





REPUBLIC OF SLOVENIA
**MINISTRY OF COHESION
AND REGIONAL DEVELOPMENT**

Iceland 
Liechtenstein  Norway
Norway grants grants

Operational
evaluation of results
and achievements of
the programme
"Climate Change
Mitigation and
Adaptation"

Final report

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CEDARS
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Project: Operational evaluation of results and achievements of the programme "Climate Change Mitigation and Adaptation"

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Glossary

CN	Concept Note
EEA	European Economic Area
ESIF	European Structural and Investment Funds
MCA	Multicriteria analysis
PA	Programme Agreement
RRF	Recovery and Resilience Facility
The Ministry	Ministry of Cohesion and Regional Development
The Programme	the Climate Change Mitigation and Adaptation Programme
The Programming Documentation	Concept Note and the Programme Agreement
ToR	Terms of Reference

1 Introduction

1.1 Evaluation scope

The scope of the evaluation are the projects implemented under the Climate Change Mitigation and Adaptation Programme, implemented under EEA and Norway grants (hereinafter referred to as the mechanisms), funded by Iceland, Lichtenstein, and Norway. The mechanisms are based on cooperation between the beneficiary countries (including Slovenia) and the donor countries Norway, Iceland and Liechtenstein.

The EEA Financial Mechanism is jointly financed by all three donor countries and is available in 15 beneficiary countries. The Norwegian Financial Mechanism is financed exclusively by Norway and is available in the 13 beneficiary countries that joined the EU after 2003.

The main objectives of the mechanisms are to contribute to reducing economic and social disparities in the European Economic Area (EEA) and to strengthen bilateral relations between donor and beneficiary countries.

Since 2004, cooperation between Slovenia and the donor countries Norway, Iceland and Liechtenstein has been supported in several periods, however the scope of this evaluation is focused on the period 2014-2021.

Slovenia is eligible for €37.7 million from financial mechanisms in the period 2014-2021, including €19.9 million from the EEA Financial Mechanism and €17.8 million from the Norwegian Financial Mechanism. The funding is channelled through four programmes, including the Climate Change Mitigation and Adaptation Programme.

The implementation of the Climate Change Mitigation and Adaptation Programme (hereinafter referred to as The Programme) is based on the Programme Agreement signed between the Financial Mechanism Board and the Norwegian Ministry of Foreign Affairs and the Government Office for Development and European Cohesion Policy (now Ministry of Cohesion and Regional Development) on 18 December 2019, as amended, and the Programme Concept Note of 30 August 2018, as amended.

The Programme aims to accelerate the planning, institutional capacity building and implementation of pilot/demonstration actions that contribute to climate change mitigation and adaptation at local, regional and national level. Actions are mainly focused on sustainable mobility, restoration of Natura 2000 ecosystems, circular economy and promotion of geothermal energy and other less established renewable energy sources.

The Programme has had €16.3 million funds allocated from the financial mechanisms (€12.9 million from the EEA Financial Mechanism and €3.4 million from the Norwegian Financial Mechanism). The programme comprises three programme areas:

- mitigating and adapting to climate change;
- renewable energy, energy efficiency and energy security;
- good governance, accountable institutions and transparency.

The programme focuses on the following outcomes:

- Outcome 1 – Increased renewable energy production;
- Outcome 2 – Enhanced sustainable mobility management;
- Outcome 3 – Increased application of Circular Economy principles;
- Outcome 4 – Improved management of ecosystems under climate change pressure.

The programme supports 17 projects, of which 16 were selected through a call for proposals and 1 was approved by the donors as a pre-defined project.

1.2 Purpose and goals of the evaluation

Purpose of the evaluation is to assess the aspects of Efficiency, Relevance, Bilateral cooperation, and Communication within the performed projects, and match them to the defined goals, and envisaged outcomes of The Programme, as outlined in the Programming Documentation (jointly referred to the Concept Note and the Programme Agreement).

The main goal of the evaluation is to assess the direct impacts and results, as well as achievements of The Programme. Furthermore, the evaluation will determine the experience gained, as well as efficiency, relevance, and effectiveness of the achievements throughout the process of implementation of the Programme.

The goals of the evaluation stem from the evaluation questions, which are described in detail in chapter 2.2, along with the specific methodology, approach, and the initial assessment of the data needs to providing answers to these questions. It should be noted that the full data needed to provide answers to the evaluation questions will be known only after the completion of the evaluation, as the actual data used differs based on the availability, and the willingness of stakeholders to share the data.

Terms of Reference (hereinafter referred to as ToR) specifies that all projects were selected and contracted in 2022 and are in the initial phase of implementation to be completed by 30 April 2024. This means that all relevant data for impact evaluation will not be available until June 2024. Hence the project specific data will be utilised from the date of completion of the projects. For publicly available data used to assess the various aspects of the evaluation, Cedars will utilise the latest available published data.

1.3 Guide to the document

This document is composed of five distinct parts:

1. Introduction and guide – aiming to introduce the evaluation report and provide to the reader a guide on how to read the document enabling easier navigation;
2. Review of intervention logic – provides an overview of the programme documents outlining reasoning behind the programme, as well as programme objectives and outcomes. Furthermore, this section also provides an overview of the call for proposal, which was implemented under this programme;
3. Methodology of the evaluation – provides an overview of the methodological tools used to answer the specific evaluation questions;
4. Answers to the evaluation questions – provide answers to evaluation questions outlined by the ToR, providing data backed conclusions and findings, as well as recommendations to the Ministry;
5. Timeline of the evaluation.

2 Review of intervention logic

The call for proposals in scope of this evaluation stems from the Programme Agreement (PA) signed between the Financial Mechanism Committee and the Norwegian Ministry of Foreign Affairs (Donors) the Government of Slovenia (as the Beneficiary state).

The PA outlines the scope and content of the assistance provided by the donors, and sets a baseline for the utilisation of the donor funds. It also establishes the rights and obligations of parties, rules on the project eligibility, and other procedures required for the utilisation of funds. The call also determines the schedule of the calls for proposals, as well as the specific outcomes and outputs needed to be covered by the calls. In this case the PA determines that there will be one call for proposals where all outcomes will be covered.

In total the PA recognised a total of 18,4 million EUR total eligible expenditures, and a 85% grant rate, totalling 15,65 million EUR grant funds in total. These funds were split into two mechanisms:

- 12,29 million EUR to be funded from EEA Financial Mechanism;
- 3,36 million EUR to be funded from the Norwegian Financial Mechanism.

Besides outlining the rules and requirements of the programme, the PA also outlined the monitoring framework for the programme. The framework consisted of the general Programme Objective "Climate change mitigated and vulnerability to climate change reduced". This was further broken down into specific outcomes, while the outcomes were broken down into specific outputs. Each outcome and output have been assigned with a series of indicators, which will be used to monitor, and subsequently evaluate, the progress and the impact of the programme. Each of these indicators were given a source of verification, frequency of reporting, baseline value, baseline year, and finally a target value.

Within the scope of this evaluation, in subsequent chapters, among other activities, we will examine the values of these indicators (where they are available from public sources and project reports), and report on the progress and the meeting of these indicators.

The specific scope of the programme outlined in the PA, as well as the outcomes and outputs, were drawn from the Programme Concept Note (CN), which is an accompanying document to the PA. The CN stems from the strategic documents of Slovenia in relation to the climate change mitigation and adaptation, as well as relevant EU legislation.

The CN has indicated five distinct challenges for Slovenia in the area of climate change mitigation, mainly:

1. Slovenia needs to continue reducing greenhouse gas emissions, particularly in transport.
2. Slovenia is falling behind the leading countries in the use of renewable energy sources.
3. Slovenia's economy is more carbon-intensive than the EU average.
4. Slovenia's ecosystems already suffer the effects of climate change, while the services offered by the ecosystems are not yet recognised in the society, and neither among professionals.
5. Slovenia faces insufficient multi-sector governance in the areas of implementing climate challenges and goals of low carbon society in individual policies in areas of transport, environmental, energy, spatial planning, fiscal, economic, technological development, rescue, health.

2.1 Review of the goals of the intervention logic

The programme, as outlined by the CN is set to support meeting the abovementioned challenges, as well as support Slovenia's transition towards a low-carbon society. To this end the CN has outlined a series of outcomes, mainly:

- **Outcome 1 – Increased renewable energy production** – focused specifically on geothermal energy, and aimed at enhancing the basic expertise, as well as human and institutional capacities for efficient use of geothermal energy. The aim of outcome 1 is to support projects in:
 - o Mapping and identifying shallow geothermal potential; assessing the regulatory framework and subsidy support schemes for geothermal energy; providing specialised trainings; and raising awareness for accelerated use of geothermal energy

- Pilot/demonstration projects for both exploiting geothermal energy by installing new, or upgrading existing facilities; as well as exploiting other less established Renewable Energy Sources (RES) such as wind, biofuel, tidal power, etc.

Within outcome 1 the following deliverables (outputs) are expected:

- Detailed mapping of shallow geothermal technical potential of selected less investigated areas across Slovenia including final digital presentation carried out;
- Improved expertise in Slovenia in geothermal drilling, trained in modern technologies and environmentally sound methods of drilling, exploration, and use of geothermal energy;
- Awareness-raising campaigns boosting the use of geothermal energy, and other less established RES, among potential investors in public and private sector carried out;
- Report with recommendations for improvement of regulatory framework and adaptation of subsidy schemes for the accelerated use of geothermal energy elaborated;
- Innovative pilot and/or demonstration projects implemented, and increasing installed capacities in renewable energy production from geothermal, and other less established RES.

- **Outcome 2 – Enhanced sustainable mobility management** – which will support setting up and piloting/demonstrating sustainable mobility management in selected regions, and at high volume traffic generating spots. Unlike EISF funds, the grants offered through this programme will focus on creation of regional mobility and inter-municipal networks. The aim of outcome 2 is to support the following:

- Regional partnership projects for regional development agencies, research institutions, and other actors for: development of regional mobility management models; setting up and piloting the regional mobility centres; providing specialised trainings; implementation of the targeted awareness raising campaign; and preparations of a pilot Regional Sustainable Mobility Plans.
- Projects of large traffic generators focused on: elaboration of a sustainable mobility plans; implementation of demonstration actions, both soft and hard measures; and implementation of education/awareness campaign.

Within outcome 2 the following deliverables (outputs) are expected:

- New sustainable policy measures addressing critical barriers and gaps in sustainable mobility system at regional level developed and tested:
 - A model, including guidelines for regional mobility centres;
 - Regional Sustainable Mobility Plan;
- Mobility plans developed and first re-adjustment measures of mobility systems introduced at several large traffic generation locations in Slovenia.

- **Outcome 3 – Increased application of Circular Economy principles** – which will support transitioning Slovenian economy to a low-carbon circular economy. The programme aims to support innovative development partnerships for low-carbon circular economy, identifying and demonstrating various new solutions related to the manufacturing. Contrary to mainstream schemes, the programme is opening the room to a cross-sectoral approach and stimulating cooperation between enterprises, local communities and suppliers, public institutions, NGOs and consumers on building innovative local/regional cooperation modes or chains for the low-carbon circular economy. The aim of outcome 3 is to support the following:

- Setting up local/regional partnerships for the low-carbon circular economy; developing and implementing innovative pilot solutions in relation to the manufacturing sector; integrating enterprises, consumers and/or local community; implementing targeted awareness raising campaigns in favour of promoting new consumer patterns.

