the operation of the funded activity), and the focus on cooperation between Slovenia, Norway, Iceland and Liechtenstein.

6.4 SI05 – Norwegian Financial Mechanism Programme

The results and the impacts of the programme are still relevant regarding actual needs and priorities in Slovenia, but the achievement of the projects will usually require additional intervention either:

- in the form of new policy frameworks strategies to be adopted on by the national government and other relevant stakeholders
- in the form of additional substantial investments from national funding, EU structural funds or other funds.

Projects' objectives have been oriented towards policy decision-makers, professional public, and contractors in health, social protection and education sector, enterprises managers, service users, employees, fathers, students, the general public, which all contribute to the society as a whole.

6.5 Recommendations

General recommendations apply to all programmes.

- Timeliness

As the time between negotiating the Memorandum of Understanding, agreement and approval of programmes and launch of the first projects was very long, it is recommended to extend the period of programme duration (to at least 5 years). That way the project duration could be longer (at least three years), which would enable the monitoring during the project implementation. This would have a significant impact on the achieving of the set goals, as well as motivating everyone involved in the project.

- Assessment process

The assessment process should be shortened, regarding the number of received applications.

- Improved partner search in donor countries

System for partner search: It is recommended to develop a system for partner search in donor countries. One recommended possibility is an on-line application system for partner search where potential Donor-state partners and applicants from beneficiary countries could place their requests.

Time for partner search: There should be enough time for partner search – calls for tenders should be open longer (three months) so the applicants have time to find partners in donor countries and the partners from donor countries have enough time to apply. One possibility is also a notification two months before the publication of the call, so potential applicants can start the search for partners in advance.

- Project implementation

As project promoters had some problems with pre-financing of the projects it is recommended to fund the project since the beginning.

Clear indicators: It is necessary to make better selection and justification of the pre-defined indicators for programme monitoring to avoid misinterpretation between POs and PPs.

The procedures of public procurement are complicated, ineffective and impractical. The procedures should be simplified. It is recommended to follow provisions of actual Slovenian legislation of that field when implementing public procurement without additional requirements. It would be necessary to discuss the introduction of the flat rate under which project promoters would be able to have at their disposal the means and avoid time-consuming public procurement.

- Reporting:

The reporting procedures should be simplified. Administrative procedures should be reformed – simplified, which would make the implementation of the project easier. Administration procedures should be modified (preferably, more standardized way of reporting) in order to make implementation of the project easier.

Reporting should be optimised - electronic, non-paper reporting.

- Bilateral relations funds

Funding of bilateral relations is divided between bilateral relations on national, programme and project level, which is not very efficient. It is recommended to fund bilateral relations activities from one source.

There are also no uniform indicators for measuring the successfulness of bilateral relations.

7 ANNEX I

Documentation used:

- www.norwaygrants.si
- www.cmepius.si
- Regulation on the implementation of the European Economic Area Financial Mechanism 2009–2014
- Regulation on the implementation of the Norwegian Financial Mechanism 2009–2014
- Memorandum of understanding on the implementation of the Norwegian financial mechanism 2009–2014 between the Kingdom of Norway and Republic of Slovenia, signed 9th May 2011
- Amendments to the Memorandum of understanding on the implementation of the Norwegian financial mechanism 2009–Memorandum of understanding on the implementation of the EEA financial mechanism 2009–2014 between Iceland, the principality of Liechtenstein, the kingdom of Norway and the Republic of Slovenia
- Amendments to the Memorandum of understanding on the implementation of the EEA financial mechanism 2009–2014
- Agreement between The Financial Mechanism Committee and the Norwegian Ministry of Foreign Affairs and The Government Office for Development and European Cohesion Policy (GODC) for the financing of Technical Assistance and the Fund for Bilateral Relations at National Level
- Fund for Bilateral Relations at the National Level - WORK PLAN
- EEA Financial Mechanism Programme 2009–2014 for Slovenia SI02 Programme Proposal
- EEA Financial Mechanism Programme 2009–2014 for Slovenia SI02 Programme Agreement
- ANNEX II-Information on pre-defined project EEA Financial Mechanism Programme 2009–2014 for Slovenia SI02
- ANNEX 4 - Communication Strategy EEA Financial Mechanism Programme 2009–2014 for Slovenia SI02
- Addendum to EEA Financial Mechanism 2009–2014 programme agreement
- Description of management and control systems for the EEA Financial Mechanism Programme 2009–2014 (SI02)
- Norwegian Financial Mechanism Programme 2009–2014 for Slovenia SI05 - Programme Proposal
- Proposal for Pre-defined project within the framework of the Norwegian Financial Mechanism - Towards Better Health and Reducing Inequalities in Health
- Towards equalizing power relations between women and men pre-defined project
- ANNEX IV Communication Plan SI05 Programme Proposal
- Norwegian Financial Mechanism Programme 2009–2014 for Slovenia SI05 - Programme Agreement
- Description of management and control systems for the Norwegian Financial Mechanism Programme 2009–2014 (SI05)
- EEA/Norway Grants Scholarship Programme Slovenia - Communication Plan
- Slovene Scholarship Found Final programme report EEA and Norwegian financial mechanisms 2009–2014
- Draft programme agreement for the financing EEA and Norwegian Scholarship Programme
- Programme agreement between the Norwegian Ministry of Foreign Affairs and The Government Office for Development and European Cohesion Policy (GODC) for the financing of the Programme “EEA and Norwegian Scholarship Programme”
- Agreement on the implementation of the Slovenian Scholarship Fund Program – SI04 (MGRT in CMEPIUS)
- Final Programme Report Attachment - Project List SI04 - EEA and Norwegian Scholarship Programme
- Programme proposal EEA and Norwegian financial mechanisms 2009–2014 (SI04)
- Report on the implementation of EEA financial mechanism and Norwegian financial mechanism 2009–2014 in Slovenia (maj 2011- december 2011)
- Strategic report no 2 on the implementation of the EEA financial mechanism and the Norwegian financial mechanism 2009–2014 in Slovenia