Within outcome 3 the following deliverables (outputs) are expected:

- Best practices and innovative solutions introducing circular economy approaches in manufacturing sector in close cooperation with local and regional community are demonstrated;
- Increased knowledge base and competences for introducing circular change actions in business and community practice;

- Enterprises and different consumer groups encouraged and educated in gradual changes in traditional consumer attitudes and consumption patterns.
- **Outcome 4 – Improved management of ecosystems under climate change pressure** – will focus on restoration of deteriorated ecosystems, and the integration of ecosystem services into planning and decision-making systems. The aim of outcome 4 is to support the following:
 - Setting up partnerships bringing together nature conservation, agriculture/forestry/water management bodies, municipalities, NGOs, research, and other stakeholders relevant to ecosystem conservation and restorations aiming to: provide pilot implementation of a concrete restoration in nature; mapping of ecosystem services required to develop appropriate governance models for integration in decision making; and implementation of targeted awareness/education campaign.

Within outcome 4 the following deliverables (outputs) are expected:

- Devastated ecosystems under climate change pressure, primarily three different and most exemplary ecosystems in Slovenia, restored;
- Ecosystem services mapped and respective governance models for their integration into decision making processes developed, at least for the area covered by Natura 2000 sites where restoration is supported;
- Local population, stakeholders and their professionals from the supported territories with increased capacities, understanding and competences for managing climate change sensitive ecosystems and preserving their services.

A key focus of the programme is promoting bilateral cooperation between the Slovenia (as the beneficiary country) and the donor countries. This is outlined through both PA and the CN. The CN outlines that the bilateral cooperation will be strengthened through intuitional cooperation under all outcomes. Within Outcome 1, strong expertise support and exchange of professional staff in charge of geothermal renewable energy from Donor States is vital for successful promotion of geothermal potential in Slovenia. The engagement of Norway and other donor partners in the transfer of best practices and governance models in sustainable mobility management (Outcome 2) and in management of ecosystems under climate change pressure (Outcome 4) will be beneficial for Slovenian actors coping with the challenges of climate change measures in traffic and biodiversity. Joint transnational learning in introducing Circular Economy (Outcome 3) measures shall add value to the programme and also to Donor States organisations.

The programme intends to use funds allocated to the programme as per the Memorandum of Understanding for the following bilateral activities:

- Preparatory visits aiming at project development;
- Exchange of experts in respect to renewable energy, in particular geothermal energy;
- Joint thematic events for Circular Economy;
- Other joint events, such as conferences and group study visits addressing the needs, challenges and solutions addressed by the programme. These may include interim events or a wrap up event presenting the results of bilateral cooperation and potential for further cooperation.

2.2 Review of the calls of proposal

The programme, as mentioned above, is implemented through one call for proposal, as such only one call is presented and discussed in this area.

Purpose and the goal of the call

The purpose of the call is to select the projects to be funded by the "Climate Change Mitigation and Adaptation" programme, which itself is funded through the Financial mechanisms (Norwegian financial mechanism 2014-2022, and/or EEA financial mechanism 2014-2021). The call is in line with the key goals of the financial mechanisms, mainly:

- to contribute to the reduction of economic and social differences within the EEA; and
- improve bilateral relations between Slovenia and the donor countries.

In this context, the Climate Change Mitigation and Adaptation Programme aims to mitigate climate change, and reduce vulnerability to climate change. This will be achieved by increasing the production of energy from renewable sources, improving the management of sustainable mobility, increasing the uptake of the principles of the circular economy, and improving the management of ecosystems under pressure from climate change.

Scope of the call

The funds are allocated to projects, which fit into one of the below mentioned categories of impact:

a) Programme area: Renewable energy sources, energy efficiency, energy security

- Result B.1: Increased production of energy from renewable sources
 - o Direct impact B.1.1: Improved capacity to develop less established renewable energy sources
 - o Direct impact B.1.2: Energy production from less established renewable energy sources established Renewable energy sources

b) Programme area: IMPACT OF CLIMATE CHANGE MITIGATION AND ADAPTATION

- Result B.2: Sustainable mobility governance improved
 - o Direct impact B.2.1: Measures implemented to improve regional sustainable mobility
 - o Direct impact B.2.2: Mobility plans developed to manage sustainable mobility in high traffic locations
- Result B.3: Increased uptake of circular economy principles
 - o Direct impact B.3.1: Circular economy measures implemented
- Result B.4: Improved management of ecosystems under pressure from climate change
 - o Direct impact B.4.1: Improved capacity for ecosystem management

Allocated funds

Total allocated funds are 15.564.705,88 EUR, from this 2.281.034,00 EUR from Norwegian Financial Mechanism, 10.948.966,00 EUR from EEA Financial Mechanism, and 2.334.705,88 EUR Slovenian contribution that is provided by the Government office for Development and Cohesion (now referred to as Ministry of Cohesion and Regional Development).

The funds are allocated to results as follows:

- To results B.1, B.2, and B.4 is allocated 12.881.135,90 EUR
- To result B3 2.683.569,98 EUR

The projects are funded as follows:

Results and direct impacts	Lowest eligible project value (EUR)	Largest eligible project value (EUR)
Result B.1: Increased production of energy from renewable sources		
Direct impact B.1.1: Improved capacity to develop less established renewable energy sources	200.000,00	1.000.000,00
Direct impact B.1.2: Energy production from less established renewable energy sources established Renewable energy sources	200.000,00	4.000.000,00
Result B.2: Sustainable mobility governance improved		
Direct impact B.2.1: Measures implemented to improve regional sustainable mobility	200.000,00	2.000.000,00

Direct impact B.2.2: Mobility plans developed to manage sustainable mobility in high traffic locations	200.000,00	1.881.135,90
Result B.3: Increased uptake of circular economy principles		
Direct impact B.3.1: Circular economy measures implemented	200.000,00	1.200.000,00

Results and direct impacts	Lowest eligible project value (EUR)	Largest eligible project value (EUR)
Result B.1: Increased production of energy from renewable sources		
Direct impact B.1.1: Improved capacity to develop less established renewable energy sources	200.000,00	800.000,00

Projects are funded under 100% cofinancing rate towards the end beneficiaries.

Geographic areas

The programme is implemented across the entire area of Slovenia. Considering that one of the objectives of the programme is establishment of bilateral cooperation, some project activities can be implemented also in the Donor countries.

All results and direct impacts have to be evident in Slovenia.

Eligibility criteria of the call

Any legal entity governed by private or public law (including non-governmental organisations), established in the Republic of Slovenia or in one of the donor countries (in the context of Result 3, only organisations from Norway), regardless of its legal form and regardless of the nature of the activity it carries out (profit/non-profit), is considered to be an eligible partner in the project (hereinafter referred to as "project partner"). Any international organisation or body or agency within them that is actively involved in and contributes effectively to the implementation of the project is also considered as an eligible project partner.

As one of the main objectives of the financial mechanisms is to strengthen bilateral cooperation between the Republic of Slovenia and the donor countries, cooperation and partnership between institutions from both countries is particularly encouraged.

The projects should last at least 12 and no more than 24 months, and have to be concluded by 30.04.2024.

Eligible Costs

The eligible costs for the project are as follow:

- the cost of staff working on the project,
- indirect project costs (overheads) - office and administrative costs,
- travel and subsistence expenses of staff participating in the project, in the form of a lump sum,
- costs of consumables and supplies,
- the cost of new or second-hand equipment,
- land and real estate acquisition costs (including construction/renovation costs),
- costs arising from other contracts concluded by the project promoter or project partner for the purpose of the implementation of the project,
- costs arising directly from the requirements laid down in the grant agreement.

Timeline of the call for proposal

The submissions on the call should be made by 30.09.2021

Criteria for selection

The projects are assessed in two distinct phases:

1. Administrative acceptability – all projects have to comply with the general administrative acceptability of the projects in scope of public procurement rules.
2. Assessment of the project content – is performed in the following way:

Projects are assessed under criteria outlined below. Only projects that achieve minimum 75 points are proposed for cofinancing. In case no project reaches this threshold, the evaluation commission can propose lower minimum threshold.

- Project scope alignment with the call (30 points)
- Excellence of the draft of the project plan (20 points)
- Sustainability (10 points)
- Excellence of the partnerships (15 points)
- Cost efficiency (20 points)

Bilateral cooperation (is applied to the project only in case the minimum threshold is achieved)

- Project has one partner from one donor country is awarded 5 additional points if it is applied under results B.1, B.2, or B.4; and
- Project has one partner from the Kingdom of Norway is awarded 5 additional points if it is applied under result B.3.

Maximum points for projects without any partner from donor countries is 95 points, and 100 for projects with a partner from donor countries.

Following the assessment process the projects are graded by the amount of points they have received. Cofinancing is awarded to projects with highest result, moving lower until all funds are awarded.

Considering the scope of funds, we see reasonable that the projects were selected in the scope of one call for proposal rather than splitting the calls per results. It is also positive that the call allowed for more than one opening, depending on the number of applicants, and subsequently by the number of awarded projects. This all indicate a considerable drive towards improving efficiency on the side of the contracting authority, and mobilising the funds as fast as possible.

Furthermore, we see that the call for proposals related directly to the intervention logic, and tried to directly address the challenges identified.

Results of the call:

As a result of the call for proposal 16 projects were selected, one of the projects was pre-selected within the programming phase to be implemented. The overview of the selected project is provided in the table below:

Impact categories (outputs)	Project name	Project acronym	Allocated funds (EUR)	eMS final funds (EUR)
B.1.1: Improved capacity to develop less established renewable energy sources	Pre-Selected project: Supporting efficient cascade use of geothermal energy by unlocking official and public information	INFO-GEOTHERMAL	1.073.529,41	1.073.529,40
B.1.2: Energy production from less established renewable energy sources established Renewable energy sources	Pilot geothermal power plant on an existing gas well Pg-8, pilot project	SI-Geo-Electricity	732.573,70	761.904,58
	Solar Power for Reducing Emissions	SOPOREM	2.128.623,58	2.285.018,86
B.2.1: Measures implemented to improve regional sustainable mobility	REgional centres of MOBILity	ReMOBIL	1.867.965,72	1.867.965,72
B.2.2: Mobility plans developed to manage sustainable mobility in high traffic locations	Smart mobility measures for sustainable mobility in Slovenia	SmartMOVE	1.609.166,79	1.609.166,79
	General Hospital Novo mesto mobility plan	SALOMON	393.971,40	393.971,40
	Trata, industrial zone for the 21st century	Trata 2.1	1.070.023,60	1.070.023,60
	Sustainable mobility management at the tourist location Predjama	Predjama sustainable	499.498,81	639.847,42
B.3.1: Circular economy measures implemented	Circular Industry - The application of circular economy principles in industry processes	CIRCI	696.960,00	696.960,00
	Development of Circular Public Procurement for establishment of Material Local Loops	NovIKroG	799.980,00	799.979,99
	Recycling of rapid antigen LFIA tests (COVID-19).	LFIA-REC	674.873,85	674.873,89
	Studio of Circular Economy	studioKroG	776.975,00	776.975,00
	Learning and demonstration alliance for designing and manufacturing sustainable industrial packaging from alternative lignocellulosic biomass	LEAP	439.931,56	439.931,56
	Reuse of discarded wood and alternative wood species to replace spruce in the development of wooden windows for complete disassembly	REWINNUSE	350.143,66	350.143,66
B.4.1: Improved capacity for ecosystem management	To improve ecosystems and conserve vulnerable species of Natura 2000 at Jelovica; preparation of management model based on ecosystem	JeloviZA	1.143.298,04	1.143.298,04

	services in decision making processes			
	Restoration of the network of wetlands and grasslands important for Natura 2000 and other protected species and habitat types in the Karst Biosphere Reserve and the Reka River Basin and the Seasonal Lakes of Pivka Nature Park	ReNature	1.196.385,00	1.196.384,99
	Knowledge for Sustainable Nature Management	ZAGON	1.199.389,00	1.215.972,50

Within the process of implementation of the projects there was a need to expand funding for certain projects, which was agreed with the donor countries, and hence for some projects allocated and actual funds are different.

3 Methodology of the evaluation

The evaluation methodology is based on the methodology defined in the technical specifications published in the call for tenders and is in line with the requirements for Lot 1 – Operational evaluation of results and achievements of the programme "Climate Change Mitigation and Adaptation". The technical specifications also defined examples of evaluation questions. The methodology follows the principle of data triangulation, i.e. not relying solely on one data source where possible, but trying to answer the same question with data from multiple sources. The aim of this approach is to verify and validate the results of one method with the results of another, thus increasing the overall validity of the results.

Section 3.1 describes all the methodological tools used for analysis, which we have chosen according to the subject of the evaluation, the evaluation questions, and the availability of data. The below-presented methods allowed us to collect data from several different sources, and to answer the evaluation questions presented in Chapter 4 - Evaluation findings.

3.1 Presentation of methodological tools used

The desk research involved a systematic review of available documentation, including calls for proposal, final project reports, evaluation reports, research reports, literature and other identified sources. It is an objective approach. The aim of the review of documentation and other sources is to provide a comprehensive and exhaustive search for answers to the questions posed by each phase. We use an established and proven methodology, which comprises a common set of steps, as illustrated in the figure below. The result of applying the methodology is a comprehensive literature review, classified according to topic and data source. The findings of the desk review have been used to prepare the responses to the evaluation questions.

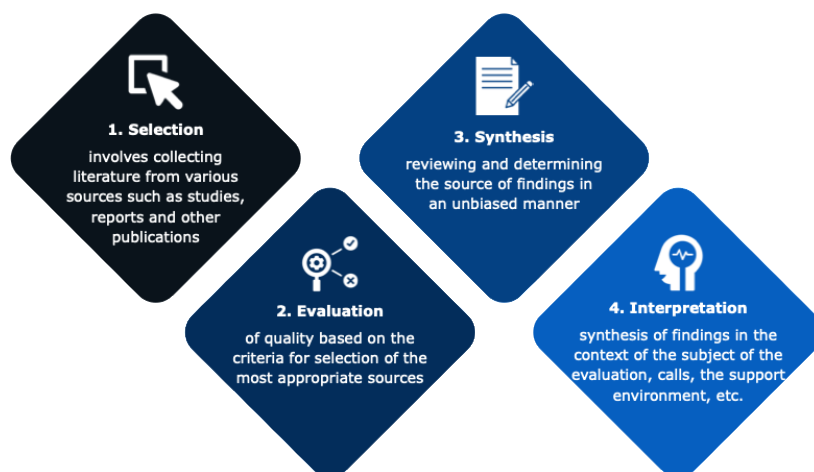


Figure 1 - Approach to the "desk research" method

Focus groups were used to obtain qualitative data. Participants included representatives from the beneficiaries who received donor funds. 19 participants from beneficiaries, including both project leaders as well as partners were present on 4 focus groups running from 24th to 27th September. The beneficiary response rate to the focus groups/structured interviews was 24,6% of beneficiaries, which is a good response. All focus groups focused on experiences and opinions on the complexity of preparing calls, challenges in project implementation, partnerships, knowledge transfer, communication with stakeholders, bilateral cooperations, risks, project timelines, as well as on obtaining other data that cannot otherwise be quantitatively addressed. The focus groups were designed to be composed of individuals who know each other, work together or have the same role to support the process of co-creation of the recommendations.

Focus groups were run utilising the evaluation questions, aiming to collect data, which can be used directly to answer said questions. Furthermore, an open section was added at the end of each focus group where beneficiaries could provide recommendations to the Ministry. The key findings from the focus groups are summarised in Chapter 4 - Evaluation findings.

The survey as a quantitative evaluation method served to obtain both quantitative and qualitative information from individual beneficiaries. Cedars, in collaboration with the Ministry's expert team, developed an online survey questionnaire which was published on www.1ka.si. The questionnaire was developed in both English and Slovenian, and sent to all coordinators and project partners, both Slovenian and project partners from donor countries, to a total of 88 addresses. 56 responses were received, the response rate thus stands at 63,6%, which is an outstanding result.

Multicriteria analysis (MCA) is a method of determining the actual state of a situation by comparing a number of indicators that collectively describe a particular situation or challenge. The advantage of using this approach is that the indicators used in the analysis are not necessarily financial, but can also be based on a contextual assessment. The latter means that the use of MCA is very suitable for assessing change, and/or for comparison between different entities/actions. The indicators used for the MCA are determined according to the subject of the research, in our case the subject of the evaluation. In simplified terms, analysis of these means ranking them between the different entities, examining the relationship between the indicators (for example, how the value of one indicator affects the value of another, if at all), and examining the change in the value of the indicators over the course of the implementation. The MCA is usually used to choose between different options, but can also be used to rank the options themselves, which in our case means that this analysis can be used to compare different measures/examples according to the values of the selected outcome indicators.

4 Answers to evaluation questions

a) Efficiency

4.1 Did the programme achieve the targets of the individual outcomes/outputs in terms of activities, types of beneficiaries and target groups?

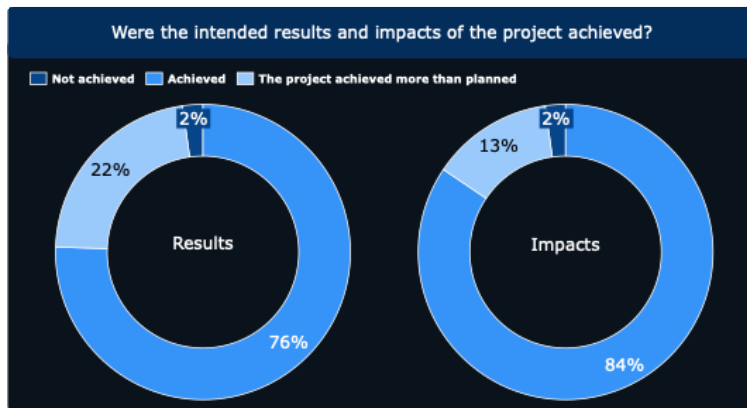


Figure 2 - Answers to the question: "Were the intended results and impacts of the project achieved?"

Figure to the left presents the answers to the questions were the intended results, and intended impacts, achieved? We see from the results that most of the respondents achieved the results they outlined in the project applications. Out of the respondents only 1 (2%) responded that they have not achieved the intended results. However, they have clarified that by the time of the survey not all project activities were completed, and as such, not all results/impacts are yet visible.

Based on the survey results, 22% of all respondents in case of results, and 13% in case of impacts have stated that the project achieved more than planned. Extra results and impacts revolve around the following categories:

- Additional analysis was performed in addition to the number projected in the application,
- Additional public events and international events were performed
- Increased savings in energy efficiency,
- Increased amounts of sustainable mobility measures,
- Financing was secured for continuation of the projects performed,
- Additional mapping of environmental governance methods was performed.

The same was confirmed by the focus groups representatives.

Based on the reviewed final reports at the time of the preparation of this report, all 17 allocated projects have submitted their final summary reports. Hence all projects are completed in full and have either achieved or surpassed the planned results. The full breakdown on achievement of indicators and targets is presented in the answer to the question 4.5. The only exception is project SI-Geothermal, which did not provide the complete data in the final report, while the project activities are completed in full. Detailed description of this situation is given in the answer to the question 4.5.

Besides activities, we see that all projects have indeed met their objectives in terms of beneficiaries and the target groups, and have reached their intended audiences even in the period 3 reporting.

4.2 What change has been achieved in the programme area in terms of meeting the needs and challenges of the programme area as identified in the programme design?

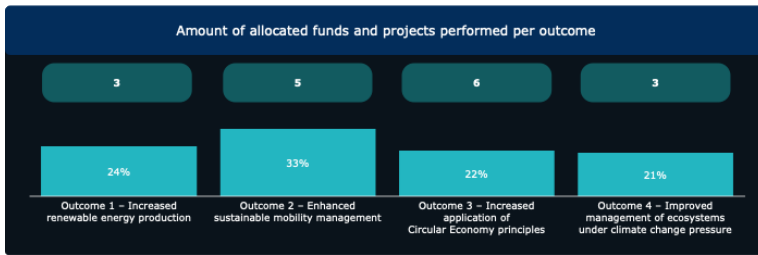


Figure 3 - Amount of projects and share of allocated funds per outcome

second lowest in terms of the allocation of funds. On the other hand, the allocations were mostly evenly split among the different outcomes, and they reflect the relevant size of the projects. This leads us to expect that all challenges and outcomes received some form of intervention within the implementation of the programme, hence we should expect to see some results across the board.

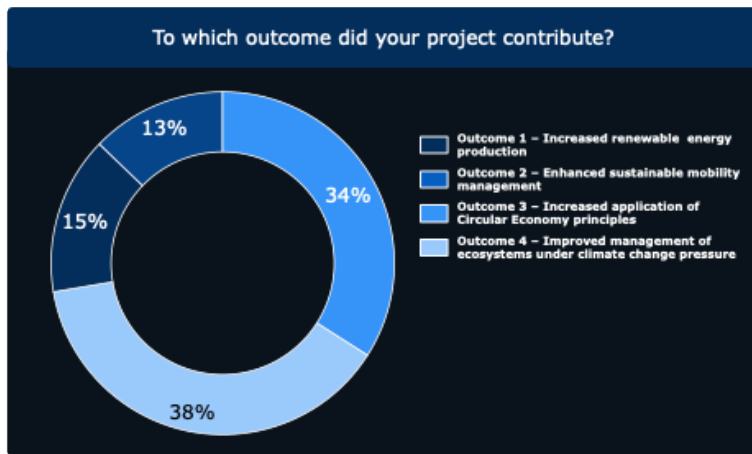


Figure 4 - Answers to question: "To which outcome did your project contribute?"

Figure to the left represents the share of allocated funds, as well as the amount of performed projects per specific outcome. The projects are presented in bubbles above the chart, while the chart outlines the share of funds per outcome. From this we can see that, while the most projects have been performed in outcome 3, the projects were smaller in size, as this outcome is

Within the scope of implementation of this evaluation, we have performed a survey among the beneficiaries, which received funding from the financial mechanisms, and the answers are presented on the figure to the left. From this we can see that majority of respondents were involved in projects focused on outcome 3 (34%) and outcome 4 (38%) of the programme. Considering that the survey was sent to all participants of the project, this is not unusual to see, as we have a varying response rate among the participants.

Furthermore, we have also asked the respondents to which challenge do their projects contribute, which we are presenting in the figure below.