- Combined strategic & annual programme report on the implementation of the EEA financial mechanism and Norwegian financial mechanism 2009–2014 in Slovenia (January 2012 – December 2012)
- Combined strategic & annual programme report on the implementation of the EEA financial mechanism and Norwegian financial mechanism 2009–2014 in Slovenia (January 2013 – December 2013)
- Combined strategic & annual programme report on the implementation of the EEA financial mechanism and Norwegian financial mechanism 2009–2014 in Slovenia (January 2014 – December 2014)
- Combined strategic & annual programme report on the implementation of the EEA financial mechanism and Norwegian financial mechanism 2009–2014 in Slovenia (January 2015 – December 2015)
- Combined strategic & annual programme report on the implementation of the EEA financial mechanism and Norwegian financial mechanism 2009–2014 in Slovenia (January 2016 – December 2016)
- Slovenia: Communication Strategy National focal point
- GODS (2015) Slovenia's Smart Specialisation Strategy
- Government Office for Development and European Cohesion Policy, 2016, Working Together Towards Common Goals EEA and Norway Grants in the Period 2009-2014 in Slovenia, Ljubljana
- CMEPIUS, 2016, Apple of quality 2016, Ljubljana
- Kotnik B. et al., 2015, Inclusion as a Foundation of School Culture, Kragero Kommune, Center Janeza Levca, Ljubljana
- Šolski center Srečka Kosovela Sežana, Vagen Videregaende Skole, Agrupamento de Escolas de Barcelos, 2016, When Local Becomes Global, Portugal – Slovenia – Norway, Barcelos, Sežana, Vagen.
- Prešeren M., Grmek S., 2017, "Kosovelization" of Europe, International Mobility of School Center Srečko Kosovel Sežana, Šolski center Srečka Kosovela Sežana, Sežana.
- Eurostat Database, October 2017.

Final project reports:

- Project promotor: Paraolimpic Committee of Slovenia / project: Active, Healthy and Happy, Project for integration of disabled into sport and sport organizations, with the aim to reduce inequalities between user groups.
- Project promotor: Centre for Health and Development Murska Sobota / project: Potentials of inhabitants and institutions of Pomurje region in reducing health and social inequities of elderly in local environment
- Project promotor: Ljudska univerza Kočevje / project: Cooperation for the Health of Roma People
- Project promotor: Institute of Autism and Related Disorders / project: Equality in Health for Children and Youngsters with Autism and their Families
- Project promotor: ZRC SAZU / project: Recognising and treating victims of domestic violence in health care settings: Guidelines and training for health care professionals
- Project promotor: University of Ljubljana (Faculty of Social Work, Faculty of Sport, Faculty of Health Sciences / project: Helping families in community: co-creation of desired changes for reducing social exclusion and strengthening health
- Project promotor: Institution of Home Care / project: Active and Quality Aging in Home Environment
- Project promotor: LEGEBITRA / project: Partnership for prevention development and community based HIV testing for men who have sex with men in Slovenia
- Project promotor: Youth Centre / project: The mosaic of prevention in Posavje region
- Project promotor: Ljudska univerza Jesenice / project: Fit and healthy towards old age!
- Project promotor: Community Health Centre Ljubljana / project: Upgraded Comprehensive Patient Care
- Project promotor: National Institute of Public Health / project: Towards Better Health and Reducing Inequities in Health
- Project promotor: Institute of Criminology at the Faculty of Law Ljubljana / project: A systemic approach to peer violence in educational institutions – model and guidelines

- Project promotor: The Division of Paediatrics, UMCL / project: Parenting training for the prevention of behavioural problems in children - mental health for every child
- Project promotor: University of Ljubljana (Faculty of Arts) / project: Supervised practice of psychologists: Development of a training programme for mentors and a model of supervised practice
- Project promotor: Institute for research, education and sustainable development of Celje project: Development of services for persons with dementia and their relatives and establishment of the Center for dementia
- Project promotor: Regional Development Agency of Gorenjska Razvojna agencija Gorenjske / project: Establishment of mental health prevention programs
- Project promotor: MLFSA / project: Towards Equalizing Power Relations between Women and Men (pre-defined project)
- Project promotor: Institute for Labour Law at the Faculty of Law, University of Ljubljana / project: GEQUAL (Reconciliation of Professional and Family life in Collective Agreements: Role of Social Partners in the Promotion of Gender Equality)
- Project promotor: Chamber of Commerce and Industry of Slovenia, Ljubljana of Commerce and Industry / project: NETWORK MEMA (Network for Equal opportunities – MEMA)
- Project promotor: University of Ljubljana, Faculty of social sciences / project: EQPOWEREC
- Project promotor: The Peace Institute / project: OPENN (Obtaining Political equality by New Names)
- Project promotor: The Peace Institute / project: ODA Fathers and Employers in Action
- Project promotor: Municipality of Vrhnika / project: LJUBLJANICA
- Project promotor: SOLINE Salt production Ltd. /project: CARS-OUT!
- Project promotor: Institute of the Republic of Slovenia for Nature Conservation / project: LJUBA
- Project promotor: Slovenia Forest Service / project: SUPORT
- Project promotor: The Surveying and Mapping Authority of the Republic of Slovenia / project: Modernization of Spatial Data Infrastructure

8 ANNEX II

Terms of reference

Evaluation of programs financed by The Financial Mechanism of European Economic Area (EEA) and The Norwegian Financial Mechanism 2009–2014

Introduction

This document lays out the terms of reference for evaluation of programs financed by The Financial Mechanism of European Economic Area (EEA) and The Norwegian Financial Mechanism 2009–2014.

Background

In contributing to social and economic cohesion in the European Economic Area, the EEA and Norway Grants target a wide range of areas in which beneficiary Member States are in need of support (e.g. environmental protection and climate change, civil society, children and health, cultural heritage, research and scholarships, decent work and justice and home affairs).⁹ In that way, the Grants are intended to contribute to the Europe 2020 Strategy for smart, sustainable, inclusive growth.

Two Memorandums of Understanding¹⁰ lay down the guidelines and specify any special concerns for individual programmes or for the grant scheme as a whole.

Altogether five programs were implemented in Slovenia, nevertheless, the subject of evaluation are four programmes, namely:

- SI01: Technical Assistance and Fund for Bilateral Relations at National level, Operator: Government Office for Development and European Cohesion Policy
- SI02: EEA Financial Mechanism Programme 2009–2014, Programme Operator: Government Office for Development and European Cohesion Policy
- SI04: Slovenian Scholarship Fund 2009–2014, Programme Operator: Centre of the Republic of Slovenia for Mobility and European Educational and Training Programmes (CMEPIUS)
- SI05: Norwegian Financial Mechanism Programme 2009–2014, Programme Operator: Government Office for Development and European Cohesion Policy

In total, 88 projects and a technical assistance were co-financed under the four programs subject to this evaluation, totalling almost 25 million.