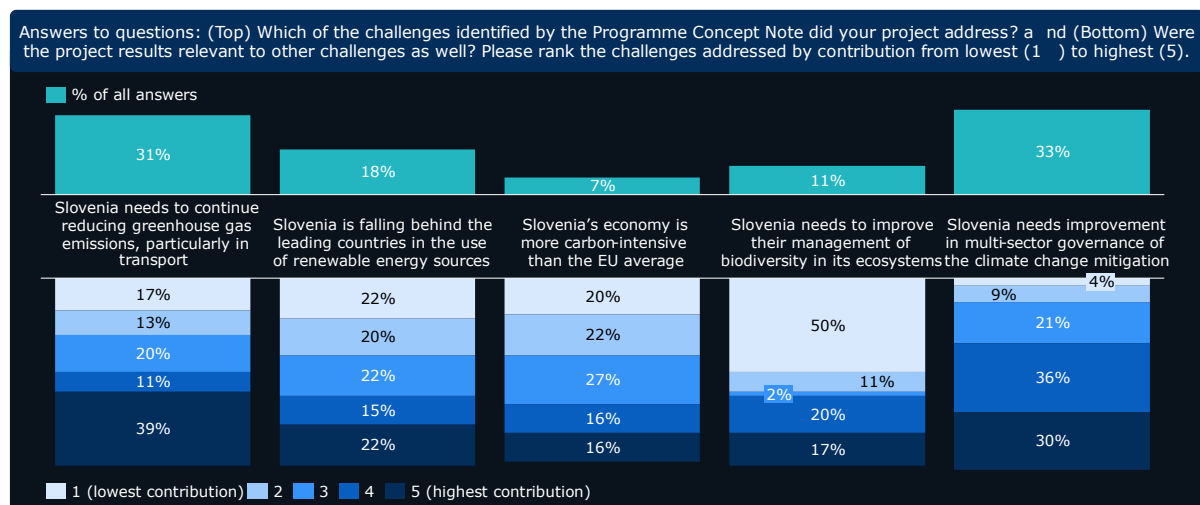


Figure 5 – Answers to questions: "(Top) Which of the challenges identified by the Programme Concept Note did your project address? and (Bottom) Were the project results relevant to other challenges as well?"

The question was structured in two ways, the top chart represents the views of the respondents, which challenge does their project addresses directly. Here we can see that the most respondents have marked first and fourth challenge, which are also closely linked to the first and fourth outcome. This would indicate that the beneficiaries have their own understanding of the connection between the outcome and the challenge, where they are seeing the direct impacts to the current situation, and how their project is working towards reducing it. Example of this would be also the fact that only 7% respondents said their project addresses the challenge of "Slovenia's carbon-intensive economy", whereas 34% of them said that their project is contributing to the outcome 3 – increased application of circular economy principles. It would suggest that beneficiaries link circular economy more towards reduction of GHG emissions, and less towards achieving less carbon intensive economy.

Lower chart in the figure above represents the views of the respondents on the level of contribution towards the specific challenge. These results also support the theory that beneficiaries see their projects as addressing multiple challenges, where the majority of respondents marked their contribution as high (3 and above) in all but the "biodiversity" challenge, which is aligned with the distribution of projects. Here as well the highest contribution (answers 4 and 5) was reflected in the challenge 1 and 4.

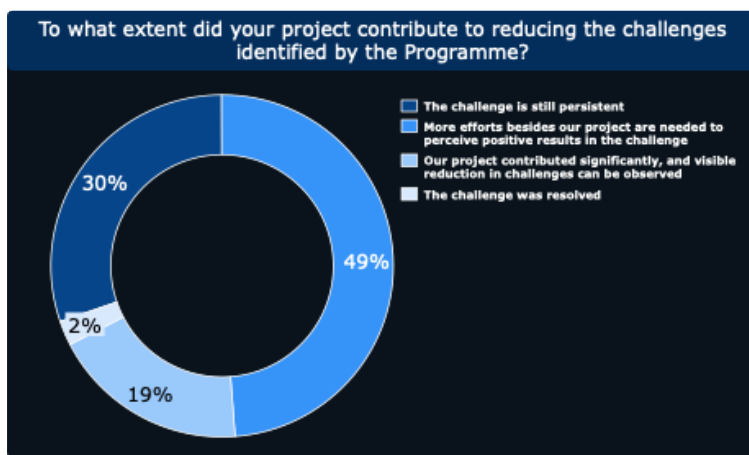


Figure 6 - Answers to the question: "To what extent did your project contribute to reducing the challenges identified by the Programme?"

The figure to the left represents answers to the question whether the project contributed to reducing the challenges identified by the programme. We see that relatively high number of respondents still perceives the challenge as existing in Slovenia, which would indicate that their project did not contribute in great degree to the challenge. This is also seen in other answers, where only 19% of respondents said that the projects contributed significantly to the challenges, and that the visible reductions can be observed. Additionally, only 2% (or one respondent) of respondents stated that the challenge was successfully resolved. We have also

asked the respondents to clarify their responses, hence we can see that the responded who stated that the challenge was resolved mainly understood that the project objective was met, and not wider challenge.

In addition, some of the main reasons given by respondents who still perceive the challenge as persistent or that more efforts are needed are:

- The topic of climate change is an ongoing topic, and the challenges are always persistent;
- The basic setup of the solution for the specific challenge has been established by the project, however follow-up efforts are needed to ensure the challenge will be resolved in the future;
- Additional funds are required to fully address the challenge, as the project was primarily a pilot;
- The results of the project need to be expanded on the national level so that the contribution to solving the challenge can be more visible;
- The results will be more visible on the longer timescale after implementation is completed;
- Biodiversity challenges are large enough that smaller scale projects cannot fully address them.

All in all, we can conclude that the challenges identified are still persistent in Slovenia and that more similar projects are needed to help address them in the future.

Based on the contribution of the beneficiaries on focus groups, we can confirm this finding, that more similar projects are needed. However, it should be noted that these projects hold a very important local relevance. The projects, in multiple instances, provided direct solutions to challenges on the local level, however, these changes to be visible on the national level, more investments are needed. Hence, it can be concluded that, on a local level, the projects were essential to reduce identified challenges and meeting the needs of the local population.

4.3 To what extent has the programme generated (positive or negative) impacts beyond the direct beneficiaries?

In order to understand the impacts beyond the direct beneficiaries, it is important to firstly understand the beneficiaries themselves, and the impacts the projects had on them. For this reason, we have reviewed the project applications, as well as asked these specific questions in the survey to the respondents.

Besides the direct beneficiaries, indirect beneficiaries are often affiliated or affected by the organisation in some way. Hence in the scope of this programme we can identify the following groups of indirect beneficiaries:

- Ministries, agencies, municipalities, and other public bodies not directly involved in the project implementation, but benefiting from it;
- Companies and employers within the locations of the projects (especially holds true within the sustainable urban mobility plans);
- Companies involved in recycling and waste management – in case of circular economy projects;
- Research companies/institutions involved in the topics of the projects in implementation;
- General population that is living/working within the areas of project implementation;
- Other groups (such as students, teachers or other parties affected by the project implementation).

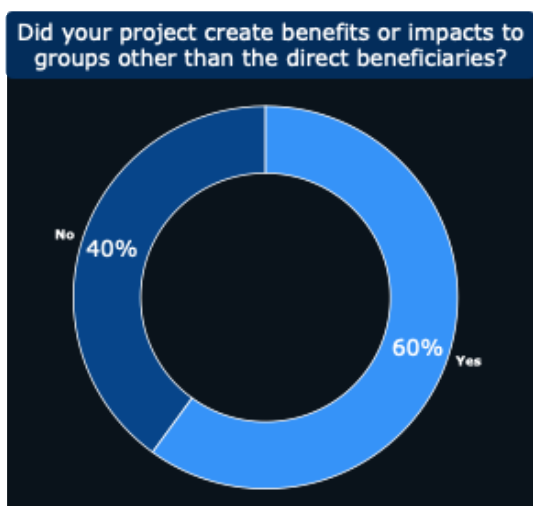


Figure 7 - Answers to the question: "Did your project create benefits or impacts to groups other than the direct beneficiaries?"

In order to understand the perception of the benefits in addition to the direct beneficiaries, we have asked this to the respondents of the survey, the results of which are presented on the figure to the left. From this we can see that the project beneficiaries are well aware of the impact of the project on the wider population in their area, especially to the groups outlined above. 60% of all respondents stated that their project impacted groups other than the direct beneficiaries.

Furthermore, the respondents outlined several groups of additional benefits mainly:

- Changes in the legislative framework, which impacts other groups as well;
- Changes in urban mobility (especially parking), which also impacts visitors and members of the community and not only employees of the companies/municipalities;
- Improvements in infrastructure, which is utilised by all citizens of the specific region/municipality;
- Improvements in infrastructure of the locations would enable more tourism activity, either through better visibility of the locations (due to materials developed through the project, e.g. information route developed under ZAGON project), easier mobility within the high-tourism locations (e.g. better transport for Postojnska Jama developed under Predjama-Sustainable project), or similar.
- Reductions in waste, which impacts wider population;
- Improvements in data availability related to climate change, which were either not measured or not directly available to wider population before.

Besides the abovementioned benefits, beneficiaries have stated that they have held several presentations and discussions with Ministries, research institutions, and other relevant stakeholders; as well as held awareness raising campaigns in schools and universities. All these activities, though less measurable, benefit wider public through education on the topics of climate change.

The findings were also confirmed by the focus groups, where a more detailed information was sourced, and we have identified several additional benefits (e.g. cycling tracks used by general public, information routes used by schools, etc.) that existed on a project specific level. Hence, the programme indeed generated additional benefits outside of solely beneficiaries.

All in all, we can conclude that groups other than direct beneficiaries did have benefits from the project implementation. Some of the benefits were direct, such as improvements in infrastructure, which can directly benefit wider stakeholders. On the other hand, some benefits were softer, mostly focused on raised awareness and access to data, which is dependent on the specific need of the wider stakeholders.

4.4 Which success factors were key to ensuring success at project level? Can you identify best practices?

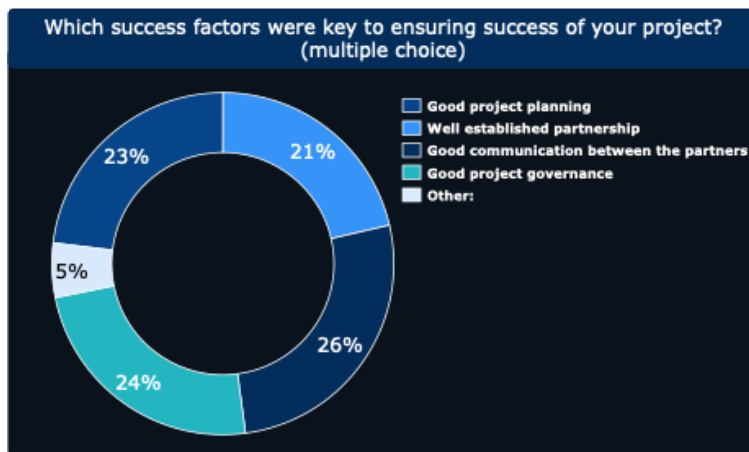


Figure 8 - Answers to question: "Which success factors were key to ensuring success of your project?"

Figure to the left presents the answers of the respondents to the question Which success factors were key to ensuring success of your project? We have structured the question to be a multiple-choice question, so that respondents can select any of the success factors, as well as add their own responses in "other" column. Based on the results we can see a relatively even split in nearly quarters between the four predefined success factors. Out of these the biggest share hold "good communication between the partners" and "good project governance". Majority of the "other" responses were just

selecting "all of the above" as a one answer, while some of them mentioned good planning, communication within the organisations (internally, rather than with project partners), and good communication with target groups and wider public, as some of the key success factors.

These success factors were also confirmed by the focus groups, further emphasising the need for project planning and management as key success factors, especially considering diverse partnerships. They also mentioned that one of the success factors is the fact that some of the partners do know each other from the past projects, which increases trusts, and thus enables quicker communication and more efficient project planning.