Purpose of the evaluation

The main purpose of the evaluation is to evaluate the relevance, efficiency, effectiveness, sustainability and impact of the results and effects of programmes funded by the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009–2014 in Slovenia, and to evaluate the experience gained in implementing the programmes.

The final evaluation objectives are to:

- assess the effectiveness of the programme implementation system,
- review the results achieved and the effects of the programmes with respect to the planned objectives,
- evaluate the communication effects according to the planned objectives.

It is an ex-post evaluation where the focus should be on the completed activities.

Evaluation should include issues that enable an appropriate impact assessment and the potential impact of the programme and the fulfillment of the objectives set. Evaluation should also include reasons and recommendations for improvements.

For the evaluation, standard evaluation criteria should be used from the perspective of efficiency, effectiveness, sustainability and the impact of individual projects carried out under the programmes.

⁹ Regulation on the implementation of the EEA and Norwegian Financial mechanisms 2009–2014, Article 1.2.

¹⁰ Memorandum of Understanding on the implementation of the EEA financial mechanism 2009–2014 and Memorandum of Understanding on the implementation of the Norwegian financial mechanism 2009–2014

The evaluation should be conducted simultaneously for all four programmes according to a uniform methodology and should be as coherent as possible.

Scope of the work

This evaluation will cover four programmes implemented in Slovenia (Technical Assistance and Fund for Bilateral Relations at National level, Financial Mechanism Programme 2009–2014, Slovenian Scholarship Fund 2009–2014, Programme Operator, Norwegian Financial Mechanism Programme 2009–2014).

Methodology

For the evaluation desk research, case studies, interviews and online survey with the collection of data among project promoters should be used. Using different methods allow us to triangulate different data sources and thus increase the credibility of findings. Triangulation means combining different types of data with which enables us to answer research questions.

The following methods will be used for the final report Evaluation of programmes funded by the EEA and Norway Grants 2009–2014:

- **Review of documentation – desk research**
- **Interviews**
- **On line survey**
- **Case studies**

Evaluation questions according to specific evaluation objectives

Specific objective of evaluation	Questions	Method	Criterion
Efficiency of programmes implementation (procedural indicators)	Have the programme structures been efficient in implementing programmes? (How efficient were the program structures in program implementation?)	In-depth interview with programme holders, project promoters, desk research	Efficiency
	What were the good implementation practices, what were the bottlenecks, recommendations for the next financial period?	In-depth interview with programme carriers, project promoters	Efficiency
	What administrative procedures could be improved and in what way?	In-depth interview with programme operators, project promoters	Efficiency
	What was the efficiency of bilateral cooperation at national, program and project level?	In-depth interview with program operators, project promoters	Efficiency
Review of the results achieved and the effects of the programmes according to the planned objectives	Are the results and effects of programmes still relevant in light of current needs and Slovenia's priorities (eg relevance of mobility of students for the SI04 programme)?	Online survey, in-depth interviews	Relevance (results and effects of programmes)
	Are the results achieved and the effects of the programmes beneficial to the target groups of programmes?	Online survey, in-depth interviews	Relevance (results and effects of programmes)
	What are the reasons for not achieving results?	Online survey, in-depth interviews	Relevance (results and effects of programmes)
	Complementarity and synergies with other national and EU programmes (eg European cohesion policy programmes, Erasmus +, Life + etc.) for SI02, SI04, SI05 programs.	Desk research, Online survey, in-depth interviews	Relevance (results and effects of programmes)
	To what extent were the results and effects of the programs by individual programme areas achieved?	Desk survey, online survey	Effectiveness
	What are the most successful projects of SI02, SI04 and SI05 projects?	In-depth interviews, desk research	Effectiveness
	Do the results of the programmes justify the costs? Did the results of programmes and projects (based on the sample - 10% and up to 6 projects per programme area) be met with reasonable costs?	In-depth interviews, desk research	Efficiency
	What are the reasons for the poor drawing-up of grants at the project level? What needs to be changed in projects where efficiency was low?	In-depth interviews, online survey	Efficiency
	What will be the long-term effects of the programmes in each program area, indirect and direct, planned and unplanned, positive and negative?	In-depth interview	Impact

	Will the effects of the programmes continue after the completion of project co-financing? To what extent did the programmes / projects have positive effects after funds were no longer available? Setting different levels of impact (from the perspective of target groups, institutions, sectors, local / regional level ...)	Online survey, in-depth interview	Sustainability
	Are project activities going on even after the completion of co-financing by financial mechanisms?	Online survey	Sustainability
Communication effects according to the planned goals	How did the information on the benefits and outcomes of the programme spread in the regions?	Online survey	
	Are the appropriate activities selected to achieve the goals?	Online survey	
	Have appropriate activities been selected to reach individual defined target groups?	Online survey	
	What were the effects of individual communication activities by individual target groups?	Online survey	
	What are the possible improvements to the communication plan?	Online survey, in-depth interview	
	Examples of good practices and key recommendations.	In-depth interview, online survey	
	Identification of changes resulting from the implementation of the communication plan (positive / negative, planned / unplanned).	In-depth interview	

Examples of specific questions

The report will consist of three main parts.

The first part: the effectiveness of the programme

- Have the programme structures been effective in implementing the programmes?
- What were the good implementation practices, which bad ones, what were the bottlenecks, recommendations for the next financial period? What administrative procedures could be improved and in what way?
- What was the effectiveness of bilateral cooperation at national, programme and project level?

Second part: an overview of the results achieved and the effects of the programmes with the respect to the planned objectives

What is the **relevance** of the results and effects of the programmes?

Sub-questions:

- Are the results and effects of the programmes still relevant in light of current needs and Slovenia's priorities (eg .relevance of student mobility for the SI04 programme)?
- Are the results achieved and the effects of the programmes beneficial to the target groups of programs?
- What are the reasons for not achieving the results?
- Complementarity and synergies with other programmes (eg European cohesion policy programmes, Erasmus +, Life + etc.) for SI02, SI04, SI05 programmes.

What is the **success** of the programmes?

Sub-questions:

- To what extent were the results and effects of the programmes by individual programme areas achieved?
- What are the examples of the most successful SI02, SI04 and SI05 projects?