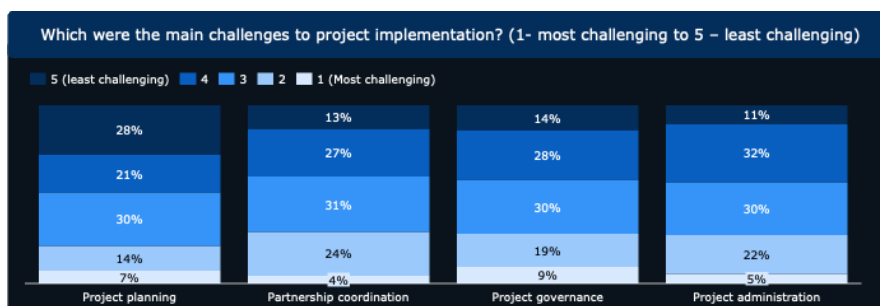


Figure 9 - Answers to question: "Which were the main challenges to project implementation?"

Taking a look at the challenges for implementation, we have asked the respondents to mark challenges from least challenging (5) to most challenging (1), also adding them an option to add their own challenges to implementation.

Looking at the results we can identify that the least challenging was the project planning, where the 49% of all respondents marked it as 5 or 4 in the responses. On the other than the most challenging were the "Partnership coordination" and "Project administration", where in both cases nearly 30% of respondents marked this with 1 or 2. What is also to be noted is that with these categories we see a duality of responses, where 1/3 of the respondents perceives it as challenging, 1/3 perceives it as not challenging, and 1/3 is neutral. We can see this as an example of wide pool of respondents, as the survey was answered by both project leaders, as well project partners, and we believe that project leaders found these specific challenges harder than the partners.

On the other hand, 4 respondents (9% of the all responses) added their own challenges in addition to the ones we presented. These were mainly:

- Change management and changes in external environment in the period of project implementation,

- Short time for implementation – especially considering the delay in project approval, which caused challenges in project implementation, which was also mentioned by the focus groups.

The same was confirmed by beneficiaries of the focus groups, who also suggested that the Ministry should allow some time for project initiation phase to enable beneficiaries to establish project management and project plans, instead of directly starting with the project activities as soon as the project is approved. Furthermore, the project planning and consortia building could be helped by informing the beneficiaries of the projects in advance, in form of project announcement, to enable easier preparation of project applications, especially concerning preparation of investment documentation.

Some of the identified challenges are also related to financial control of the project, which was very thorough and oftentimes repetitive (e.g. some beneficiaries mentioned that they received multiple pages of comments and requests after submitting reports), where stakeholders had to repeatedly prove their activities to controllers who were different every time. The controllers also focused on reviewing previous reporting periods, and not only the period that was currently under control, requiring beneficiaries to prove areas that were already approved in previous reporting periods. This took their time away from project implementation, and increased their level of frustration. This was also especially pointed out by bilateral partners, who stated that this level of control is a major obstacle to participation in these programmes in the future.



Figure 10 - Answers to question: "Did you identify any best practices realised in the implementation of the project?"

Figure to the left deals specifically with the best practices, where the beneficiaries had the option of reporting their identified best practices in the implementation of the project. Results suggest that majority (53%) has identified best practices in the project implementation. The identified best practices are mostly related to:

- Changes in processes of public organisations needed to be communicated carefully, and include organisation's stakeholders to facilitate smoother implementation,
- There were several technical best practices identified from cooperation with foreign partners,
- There is a clear need for public and private partnerships in designing new mobility solutions,
- Clear communication with the public including site visits enable easier project implementation.

The same was confirmed by the focus groups, who also emphasised that the best practice was organisation of multi-project events sharing similar topics and or challenges. Through these events a wider public can be reached, and more thorough penetration of findings can be achieved.

4.5 Were the indicators, determined in the programming documents, achieved? If not, what were the reasons?

To prepare an answer to this question, we have analysed the programming documents to determine the scope of the indicators and exact targets for the projects funded under the financial mechanisms. At present we are referring to the indicators and targets from the "Concept note" document, as this document has received an update in 2019. It should be noted that the value of the indicators in the concept note differ from the values in the "Programme agreement".

The indicators are structured in a way that each outcome has top line indicators, which usually focus on specific measurable (numerical) targets depending on the outcome scope. In addition to the top line indicator, each outcome has a range of supporting indicators focused on specific outputs within the outcome, which can be a mix of numerical and non-numerical targets, aiming to cover as much of the scope as possible.

Following the analysis of the planned indicators and their target values, we have examined the reports from the beneficiaries to determine the achieved values of the indicators, and compare them to the target values. Here we have the same issue identified, and explained in detail, in the question 4.1. where not all projects have submitted the final reports. Within some projects we could estimate the completion of the indicators from the partner reports, however for some this was not possible.

The relevant cases are presented and discussed below in specific tables. The tables describe the outcome/output in question, indicators, baseline measured at the start of the programme, target values from the concept note, total achieved values, and a calculated difference to target. Positive difference means that the target was surpassed, while the negative difference indicates that the target was not reached, which was also presented graphically in the assessment column.

Indicators of outcome 1						
Outcome/output	Indicators	Baseline	Target	Achieved total	Difference to target	Assessment
Outcome 1 Increased renewable energy production	Estimated annual CO2 emissions reductions (in tonnes)	0	1.726	1.527	-199	?
	Estimated production of renewable energy (in MWh/year)	0	3.997	4.140	143	✓
Output 1.1 Improved capacity to develop less established renewable energy sources	Mapping of technical potential of shallow geothermal energy carried out	No	Yes	Yes		✓
	Report on necessary legislative amendments of subsidy schemes for the accelerated use of geothermal energy prepared	No	Yes	Yes		✓
	Number of experts trained in geothermal technologies	0	24	224	184	✓
	Number of staff from beneficiary states in exchanges	0	10	20	10	✓
	Number of staff from donor states in exchanges	0	3	3	0	✓
Output 1.2 Energy production from less established renewable sources installed	Installed capacity of less established RES in MW	0	2,4	3,8	1,4	✓

Figure 11 - Analysis of achievement of indicators from Outcome 1

Taking a look at the outcome 1, we can see that most of the indicators have been achieved, including a range of indicators that have surpassed the targets. Targets were surpassed in the education and communications sections, where we see that more experts were trained than expected, as well as more population was reached with awareness raising, indicating an efficient implementation of the projects. Furthermore, we also see that more MW of capacity was installed than planned as well.

On the other hand, one of the top line indicators have not been reached. This is mainly due to the fact that one project "SI-Geothermal" has not yet provided the complete data in the final report. The ministry has conditionally approved their report, however it was agreed with the beneficiaries that they will supplement the full report on indicators in the beginning of year 2025. We expect that the full data will be provided within the scope of this additional reporting.

Indicators of outcome 2						
Description	Indicators	Baseline	Target	Achieved total	Difference to target	Assessment
Outcome 2 Enhanced sustainable mobility management	Sustainable mobility policy measures/tools at regional level introduced	0	2	7	5	✓
	Average annual increase of trips made by sustainable means of transport in the areas supported by the programme	0	4%	6%	2%	✓
Output 2.1 Measures to improve regional sustainable mobility implemented	Number of regional mobility centres piloted	0	5	6	1	✓
	Regional mobility management model developed	No	Yes	Yes		✓
	Number of people reached by awareness raising campaigns	0	150.000	2.067.016	1.917.016	✓
	Number of awareness campaigns carried out	0	3	7	4	✓
	Number of professionals trained in sustainable regional and inter-municipal mobility planning and management	0	60	218	158	✓
Output 2.2 Plans for sustainable mobility management at high-volume traffic locations developed	Number of sustainable mobility plans for high volume traffic generating locations developed	0	10	10	0	✓
	Number of pilot actions from sustainable mobility plans for high volume traffic generating locations implemented	0	10	56	46	✓

Figure 12 - Analysis of achievement of indicators from Outcome 2

Regarding outcome 2, we see that the projects within this outcome achieved all of the allocated targets, with majority of targets being surpassed. Within the top level target of "sustainable mobility policy measures/tools at regional level introduced" we see in the PA a note that elaborates on the specifics of the indicator. Mainly, that it is composed of two components "Regional sustainable mobility centre" and "Regional sustainable mobility plan". Considering that the project, which contributed to this outcome piloted 6 regional mobility centres, and that from the final reports it is evident that all of these pilot centres have been fully implemented, we deem that all centres contributed to this outcome, and thus the indicator values have been surpassed.

The rest of the indicators were significantly surpassed, barring the two non-numerical indicators, which can be attributed to an efficient project implementation, achieving more than what was planned without significantly expanding the scope of funding.

Indicators of outcome 3						
Description	Indicators	Baseline	Target	Achieved total	Difference to target	Assessment
Outcome 3 Increased application of Circular Economy principles	Share of targeted population who self-report increased understanding of Circular Economy	0	5%	23%	18%	✓
	Number of innovative green technologies/processes/solutions applied	0	12	21	9	✓
Output 3.1. Measures for Circular Economy implemented	Number of circular economy demonstration / pilot projects implemented	0	19	33	14	✓
	Number of intervention areas related to Low-carbon circular economy objectives of Slovenia Development Strategy 2030 addressed	0	9	18	9	✓

Figure 13 - Analysis of achievement of indicators from Outcome 3

Within the outcome 3 all indicators were surpassed by the projects funded under financial mechanisms. We see significant achievement in the share of population who self-report increased understanding of circular economy, as well as the number of green solutions applied.

Indicators of outcome 4						
Description	Indicators	Baseline	Target	Achieved total	Difference to target	Assessment
Outcome 4 Improved management of ecosystems under climate change pressure	Total surface of rehabilitated land	0	100	138	38	✓
	Number of governance models integrating ecosystem services into the decision-making processes for targeted ecosystems in actual use	0	3	6	3	✓
	Number of restored ecosystems with ecosystem services mapped	0	3	27	24	✓
Output 4.1 Improved capacity for ecosystems management	Number of proposed governance models	0	3	4	1	✓
	Number of professional staff trained	0	45	269	224	✓
	Number of people reached by awareness raising and education campaigns	0	600	12.904	12.304	✓
	Number of awareness and education campaigns carried out	0	3	3	0	✓

Figure 14 - Analysis of achievement of indicators from Outcome 4

Within the outcome 4 almost all indicators were surpassed by the projects funded under financial mechanisms. The focus groups have indicated also that project in this outcome had reached their targets fully, as well as developed additional benefits such as extensive learning pathways to promote ecosystems and their developed governance models.

Indicators of outcome 5 (bilateral cooperation)						
Description	Indicators	Baseline	Target	Achieved total	Difference to target	Assessment
Outcome 5 (bilateral) Enhanced collaboration between Slovene and Donor State Institutions involved in the programme	Level of trust between cooperating entities in the Beneficiary state and Donor States (scale 1-7)	TBD	At least 4.5, and an increase on the baseline.	5		✓
	Level of satisfaction with the partnership (scale 1-7)	TBD	At least 3.5, and an increase on the baseline.	6		✓
	Share of cooperating organisations applying the knowledge acquired from bilateral partnerships	0	50%	100%		✓
Output 5.1 Bilateral cooperation activities	Number of projects involving cooperation with a donor project partner	0	At least 25% of selected project	100%		✓

Figure 15 - Analysis of achievement of indicators from Outcome 5

In addition to the abovementioned outcomes, the programme documents included additional 5th outcome related to the bilateral cooperation, which is to be contributed to by all projects. Here as well we see that all indicators were reached or surpassed. Relating to the first two top level indicators, the programme documents required a targets based on the assessment, without measurable data provided in the programme documents. We utilised data from the focus groups and interviews (described in detail in answer to the section c "Bilateral cooperation" of this document) to provide assessment of the levels required in the two questions. In addition all projects had international partners, and according to the results of the data gathering methods, all beneficiaries applied the knowledge gathered from bilateral partnerships.