What is the **effectiveness** of the results and effects of the programmes / projects?

Sub-questions:

- Do the results of the programmes justify the costs? Were the results of programmes and projects (based on the sample - 10% and up to 6 projects per program area) met with reasonable costs?
 - What are the reasons for the poor drawing-up of grants at the project level? What needs to be changed in projects where efficiency was low?
 - What is the **impact** of the results and effects of the programmes?
- Sub-questions:
- What will be the long-term impacts of the programmes in each programme area, indirect and direct, planned and unplanned, positive and negative?
 - What is complementarity with other EU programmes and national strategies?
- What is the **sustainability** of the results and effects of the programs?
- Sub-questions:
- Will the effects of the programmes continue after the completion of project co-financing? To what extent did the programmes / projects have positive effects after donations are no longer available? Setting different levels of impact (from the perspective of target groups, institutions, sectors, local / regional level ...)
 - Do the activities of the projects continue after the completion of the co-financing by the financial mechanisms?
- **Other questions:**
- To what extent have been the objectives related to good governance, sustainable development and gender equality achieved during the implementation of the programme.
 - Analyses of the structure of project partnerships, their spatial distribution (mapping) and types of project partners (sectorial and organizational) by individual programmes and areas.
 - Spatial overview (mapping) of program effects by programme area.

The third part: communication effects according to the planned objectives

- How were the goals and results achieved in the communication strategy (in terms of relevance, efficiency, usefulness of allocated funds) achieved?
- How did the information on the benefits and outcomes of the programmes spread in the regions?
- Were the appropriate activities selected to achieve the objectives?
- Have the appropriate activities been selected to reach individual defined target groups?
- What were the effects of individual communication activities in individual target groups?
- What are the possible improvements to the communication plan?
- Examples of good practices and key recommendations.
- Identification of changes resulting from the implementation of the communication plan (positive / negative, planned / unplanned).

Evaluation team

All team members should have relevant research qualifications and evaluation experience. It is recommended that the evaluation team has in-depth knowledge of one or more of the evaluated programme areas. The team leader must have experience with leading disciplinary evaluations.

Deliverables

- Kick off meeting (28. 07. 2017)
- Draft inception report (28. 08. 2017)
- Final inception report (14. 09. 2017)
- Draft final report (15. 11. 2017)
- Final evaluation report (15. 01. 2018)

Contact person: dr. France Križanič, EIPF
Contract manager: Petra Hiršel Horvat, GODC

9 ANNEX III

Conducted interviews

SI01: TA

Interviewed	The date of the interview
Operator GODC	7. 12. 2017

SI02

Programme area	Project	Project Promoter	Date of interview
Programme Operator - GODC			22. 9. 2017, 4. 10. 2017, 12. 10. 2017
Biodiversity and Ecosystem Services	Sustainable Pohorje management (SUPORT)	Slovenia Forest Service	12. 10. 2017
	People for Marsh - Biodiversity Conservation at the Ljubljana Marsh (LJUBA)	Institute of the Republic of Slovenia for Nature Conservation	17. 10. 2017
Natural Heritage	Promotion of environmentally friendly visitation of protected areas (CARS-OUT!)	SOLINE Salt Production Ltd.	11. 10. 2017
Cultural Heritage	Ljubljanica River Experience and Exhibition Site	Municipality of Vrhnika	9. 10. 2017
Environmental Monitoring and Integrated Planning and Control (pre-defined project)	Modernization of Spatial Data Infrastructure to Reduce Risks and Impacts of Floods (Modernization of Spatial Data Infrastructure)	Surveying and Mapping Authority of the Republic of Slovenia Ministry of Environment and Spatial Planning	25. 9. 2017

SI04

Name of the programme - project	The date of the interview
Programme Operator - CMEPIUS	22. 9. 2017
Mobility of higher education students	
Jožef Stefan International Postgraduate School	29. 9. 2017
University of Ljubljana	4. 10. 2017
University of Nova Gorica	10. 10. 2017
Mobility of elementary and secondary schools' staff	

Special Education Centre Janez Levec	29. 9. 2017
College Koper - Ginnasio Capodistria	17. 10. 2017
School Centre Novo mesto, Secondary School Metlika	4. 10. 2017
Interinstitutional cooperation in higher education	
University of Maribor	12. 10. 2017
Faculty of Arts, University of Ljubljana	2. 10. 2017
Interinstitutional cooperation on elementary and secondary level	
High School Tolmin	6. 10. 2017
School Centre Srečka Kosovela Sežana	11. 10. 2017

SI05

Programme area	Project	Project Promoter	The date of the interview
Programme operator - GODC			21. 8. 2017
Donor Programme Partner - EEA Grants / Norway Grants Coordinator Department of International Public Health Norwegian Institute of Public Health			29. 12. 2017
Public health initiatives	Systematic approach to peer violence	Institute of Criminology at the Faculty of Law University of Ljubljana	28. 9. 2017
	Towards Better Health and Reducing Inequalities in Health	National Institute of Public Health	28. 9. 2017
	Active and Quality Aging in Home Environment	Institution of Home Care	2. 10. 2017
	Upgraded Comprehensive Patient Care	Community Health Centre Ljubljana	9. 10. 2017
Gender Equality	Fathers and Employers in Action	Peace Institute	21. 9. 2017
	Towards Equalizing Power Relations between Women and Men	Ministry of Labour, Family, Social Affairs and Equal Opportunities	4. 10. 2017

10 ANNEX IV

Questions for semi structured in-depth interviews

Project Promoters:

- 1) Planning and processing
Administrative aspect:
 - Course of project submission
 - Bottlenecks
 - Search for partners
 - Experience with partner search, participation during project application, project implementation.
 - To what extent have you received relevant information on the possibilities of setting up project partnerships?
 - What additional or other information would you require?
 - Administrative process - drawing funds, broadcasting reports
 - Suggestions for improvement
- 2) Implementation and organization
 - How did you work with your partners?
 - Bilateral relations - advantages and disadvantages of partnerships
 - How was gender equality ensured in the implementation of the project?
 - Advantages and disadvantages in the implementation and organization of the project
 - Options for improvements
- 3) Outputs and outcomes
 - Have the project objectives been achieved?
 - Relevance of the project
 - How is the sustainability of the project (or results) ensured?
- 4) Effect and impact
 - The impact of bilateral relations - on participating persons, institutions, on the beneficiary country / donor
 - Will the effects of the programme continue after the completion of project co-financing? In what way?
 - Where are the effects of the project?
- 5) Communication plan
 - How did you reach the target groups?
 - Which activities were the most relevant for you?
 - How are EEA and Norway Grants recognized?
 - Norwegian financial mechanisms among the general public / professional public?
 - Visibility of the project?