Overall we can conclude that majority of targets were either met at the time of preparing this report, or will be met by the time final project reports are prepared.

4.6 To what extent did thematic and geographical coverage contribute to the effectiveness of the programme?

To prepare an answer to this question we need to understand the two underlying hypothesis (1) the funds allocated to the defined topics/outcomes, both in terms of overall funds and funds per project are sufficient; and (2) the fact that beneficiaries from the whole Slovenia could apply did not hinder project implementation. We used a combination of methods including desk research, survey and focus groups to identify the experiences and opinions of the beneficiaries, as well as, where possible utilise fixed data points, to test both hypothesis and provide our recommendations.

To test the first hypothesis, we first need to look at the overall programme budget and its utilisation. From the available data, we can conclude that entire project budget was utilised according to the planned budget in the Programme agreement. Furthermore, all funds were allocated within the first call opening, and there were no subsequent openings, despite the fact that the PA allowed for additional deadlines in case needed. This on its own is a testament to large interest of beneficiaries for this type of projects.

On average the beneficiaries applied projects which were 63% of the maximum grant amount, with projects in outcome 1 being the farthest away from the maximum standing 43% of the maximum grant amount, followed by outcome 2 at 56%, while the outcomes 3 and 4 stood at 78% and 74% respectively. This would suggest that the overall size of the projects was sufficient to implement the desired goals and achieve outlined results. Important factor to understand here is the fact that these projects ran under "De Minimis" state aid rules scheme, which meant that some beneficiaries could not receive full funding required, as they have already reached the De Minimis cap. However, even if this was not present, we still do not expect full grant amount to be utilised.

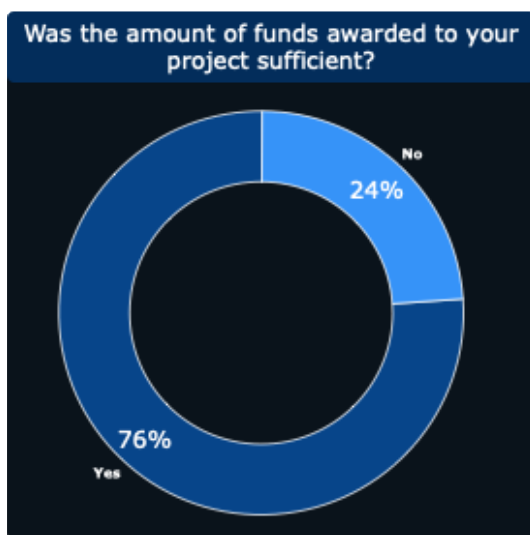


Figure 16 - Answers to the question: "Was the amount of funds awarded to your project sufficient?"

This was also confirmed by the beneficiaries in the survey, the results of the relevant question are presented on the figure to the left. Within the answers the beneficiaries have overwhelmingly answered that the project amounts were sufficient to implement the outlined project activities, with 76% of all respondents believing this to be true. Furthermore, qualitative answers to this question also confirmed that the budgeting process was accurate, and that the level of funds was sufficient, however they pointed out that it was sufficient mainly for the scope of planned activities.

From the respondents who have answered "No" to this question the main reasons for lack of funds revolved around:

- Rising costs from planning to implementation due to inflationary pressures, in such case the project partners usually contributed own funds;
- More funds would enable the project to reach more mature phases including commercialisation, or more project activities would be implemented within the same project;

Taking into account the fact that all funds were utilised, as well as the answers to the questions, we can conclude that thematically the project was well covered, and that the programme would not necessarily benefit from larger project sizes, since most projects did utilise the full grant amount. This is also supported with the fact that the most stakeholders identified the issues with project funding only after application, and that within the project application the economy experienced large inflationary spike, which could not be forecasted at the time of project planning.

In terms of geographic coverage, we need to understand that considering Slovenia's size it would do more hurt than help if the geographic coverage would be reduced, as the topics covered through the programme are valid across the entire Slovenia. This is mostly evident from the fact that projects are implemented across the entire region of Slovenia. We have also asked this question in the focus groups, and the beneficiaries wholeheartedly support covering entire Slovenia. Considering that most of them have expertise in Interreg and ESI funds, which have geographic limitations, they welcome the wide inclusion of Slovenia as a whole in this programme.

4.7 How is it ensured that all residual materials or recovered materials from project activities are reused, recycled, treated and/or disposed of in an environmentally sound manner?

It should be noted that this question is not fully relevant to all projects implemented in the scope of the programme. Multiple projects have revolved around so called "soft" topics, including preparation of sustainable urban mobility plans, preparing ecosystem management plans, and similar topics; as well as the fact that investments undertaken in most cases did not result in residual or recovered materials. Considering this, the question is mostly relevant to those beneficiaries that had projects, which revolved around production of specific final products. As such, we have gathered data on this topic through surveys, and confirmed it through focus groups.

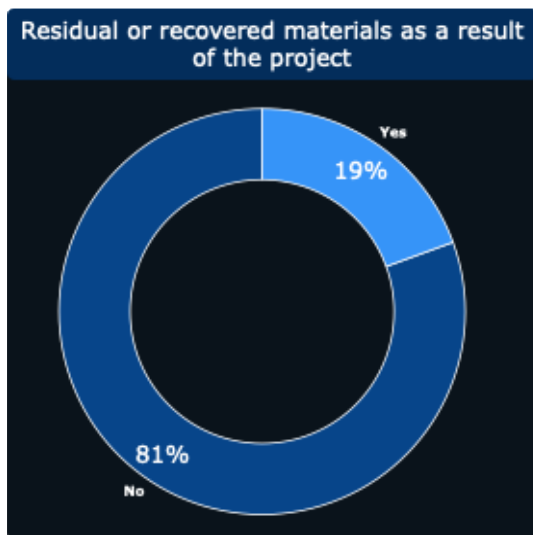


Figure 17 - Answers to the question: "Did the implementation of your project result in any residual or recovered materials that are subject to recycling, treating or reusing?"

Figure to the left outlines the answers to the survey question related to the generation of residual and/or recovered materials that are subject to recycling, treating or reusing. Based on the answers we can conclude that majority of the projects (81%) did not have any residual or recovered materials, and are hence not fully relevant to this specific evaluation question.

We have asked the ones who had answered yes to this question (19%) to elaborate on the recycling, reusing or treating the materials. Based on the received answers we see the following:

- Respondents have often included recycling within the project itself, aiming to first utilise the recycled materials, as well as reduce the amount of residual materials. In case the residual materials were generated we tried to either recycle them, using available methods (e.g. in agreement with the local waste management company) or use them in other process (e.g. wood industry where wood chips and other residual material is used in producing lower complexity wood products).

- Some respondents mentioned that their entire project has revolved around establishing practices for recycling or reusing the materials.
- Some mentioned that they had activities of collection and sorting of residual materials, which was then either reused in the same form if this was possible, or either remade into new products or fixed to be reused again.

In general, the survey results were confirmed by participants to the focus groups, who have also pointed out that the products developed inherently tried to either use recycled materials, or were designed in such a way to enable recycling and reuse after the end of the product lifecycle.

b) Relevance

4.8 How well are the project objectives, outputs/outcomes aligned with the programme expectations set out in the programme design?

Based on the review of the project applications, we can conclude that all applications aligned with the programme expectations, as they primarily covered topics, which were identified as key issues within the programme documentation. This is however to be expected, as the project beneficiaries tailor their applications to the relevant calls for proposal. Furthermore, if we look at the figure 3 we see also a spread of projects in line with the expectations of the programme design, judging by the financial allocations within the specific outcomes.

We have also asked the focus groups members if they perceive the topics relevant, or if they would see other areas as larger priorities, and the results confirm the findings that the topics were relevant, as well as that the projects performed within the scope of the programme were exactly what was needed to the specific beneficiary.

Furthermore, as presented in the answer to the question 4.5 we can see that almost all expectations from the projects have been met. The main areas where this cannot be fully confirmed are in the projects that have not yet submitted the final report, as is described in the answer to the mentioned question. Once the final reports are confirmed, we believe that all projects will have met the expectations set out in the programme design.

On the other hand, it should be said that the programme design sets a very ambitious goal, which cannot be fully achieved with the scope of allocated funds. The funds are sufficient to enable the beginning of the process of climate change mitigation, however the full results would require a much larger funding. This was mentioned several times by the focus groups, and is one of the findings of the survey as well.

4.9 Does the programme add value without duplication with similar programmes in the programme area? If so, how?

Looking at the ecosystem of grant funding available to beneficiaries in Slovenia, including decentralised EU funds (such as ESI funds and RRF), centralised EU funds (e.g. Interreg, Horizon Europe), and other grant funds (e.g. EIB, Financial mechanisms, Swiss mechanism, and others), we can identify several areas of overlap in the topics covered. Almost all of the identified funding sources have some form of funds allocated to climate change mitigation and adaptation. This is to be expected as this topic is currently one of the most relevant topics in the EU and worldwide spheres, and is very much at the forefront of Government policy across the world.

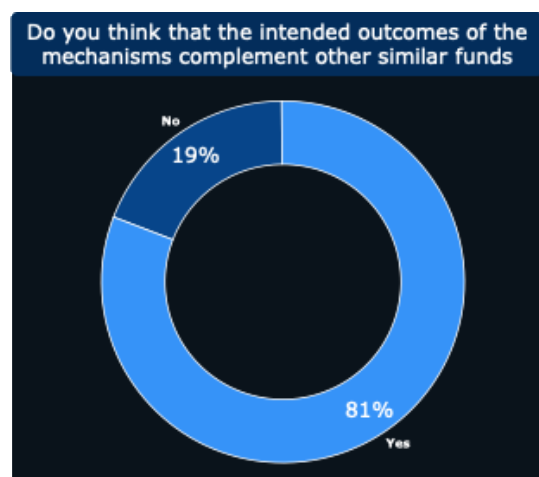


Figure 18 - Answers to the question: "Do you think that the intended outcomes of the mechanisms complement other similar funds?"

However, the funds allocated within the programme do have specific added value in this sphere, which complements other grant funds, rather than duplicate the funding. The same is recognised by the beneficiaries through answers to the survey showcased on the figure to the left. Vast majority (81%) of respondents believe that the funds allocated from the financial mechanisms complement other grant funds instead of duplicating their role.

Survey also included a dedicated question to elaborate on this answer to identify the scope of overlap, and identify further added value. This was also confirmed with the participants of the focus groups.

Based on both we can identify the following key areas of additional added value:

- Larger cofinancing rate – 100% cofinancing rate (from the point of view of beneficiaries, who do not have insight into split between Slovenian and Donor

contribution to this fund) is often quoted as one of the biggest difference to other funds, which is very well perceived by the beneficiaries;

- Continuity of financing – oftentimes projects funded from grant funds are finalised with topics not being fully covered or resolved, as they mostly relate to multifaceted issues. Hence a continuity of financing is required to enable topics to be continuously addressed. As such the financial mechanisms play a crucial role in this continuity;
- Bilateral cooperation – the financial mechanisms require bilateral cooperation, which is not a common practice among the grant funds, and is perceived as one of the key areas of added value, as the knowledge exchange between local and donor country partners is perceived as very valuable to the beneficiaries;
- Cooperation with partners outside of the general region of the beneficiaries, where many beneficiaries outlined that for them the added value was to be exposed to partners with whom it is unlikely they would cooperate on other EU funded projects.

All in all it can be concluded that the programme has provided additional areas of value to the beneficiaries in addition to what is available on other grant funds.

4.10 Identification of gaps between achievements and remaining/emerging needs of the field at the time of evaluation?

This evaluation question is tightly connected to the question 2 "What change has been achieved in the programme area in terms of meeting the needs and challenges of the programme area as identified in the programme design?", and we see this as a follow up to that question looking at the future. As such the answer to this question has utilised the gathered data and the findings from the question 2 and has supplemented it with additional data points.

Based on the data collected in preparation of the answer to question 2, we can see that the projects have been mostly focused on outcomes 3 and 2, with the largest number of projects and funds allocated to the projects in those outcomes. Furthermore, answers to the survey questions, as presented in figure 6 have led us to conclude that majority of respondents (79%) believe that the challenge their project tried to address is still persistent, and that more efforts are needed to perceive the positive results to the challenge (30% of respondents mentioned that the challenge is still persistent, and 49% believe that more efforts are needed).

For this reason, we can conclude that there are still persistent gaps in the challenges identified in the programme documents. On the other hand, when we consider the scope of allocated funds of 16,9 million EUR, and 17 implemented projects it is not possible to expect that the funded projects will fully address the identified challenges. This is so since the challenges are very broad and would require larger number of projects, and larger amount of funds, to fully address them. At the same time, the programme was not intended to fully address the identified challenges, rather it was to serve as a catalyst for future investments in the area, and follow-up projects, which will continue to address the challenges in the future.

On the other hand, as mentioned in the question 2, we can see a clear local relevance to the projects, where the gaps were in some degree addressed, and sometimes even closed down. On the other hand, the representatives to the focus groups outlined that almost all of them continued with the activities even after the project was concluded. They have outlined that for sustainability of the results a more clear continuity of funding needs to be secured in order to ensure future implementation of the results.

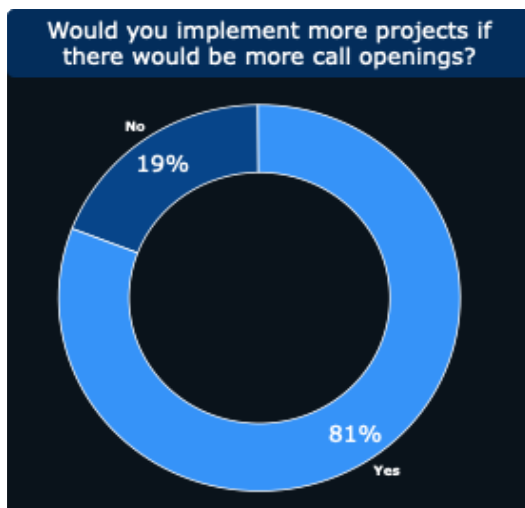


Figure 19 - Answers to the question: "Would you implement more projects if there would be more call openings"

In addition to the above, we have also asked the respondents in the survey if they would implement more projects in case there would be more call openings, the answers are presented on the figure to the left. From the data it is obvious that a vast majority of the respondents (81%) would implement additional projects in case they would have an option to do so. At this point it should be noted that scope of allocated donor funds is limited, therefore this question provides an insight into indicative future needs. This is not a critique to the implementing authority, as they are limited with the scope of funds available from the donor countries.

From the respondents some outlined that the topics would be extensions of the existing projects, where additional scope of the same type would be covered in these subsequent projects. Several stakeholders mentioned that the projects implemented within these calls were implemented to a certain point and that for full realisation of outcomes and results, a follow up with subsequent phases is needed.

Some stakeholders outlined that the additional projects would include replicating the scope of the present project within the same topic on a larger scale i.e. through covering more companies or more external stakeholders with similar project activities.

On the other hand, some stakeholders identified that they also have additional project ideas within the similar sphere (Climate change mitigation), which could also be part of the additional projects. However, some stakeholders mentioned that for them the main issue was the fact that they had a limit to how many projects could an organisation lead.

All of the above gives us a clear indication that there are still remaining needs within Slovenia after implementation of the projects from this programme. To further strengthen the identification of remaining as well as emerging needs within the sphere of climate change mitigation and adaptation, we have performed the assessment within the respondents to the survey, the results are presented in figure below. The respondents could mark the needs they perceive as future needs in multiple choice question, as well as add their own. Hence, the priority of these was not assessed as we are interested to see the amount of "yes" answers each need receives from the entire respondents.

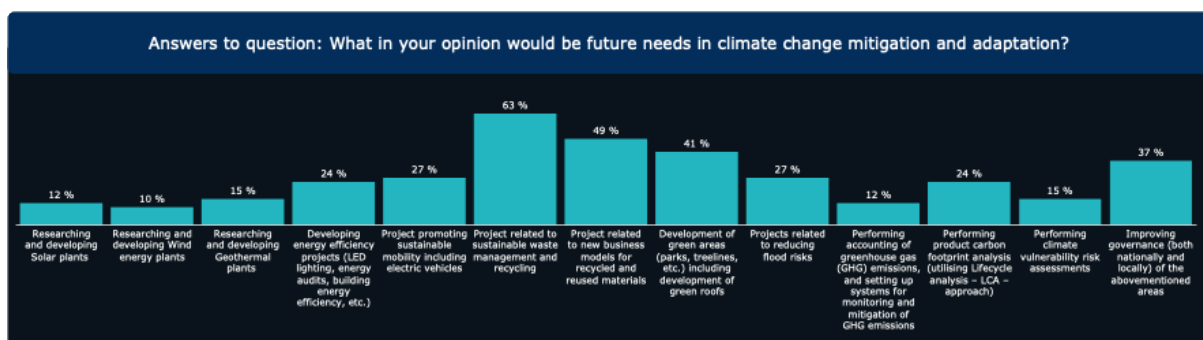


Figure 20 - Answers to the question: "What in your opinion would be future needs in climate change mitigation and adaptation?"

Majority of respondents (63%) perceive that "sustainable waste management and recycling projects" is the future need, as such this is identified as the biggest need for the upcoming period. We classify this as a remaining need, as this was also the topic of the current programme. Similar holds true with the second highest rated need that being "projects related to new business models for recycled and reused materials". As such the respondents see that there is still a lot to be done in improving our product value chain, and to prolong the lifetime of products and materials used.

Notable new need is development of green areas and green roads, which was assessed to be a future need by 41% of the respondents. Same holds true with performing carbon footprint analysis and reducing flood risks, with more than a quarter of respondents recognised this as a need.

Notable result is also the area of "governance of the mentioned areas" that is recognised as a future need by 37% of the respondents. This suggests that the future needs are reflected not only on the level of specific projects implemented, but also on the level of policymaking within these areas. Additionally, this area is specifically pointed out by the focus groups as a key future need, as the legislative environment in some cases hamper the implementation of the results of the projects. As such, the legislative developments, and improvements in governance, are required to enable future investments and more progress on the topics of climate change mitigation. This is also seen as a key added value of the programme, as the projects implemented identify and propose legislative changes, aimed at reducing the barriers to implementation of climate change mitigation and adaptation projects.

From the respondents adding their own future needs we recognise the development of larger green energy (solar, wind, hydro, geothermal) powerplants as also potential future need, as it was mentioned by multiple respondents. Additionally, some respondents outlined the need to research other alternative fuels other than hydrocarbons, as a notable potential future need.

It should be noted that these results represent the primary point of view of the beneficiaries, which does not take into account the reality of the process of programming of such funds by donor and recipient countries. As such these findings need to be taken into account as an indicator of potential needs only if additional funds are to be programmed, and not necessarily as a critique of past process. Furthermore, these results do not represent the needs from the entire Slovenia, as the examination sample was only related to the specific beneficiaries.

4.11 Describe the impact the project has had/will have on the dissemination of knowledge and further investment in climate change mitigation and adaptation in Slovenia.

Based on the project applications, survey, and the focus groups, the beneficiaries have multiple channels of knowledge sharing and dissemination resulting from the implementation of the projects. Essentially the activities can be summarised in following categories:

- Dissemination through direct communication with the Ministry through project reports – where results, as well as issues were identified and reported. It should be noted, that several beneficiaries outlined the legislative issues that prevented them for achieving further impact (e.g. use of electric bicycle is considered as tax credit, environmental management plans are not recognised in Slovenia's legislative framework). According to the beneficiaries, they have reported these issues to the Ministry, aiming to encourage change in the legislation, which would result in more investments in climate change mitigation and adaptation.
- Dissemination through project websites – aimed at the wider audience, where project results are published and available to the interested parties.
- Dissemination through scientific journals and articles publishing specific project results
- Direct promotion of results (e.g. new bus line)
- Dissemination through events and presentations of results to the interested parties.
- Dissemination through making the project results directly available (e.g. the model for exchanging Styrofoam into biomass-based product)

Overall, the dissemination of knowledge is broad enough to enable awareness raising across the board, which should promote investments in climate change mitigation and adaptation. However, these investments are very dependent on availability of funding, as well as key legislative changes, which currently are preventing further investments.



Figure 21 – Answers to the question: "To what extent do you see the knowledge sharing activities as successful?"

Figure to the left represents the answers to the survey question of the extent to which the beneficiaries perceive the knowledge sharing activities as successful. From the data we can conclude that the majority of the respondents have assessed their knowledge sharing activities as either successful or very successful.

Beneficiaries have elaborated on this question both in survey and in the focus groups. All of them

mentioned that the topics have attracted interest from various different stakeholder groups, including citizens, companies, public institutions, and others. This was put forward as a key point in the knowledge exchange, the need to cover multiple stakeholders from various backgrounds, so that the knowledge developed as part of the project reaches the widest audiences. Some projects were a bit more successful in this part, mostly since their activities included wide audiences and general public, hence it was easier to share the knowledge of the project. The projects that were more focused on internal company operations had to develop specific actions for knowledge sharing.

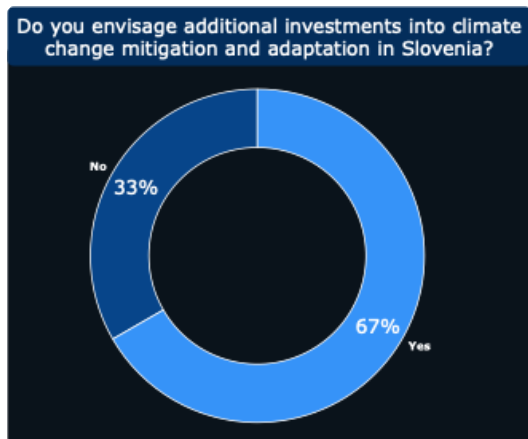


Figure 22 - Answers to the question: "Do you envisage additional investments into climate change mitigation and adaptation in Slovenia?"

Figure to the left showcases the answers to the question whether the stakeholders envisage additional investments into climate change mitigation and adaptation in Slovenia. From the data it is evident that majority of stakeholders (67%) to envisage the additional investments.

This was also confirmed to us as well in the focus groups, where all stakeholders indicated that they would like to continue with the activities, including some of them continuing with project activities with their own funds even now. Both focus groups and the survey, however, mentioned that for the successful implementation of the subsequent projects, more funding would be needed. If we discussed with municipalities as project beneficiaries, most of them mentioned that the funds allocated from the municipality budgets are insufficient for large scale investments, and hence these projects are essential for the investments.