Programme Operators

For programme operators, the questionnaire was less defined, as the experts discussed the findings from the documentation.

Some sets of questions, however were pre-defined.

- Bilateral relations - about experiences, impacts, achievements, advantages and disadvantages ...
- Administrative procedures - project management, reporting, burden, possible improvements
- Good implementation practices
- Recognize successful projects
- Management of pre-defined projects
- Achieving indicators
- Communication activities - effects, possible improvements
- Synergies with other programs (national and EU)

- Assessment of long-term impacts of programs

11 ANNEX V

Online Questionnaire

Q1 – Within which program was your project implemented?

EEA Financial Mechanism Programme 2009-2014 (SI02)

Scholarship Fund (SI04)

Norwegian Financial Mechanism 2009-2014 (SI05)

IF (1) Q1 = [1] Q2 – Within which program area?

Biotic diversity and ecosystem services

Preservation and rejuvenation of natural and cultural heritage

Environment monitoring, and integrated planning and surveillance

IF (1) Q1 = [1] IF (2) Q2 = [2] Q3 – Within which sub-area?

Cultural heritage

Natural heritage

IF (3) Q1 = [2] Q4 – Within which activity?

Preparation visits

Higher-education mobility project (mobility of students and staff)

Project for the mobility of educational personnel in general and professional education and training (vocational training of employees, visits to seminars, conferences...)

Projects for cross-institutional cooperation in higher-education (intensive programs)

Projects for cross-institutional cooperation in the field of education and training (partnerships)

IF (4) Q1 = [3] Q5 Within which program area?

Public health initiatives

Gender equity and coordination of professional and family life

Q6 – How important were the funds from the EEA Financial Mechanism Programme 2009–2014 and the Norwegian Financial Mechanism Programme 2009–2014 for the completion of your project?

1 Not important at all

2 not important

3 neither important, nor unimportant

4 important

5 very important

Q7 - EFFICIENCY

Q8 Would the project be conducted even if it didn't receive the co-financing from the EEA Financial Mechanism Program 2009–2014 and the Norwegian Financial Mechanism Program 2009–2014?

yes

no

don't know

Q9 - Was the financing adequate for the completion of the project? Please grade with a mark from 1 to 5, where 1 means "not nearly enough" and 5 "completely adequate".

1 – not enough at all 2 3 4 5 - completely enough

Q10 – Did you face any of the listed problems in any of the project's phases?

	No problems	Some smaller problems	Medium amount of problems	A number of problems	A great deal of problems
Planning of the project					
Preparation of the project for call to tenders					
Application of the project/ demanding enrolment conditions					
Identification and selection of partners					
Organisation/ implementation of the project					
Financing of the project					
Transparency/ clarity of the procedure					
Lengthy deadlines for payment					
Preparation of documentation for (interim) reports and request for reimbursement					
With administrative/ legal limits with call to tenders					
With the responsiveness/ professionalism / punctuality of the programme operators/ contractors in call to tenders					
With the responsiveness/ professionalism / punctuality of the contract trustee in call to tenders					

IF (5) Q10a = [3, 4] or Q10b = [3, 4] or Q10c = [3, 4] or Q10d = [3, 4] or Q10e = [3, 4] or Q10f = [3, 4] or Q10g = [3, 4] or Q10h = [3, 4] or Q10i = [3, 4] or Q10j = [3, 4] or Q10k = [3, 4] or Q10l = [3, 4]

Q11 – You claim that you have encountered numerous problems. Could you please elaborate?

Q12 – Did you encounter any other problems we haven't previously mention?

Q13 – Do you believe the administrative procedure should be changed, so that the implementation of the project would be simpler?

yes
no
don't know

IF (6) Q13 = [1] Q14 – What changes would you suggest?

IF (7) Q1 = [1, 3] Q15 – Did the project include bilateral cooperation on the program or project level?

yes no

IF (8) Q15 = [1] or Q1 = [2] Q16 – How would you grade the bilateral cooperation? Mark with the grade from 1 to 5, where 1 means "very bad" and 5 "very good".

1 – very bad 2 3 4 5 – very good

IF (8) Q15 = [1] or Q1 = [2] Q17 – To what degree did the project, in your opinion, contribute to the strengthening of ties between Slovenia and the donor countries? Mark with the grade from 1 to 5, where 1 means "very little" and 5 "a significant contribution".

1 – very little 2 3 4 5 – very significant contribution

IF (8) Q15 = [1] or Q1 = [2] Q18 – How much, by your estimation, did the understanding/knowledge of the partners' cultural, political, and socio-economic situation increased between the partners?

1- to a very little extent 2 3 4 5 – to a great extent

IF (8) Q15 = [1] or Q1 = [2] Q19 – Which forms of cooperation (networking, exchange, transfer of knowledge/good practices) did you use in the project?

multiple answers possible

Study visits
Exchange of experts from donor countries to Slovenia
Exchange of experts from Slovenia to donor countries
Events (e.g. conferences)
Student mobility
Preparation of joint products (e.g. material, manuals...)
Other:

IF (8) Q15 = [1] or Q1 = [2] Q20 – What were the benefits of bilateral cooperation?

IF (8) Q15 = [1] or Q1 = [2] Q21 – What were the weaknesses of bilateral cooperation?

Q22 - SUITABILITY, SUCCESS, PERMANENCE

Q23 – How would you grade the success of your project, based on the set goals? Mark with the grade from 1 to 5, where 1 means "very unsuccessful" and 5 "very successful"

1 - very unsuccessful 2 3 4 5 - very successful

IF (9) Q23 = [1, 2] Q24 – What would you say are the main reasons for failure?

IF (10) Q23 = [4, 5] Q25 – What would you say is the project's greatest achievement?

Q26 – Will your project continue after the end of funding?

yes
no

IF (11) Q26 = [1] Q27 – In what way will your project continue after the cessation?

Q28 – Which long-term impacts – direct or indirect – would you say your project has on:

Q29 – Participating individuals:

Q30 – Participating institutions:

IF (12) Q1 = [2] Q31 – Quality of education

IF (12) Q1 = [2] Q32 – In the field of professional education of employees:

Q33 – On the target group, towards which the project was aimed:

Q34 – COMMUNICATION PLAN

Q35 – Where did you get all the information about the call to tenders?

Multiple answers possible

From public authorities (ministries, city halls...)
From associations/societies/NVO
From other partners
With the search on the internet
Professional organizations and representatives
Web page <http://www.norwaygrants.si>
Counselors
Experts
Other:

Q36 – In what way did you keep the users informed about the project?

Multiple answers possible

Purchase of media/advertisement space
News conferences
National radio
Local radio
Television
Local printed media
National printed media
Internet – own web page
Internet – social media
Internet – online media
Workshops
Conferences
Free broadcast channels from partners/public institutions
Other:

Q37 – How well were the users, in your opinion, informed about the project? Mark with the grade from 1 to 5, where 1 means "very bad" and 5 "very well"

1 – very bad 2 3 4 5 – very well

Q38 - How well would you say were the national media informed about the co-financed projects from the EEA Financial Mechanism Programme 2009–2014 and the Norwegian Financial Mechanism Programme? Mark with the grade from 1 to 5, where 1 means "very badly" and 5 "very well"

1 – very bad 2 3 4 5 – very well

Q39 - How well do you think the media were informed about your project? Mark with the grade from 1 to 5, where 1 means "very badly" and 5 "very well"

1 – very bad 2 3 4 5 – very well

Q40 – Which communication activities seemed to best fit your project?

Multiple answers possible

various events
press conferences
publications in local media
publications in national media
online publications
social media publications

Q41 – Have you visited the webpage www.norwaygrants.si?

yes
no

IF (13) Q41 = [1] Q42 – How would you grade the web page www.norwaygrants.si, according to the following parameters. Mark with the grade from 1 to 5, where 1 means "very bad" in 5 "very good"

	1 very bad	2	3	4	5 – very good
General impression					
clarity					
Usefulness of information					

Q43 – Can you list another project, which was besides yours funded by the Financial Mechanism Program EEA 2009–2014 or the Norwegian Financial Mechanism Program. Please specify which.

Q44 – Did you, in the past few years, noticed any media activity about the Financial Mechanism Program and the Norwegian Financial Mechanism Program?

yes
no

IF (14) Q44 = [1] Q45 – What kind of media activity?

XLOKACREGs – In which region is your institution?

Statistical regions of Slovenia

Mura region
Drava region
Carinthia region
Savinja region
Central Sava region
Lower Sava region
Southeast Slovenia
Central Slovenia
Upper Carniola region
Littoral-Inner Carniola region
Gorizia region
Coastal-Karst region

Q46 - What is the form of your company?

Public institution
Private company

Q47 – For the purpose of the statistical analyses, we kindly ask you to provide the value of your project:

I don't want to answer
more than 1.000.001,00 EUR
between 500.001 and 1.000.000,00 EUR
between 250.000 and 500.000 EUR
between 100.000 and 250.001 EUR
under 100.000 EUR

Q48 – Would you like to tell us anything else?

12 ANNEX VI

Results of the online survey (closed questions)

Q1	Within which program was your project implemented?				
	answers	Frequency	%	Valid %	Cumulative
	1 EEA Financial Mechanism Programme 2009-2014 (SI02)	9	16%	16%	16%
	2 Scholarship Fund (SI04)	22	39%	39%	54%
	3 Norwegian Financial Mechanism Programme 2009-2014 (SI05)	26	46%	46%	100%
	Total	57	100%	100%	
		Average	2,3	Std. dev.	0,7

Q2	Within which program area?				
	Answers	Frequency	%	Valid %	Cumulative
	1 Biotic diversity and ecosystem services	3	5%	38%	38%
	2 Preservation and rejuvenation of natural and cultural heritage	4	7%	50%	88%
	3 Environment monitoring, and integrated planning and surveillance	1	2%	13%	100%
	Total	8	14%	100%	
		Average	1,8	Std.dev.	0,7

Q3	V okviru katerega področja?				
	Answers	Frequency	%	Valid %	Cumulative
	1 Cultural heritage	3	5%	75%	75%
	2 Natural heritage	1	2%	25%	100%
	Total	4	7%	100%	
		Average	1,3	Std.dev.	0,5

Q4	Within which activity?				
	Answers	Frequency	%	Valid %	Cumulative
	Preparation visits	0	0%	0%	0%
	Higher-education mobility project (mobility of students and staff)	6	11%	27%	27%
	Project for the mobility of educational personnel in general and professional education and training (vocational training of employees, visits to	9	16%	41%	68%

	seminars, conferences...)				
	Projects for cross-institutional cooperation in higher-education (intensive programs)	3	5%	14%	82%
	Projects for cross-institutional cooperation in the field of education and training (partnerships)	4	7%	18%	100%
	Total	22	39%	100%	
	Average	3,2	Std.dev.	1,1	

Q5	Within which program area?				
	Answers	Frequency	%	Valid %	Cumulative
	Public health initiatives	18	32%	72%	72%
	Gender equity and coordination of professional and family life	7	12%	28%	100%
	Total	25	44%	100%	
	Average	1,3	Std.dev.	0,5	

Q6	How important were the funds from the EEA Financial Mechanism Programme 2009–2014 and the Norwegian Financial Mechanism Programme 2009–2014 for the completion of your project?				
	Answers	Frequency	%	Valid %	Cumulative
	1 Not important at all	0	0%	0%	0%
	2 not important	0	0%	0%	0%
	3 neither important, nor unimportant	1	2%	2%	2%
	4 important	3	5%	5%	7%
	5 very important	53	93%	93%	100%
	Total	57	100%	100%	
	Average	4,9	Std.dev.	0,3	

Q8	Would the project be conducted even if it didn't receive the co-financing from the EEA Financial Mechanism Program 2009–2014 and the Norwegian Financial Mechanism Program 2009–2014?				
	Answers	Frequency	%	Valid %	Cumulative
	yes	5	9%	9%	9%
	no	46	81%	81%	89%
	Don't know	6	11%	11%	100%
	Total	57	100%	100%	
	Average	2	Std.dev.	0,4	

Q9	Was the financing adequate for the completion of the project? Please grade with a mark from 1 to 5, where 1 means "not enough at all" and 5 "completely adequate".				
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	Answers	Frequency	%	Valid %	Cumulative
	1 – not enough at all	1	2%	2%	2%
	2	0	0%	0%	2%
	3	4	7%	7%	9%
	4	29	51%	51%	60%
	5 - completely enough	23	40%	40%	100%
	Total	57	100%	100%	
		Average	4,3	Std.dev.	0,8

Q10 Did you face any of the listed problems in any of the project's phases?											
	Sub-questions	Answers						Valid %	Št. enot	Average	Std.dev.
		No problems	Some smaller problems	Medium amount of problems	A number of problems	A great deal of problems	Total				
Q10a	Planning of the project	40 75%	12 23%	1 2%	0 0%	0 0%	53 100%	53	57	0,3	0,49
Q10b	Preparation of the project for call to tenders	26 50%	20 38%	5 10%	1 2%	0 0%	52 100%	52	57	0,6	0,74
Q10c	Application of the project/ demanding conditions	27 52%	18 35%	3 6%	3 6%	1 2%	52 100%	52	57	0,7	0,96
Q10d	Identification and selection of partners	29 55%	10 19%	12 23%	2 4%	0 0%	53 100%	53	57	0,8	0,94
Q10e	Organisation/ implementation of the project	22 42%	23 43%	7 13%	0 0%	1 2%	53 100%	53	57	0,8	0,82
Q10f	Financing of the project	28 54%	9 17%	6 12%	6 12%	3 6%	52 100%	52	57	1	1,29
Q10g	Transparency/ clarity of the procedure	25 47%	20 38%	4 8%	1 2%	3 6%	53 100%	53	57	0,8	1,06
Q10h	Lengthy deadlines for payment	19 36%	13 25%	7 13%	6 11%	8 15%	53 100%	53	57	1,5	1,46
Q10i	Preparation of documentation for (interim) reports and request for reimbursement	15 28%	12 23%	18 34%	6 11%	2 4%	53 100%	53	57	1,4	1,13
Q10j	With administrative/ legal limits with call to tenders	20 38%	15 28%	11 21%	3 6%	4 8%	53 100%	53	57	1,2	1,22
Q10k	With the responsiveness/ professionalism / punctuality of the programme operators/ contractors in call to tenders	26 49%	14 26%	9 17%	1 2%	3 6%	53 100%	53	57	0,9	1,12
Q10l	With the responsiveness/ professionalism / punctuality of the contract trustee in call	29 55%	17 32%	3 6%	2 4%	2 4%	53 100%	53	57	0,7	1,01

	to tenders										
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Q13	Do you believe the administrative procedure should be changed, so that the implementation of the project would be simpler?				
	Answers	Frequency	%	Valid %	Cumulative
	yes	30	53%	57%	57%
	no	16	28%	30%	87%
	don't know	7	12%	13%	100%
	Total	53	93%	100%	
	Average	1,6	Std.dev.	0,7	

Q15	Did the project include bilateral cooperation on the program or project level?				
	Answers	Frequency	%	Valid %	Cumulative
	Yes	23	40%	77%	77%
	no	7	12%	23%	100%
Valid %	Total	30	53%	100%	
	Average	1,2	Std.dev.	0,4	

Q16	How would you grade the bilateral cooperation? Mark with the grade from 1 to 5, where 1 means "very bad" and 5 "very good".				
	Answers	Frequency	%	Valid %	Cumulative
	1 very bad	0	0%	0%	0%
	2	1	2%	2%	2%
	3	2	4%	4%	7%
	4	13	23%	29%	36%
	5 very good	29	51%	64%	100%
	Total	45	79%	100%	
	Average	4,6	Std.dev.	0,7	

Q17	To what degree did the project, in your opinion, contribute to the strengthening of ties between Slovenia and the donor countries? Mark with the grade from 1 to 5, where 1 means "very little contribution" and 5 "a significant contribution".				
	Answers	Frequency	%	Valid %	Cumulative
	1 very little contribution	0	0%	0%	0%
	2	3	5%	7%	7%
	3	5	9%	11%	18%
	4	22	39%	49%	67%
	5 very significant contribution	15	26%	33%	100%
	Total	45	79%	100%	

	Average	4,1	Std.dev.	0,8
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Q18	How much, in your opinion, did the understanding/knowledge of the partners' cultural, political, and socio-economic situation increased between the partners?				
	Answers	Frequency	%	Valid %	Cumulative
	1 to a very little extent	0	0%	0%	0%
	2	1	2%	2%	2%
	3	8	14%	18%	20%
	4	16	28%	36%	57%
	5 to a great extent	19	33%	43%	100%
	Total	44	77%	100%	
	Average	4,2	Std.dev.	0,8	

Q19	Which forms of cooperation (networking, exchange, transfer of knowledge/good practices) did you use in the project?							
	multiple answers possible	Units					Responses	
		Frequency	Valid	Valid %	Unit count	% - Unit	Frequency	%
Q19a	Study visits	30	45	67%	57	53%	30	25%
Q19b	Exchange of experts from Slovenia to donor countries	28	45	62%	57	49%	28	24%
Q19c	Events (e.g. conferences)	23	45	51%	57	40%	23	19%
Q19d	Mobilnost študentov	12	45	27%	57	21%	12	10%
Q19e	Preparation of joint products (e.g. material, manuals...)	23	45	51%	57	40%	23	19%
Q19f	Other:	2	45	4%	57	4%	2	2%
	TOTAL		45		57		118	100%

Q35	Where did you get all the information about the call to tenders?							
	multiple answers possible	Units					Responses	
		Frequency	Valid	Valid %	Unit count	% - Unit	Frequency	%
Q35a	From public authorities (ministries, city halls...)	23	51	45%	57	40%	23	23%
Q35b	From associations/societies/NVO	8	51	16%	57	14%	8	8%
Q35c	From other partners	11	51	22%	57	19%	11	11%
Q35d	With the search on the internet	19	51	37%	57	33%	19	19%
Q35e	Professional organizations and representatives	2	51	4%	57	4%	2	2%
Q35f	Web page http://www.norwaygrants.si	21	51	41%	57	37%	21	21%
Q35g	Counselors	9	51	18%	57	16%	9	9%

Q35h	Other:	9	51	18%	57	16%	9	9%
	TOTAL		51		57		102	100%

Q36	In what way did you keep the users informed about the project?							
	multiple answers possible	Units					Responses	
		Frequency	Valid	Valid %	Unit count	% - Unit	Frequency	%
Q36a	Purchase of media/advertisement space	9	51	18%	57	16%	9	3%
Q36b	News conferences	25	51	49%	57	44%	25	7%
Q36c	National radio	20	51	39%	57	35%	20	6%
Q36d	Local radio	20	51	39%	57	35%	20	6%
Q36e	Television	16	51	31%	57	28%	16	5%
Q36f	Local printed media	31	51	61%	57	54%	31	9%
Q36g	National printed media	21	51	41%	57	37%	21	6%
Q36h	Internet – own web page	50	51	98%	57	88%	50	15%
Q36i	Internet – social media	28	51	55%	57	49%	28	8%
Q36j	Internet – online media	22	51	43%	57	39%	22	7%
Q36k	Workshops	30	51	59%	57	53%	30	9%
Q36l	Conferences	32	51	63%	57	56%	32	10%
Q36m	Free broadcast channels from partners/public institutions	25	51	49%	57	44%	25	7%
Q36n	Other:	7	51	14%	57	12%	7	2%
	TOTAL		51		57		336	100%

Q37	How well were the users, in your opinion, informed about the project? Mark with the grade from 1 to 5, where 1 means "very bad" and 5 "very well"				
	Answers	Frequency	%	Valid %	Cumulative
	1 very bad	0	0%	0%	0%
	2	2	4%	4%	4%
	3	11	19%	22%	26%
	4	24	42%	48%	74%
	5 – very well	13	23%	26%	100%
	Total	50	88%	100%	
	Average	5	Std.dev.	0,8	

Q38	How well would you say were the national media informed about the co-financed projects from the EEA Financial Mechanism Programme 2009–2014 and the Norwegian Financial Mechanism Programme? Mark with the grade from 1 to 5, where 1 means "very bad" and 5 "very well"				
	Answers	Frequency	%	Valid %	Cumulative
	1 very bad	3	5%	6%	6%

	2	6	11%	12%	18%
	3	22	39%	43%	61%
	4	11	19%	22%	82%
	5 very well	9	16%	18%	100%
	Total	51	89%	100%	
	Average	3,3	Std.dev.	1,1	

Q39	How well do you think the media were informed about your project? Mark with the grade from 1 to 5, where 1 means "very bad" and 5 "very well"				
	Answers	Frequency	%	Valid %	Cumulative
	1 very bad	3	5%	6%	6%
	2	8	14%	16%	22%
	3	12	21%	24%	45%
	4	17	30%	33%	78%
	5 very well	11	19%	22%	100%
	Total	51	89%	100%	
	Average	3,5	Std.dev.	1,2	

Q40	Which communication activities seemed to best fit your project?							
	multiple answers possible	Units					Responses	
		Frequency	Valid	Valid %	Unit count	% Unit	Frequency	%
Q40a	various events	38	51	75%	57	67%	38	26%
Q40b	press conferences	12	51	24%	57	21%	12	8%
Q40c	publications in local media	18	51	35%	57	32%	18	12%
Q40d	publications in national media	13	51	25%	57	23%	13	9%
Q40e	online publications	38	51	75%	57	67%	38	26%
Q40f	social media publications	29	51	57%	57	51%	29	20%
	TOTAL		51		57		148	100%

Q41	Have you visited the webpage www.norwaygrants.si ?				
	Answers	Frequency	%	Valid %	Cumulative
	yes	46	81%	94%	94%
	no	3	5%	6%	100%
	Total	49	86%	100%	
	Average	1,1	Std.dev.	0,2	

Q42	How would you grade the web page www.norwaygrants.si , according to the following parameters. Mark with the grade from 1 to 5, where 1 means "very bad" in 5 "very good"						
	Answers	Valid %	No. of units	Average	Std.dev.		

		1 very bad	2	3	4	5 – very good	Total				
Q42a	General impression	0 0%	1 2%	12 26%	27 59%	6 13%	46 100%	46	57	3,8	0,68
Q42b	transparency	1 2%	6 13%	14 30%	22 48%	3 7%	46 100%	46	57	3,4	0,89
Q42c	usefulness of information	0 0%	1 2%	13 28%	26 57%	6 13%	46 100%	46	57	3,8	0,69

Q44	Did you, in the past few years, noticed any media activity about the Financial Mechanism Program and the Norwegian Financial Mechanism Program?				
	Answers	Frequency	%	Valid %	Cumulative
	Yes	24	42%	48%	48%
	No	26	46%	52%	100%
	Total	50	88%	100%	
	Average	1,5	Std.dev.	0,5	

XLO KAC REG s	In which region is your institution?				
	Answers	Frequency	%	Valid %	Cumulative
	Mura region	2	4%	4%	4%
	Drava region	2	4%	4%	8%
	Carinthia region	1	2%	2%	10%
	Savinja region	5	9%	10%	21%
	Central Sava region	0	0%	0%	21%
	Lower Sava region	0	0%	0%	21%
	Southeast Slovenia	1	2%	2%	23%
	Central Slovenia	27	47%	56%	79%
	Upper Carniola region	4	7%	8%	88%
	Littoral-Inner Carniola region	0	0%	0%	88%
	Gorizia region	4	7%	8%	96%
	Coastal-Karst region	2	4%	4%	100%
	Total	48	84%	100%	
	Average	7,4	Std.dev.	2,7	

Q46	What is the form of your company?				
	Answers	Frequency	%	Valid %	Cumulative
	Public institution	39	68%	78%	78%
	Private company	11	19%	22%	100%
	Total	50	88%	100%	
	Average	1,2	Std.dev.	0,4	

Q47	For the purpose of the statistical analyses, we kindly ask you to provide the value of your project				
	Answers	Frequency	%	Valid %	Cumulative
	I don't want to answer	5	9%	10%	10%
	more than 1.000.001,00 EUR	4	7%	8%	18%
	between 500.001 and 1.000.000,00 EUR	7	12%	14%	32%
	between 250.000 and 500.000 EUR	11	19%	22%	54%
	between 100.000 and 250.001 EUR	3	5%	6%	60%
	under 100.000 EUR	20	35%	40%	100%
	Total	50	88%	100%	
		Average	4,3	Std.dev.	1,7