On the other hand, majority of stakeholders mentioned that they would continue with the activities determined through the scope of this project, such as implementing sustainable urban mobility plans, continuing with development of innovative solutions, continuous mapping and monitoring of ecosystems, and similar. Some of them also mentioned that they have related but separate project ideas, which they would apply to the subsequent programmes, if those are realised.

It should be also noted that a large obstacle to future investment is legislative framework of Slovenia, which was also identified within the scope of the implementation of project funded under this programme. In multiple cases (e.g. ecosystem management plans, green public procurement, tax credits, or similar) a legislative framework is preventing further implementation, or making such very difficult.

Possible solutions of this issue can have direct impact on future investments in climate change mitigation and adaptation. Within the present programme there is a real case example of this legislative changes from project "INFO-GEOTHERMAL", which resulted in ZUNPEOVE act that aims to ease administrative burden in permitting and spatial planning related issues for renewable sources.

c) Bilateral cooperation

4.12 To what extent is the overall bilateral objective of the financial mechanisms taken into account in programme design and implementation?

We can conclude that bilateral objective of financial mechanism was included during both programme design and implementation. It was done by actively encouraging the applicants to include bilateral partners from donor countries in their projects, through awarding additional project points to those projects that included bilateral partners. Furthermore, in the programme documents it was clearly stated that one of the goals of the programme was to improve bilateral cooperation between Slovenia and the donor countries.

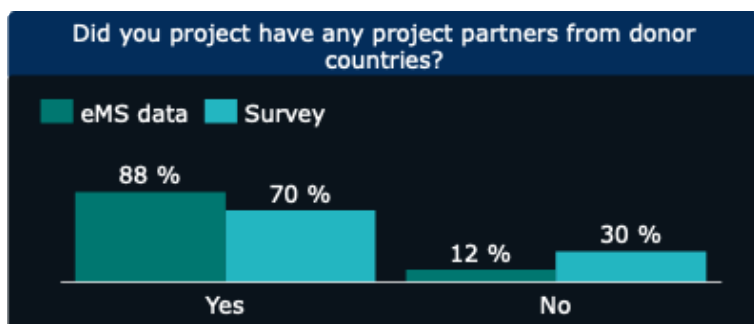


Figure 23 - Participation of partners from donor countries

Figure to the left showcases the participation of project partners from donor countries. We have analysed the data from eMS as well as asked the same question in the survey. Based on the eMS data 88% of all projects had partners from donor countries, while the survey had a slightly lower result at 70%. The discrepancy can be attributed to the fact that survey is answered by employees of beneficiaries within their

organisations, and hence Cedars cannot determine the full accuracy of data, as we are not sure who exactly filled out the survey. However, we can conclude, that based on both sources of data, the goal of bilateral cooperation between donor countries and Slovenia is fulfilled, as the vast majority of projects had partnerships with companies coming from donor countries.

4.13 How and to what extent do bilateral partnerships (at programme and project level) add value?

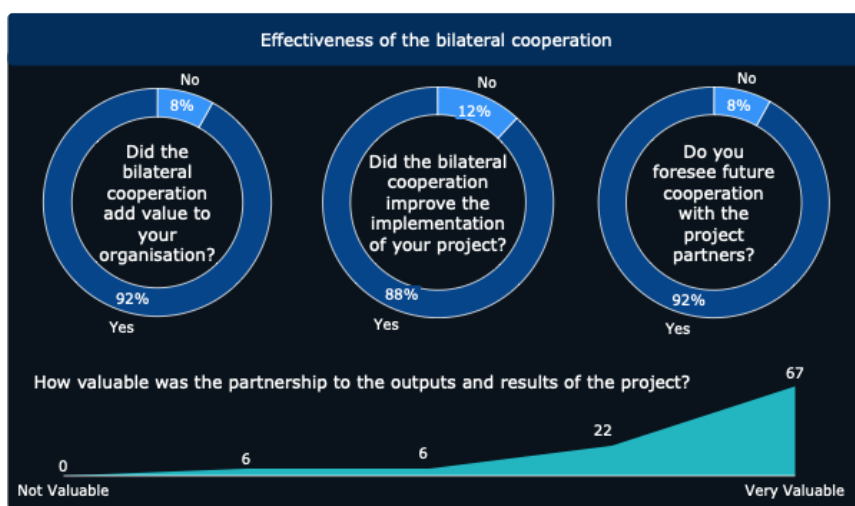


Figure 24 - Effectiveness of the bilateral cooperation

If we want to assess the effectiveness of the bilateral cooperation, or in other words whether it added value, we need to examine multiple criteria, showcased in the figure to the left.

Essentially, vast majority (92%) of beneficiaries believe that the bilateral cooperation added value to the organisation, and that it improved the implementation of the project (88%). Furthermore, when asked to assess how valuable was the partnership, the

majority assessed it as either valuable or very valuable (4 or 5 grade). Finally, 92% of the respondents foresee future cooperation with the project partners, based on their experiences in this project. This all indicates that bilateral cooperation is a strong component of the programme, and is very favourably regarded by the beneficiaries.

When asked to elaborate the answers the majority of responses mentioned that the main added value of the partnership was knowledge and experience sharing between the donor countries and Slovenia. In many cases the beneficiaries organised study visits, and included bilateral partners as a source of best practices that can be adapted and replicated in Slovenia. In case of more research-oriented beneficiaries (institutes and universities), this partnership also opened the door to research

collaborations. The knowledge of the bilateral partners was used as a form of shortcut, which improved the speed of generating solutions, as the experiences of solutions that worked enabled faster idea generation in Slovenia.

The same findings were confirmed by the focus groups, which stated that the knowledge and experience of the partners is the key reason why they were chosen. In some cases, the partnership was established for the purpose of reaching the call for proposal criteria, however even in those cases the partnership proved more valuable than that, and included follow up projects. In only one case, the partnership was a bit problematic due to the size of the donor country partner, who did not have sufficient capacities for project implementation, which resulted in changes in persons assigned to the project.

Survey respondents, as well as the focus group, mentioned that they already have additional project ideas, as well as continuations of the projects funded through this programme. This goes to show that partnerships established through the programme are strategic, and of a longer term, rather than opportunistic and focused on meeting project objectives.

4.14 How could bilateral cooperation be further strengthened?

In terms of further strengthening the bilateral partnership, the respondents as well as the focus group mainly mentioned the need for additional funding, more similar programmes, longer projects, and more frequent meetings with partners. They did not outline any specific process or similar changes that would improve the partnerships, going that far to say that the current form of partnership works very well, and it should not be changed. One of the suggestions was that the Ministry could operate as a platform to identify and create partnerships in the future, in the similar way as Horizon Europe platform operates.

d) Communication

4.15 What has been achieved in implementing the Communication Plan and meeting the set objectives? What can be improved?

After reviewing project applications, we can conclude that all projects had planned communication activities, as this was a mandatory part of the project application. Furthermore, most of the communication activities revolved around:

- Online and in-person events to present project results (e.g. kick-off, final event, other milestone events);
- Project website where project deliverables would be public;
- Articles and publications in either journals or newspapers (depending on the type of the project);
- Online communication via social media;
- Posters, flyers, and other promotional material

Furthermore, each project application specifically defined their target groups, which were the basis for the communication plan, as it had to address the communication towards these target groups.

Based on the summary reports for period 4, and in case of three missing projects (as described in section 4.1) from specific partner reports, we can conclude that all projects have performed their intended communication activities. In terms of targets, based on findings from section 4.5 and the other information from the reports, we can conclude that all projects have met, and in some cases exceeded their target communication reach.

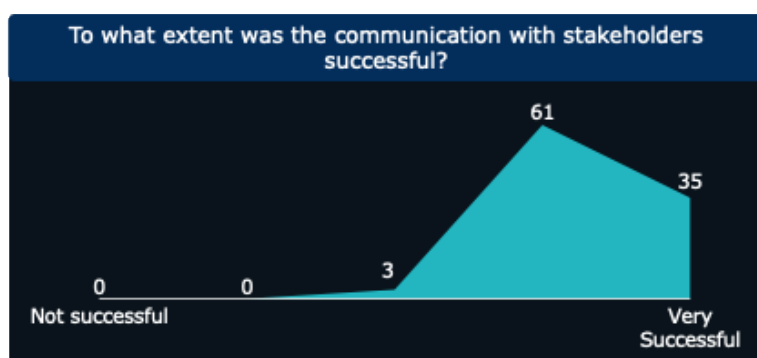


Figure 25 - Answers to the question: "To what extent was the communication with stakeholders successful?"

Figure to the left represents the answers to the survey question related to the success of the communication with the stakeholders. The beneficiaries in majority perceive their communication as either successful or very successful (answers 4 and 5).

In general, the beneficiaries mentioned, both in survey and later on focus groups that they had very large participation of the events organised within the implementation of the projects. Furthermore, the mentioned that they have usually

achieved more than what was planned in terms of the reach of communication events and channels. This was so as the topics were new and relevant to the target groups, hence their interest was high.

When discussing areas of improvement, the beneficiaries mentioned two key potential areas of improvement. One is the fact that the participation of the target groups and general public is not subsidised, which can cause them to feel used without having a lot of in return. As such they have mentioned that a potential improvement would be to allow compensation for the participation in project activities.

On the other hand, the beneficiaries outlined potential areas of synergies between various projects in terms of communication. These synergies can be geographic or thematic, and would enable projects to organise joint communication events, which could improve the efficacy of communication, as well as public perception of the programme (here we need to understand a link to the findings of the following question, as the two topics are directly interlinked and dependent on each other). We have identified some examples of these synergies occurring in the present programme (e.g. multiple sustainable urban mobility projects had joint press conferences and events), but these synergies were identified by chance and not design.

However, the beneficiaries mentioned that it would be beneficial to increase these synergies in the future. For this, they suggested that the Ministry could act as a facilitator of the synergies through coupling different similar projects together, and enabling them to synergise on joint communication event. Furthermore, the beneficiaries suggested an organisation of a "kick-off" event where the beneficiaries could meet each other, and understand what type of projects have been approved. In this way the synergies in communication, as well as other activities could be identified.

4.16 How is the programme perceived by the target groups, in particular relevant stakeholders and the general public?

The answer to this question was mostly provided to us by the project beneficiaries themselves, as they were the ones who have the largest exposure to the stakeholders and the general public.

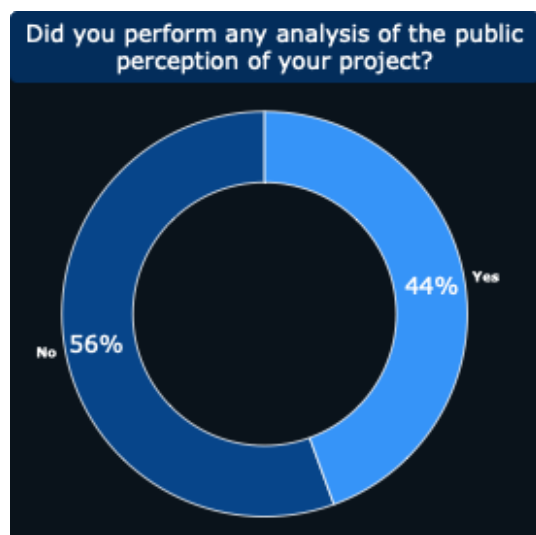


Figure 26 - Answers to the question: "Did you perform any analysis of public perception of your project?"

In order to structure this question, we asked the beneficiaries if they have performed any public opinion polls or similar research, results are presented on the figure to the left, where a majority (56%) of respondents answered negative. This does not mean that the beneficiaries do not know how well perceived their project is, but rather that there were no official methods of measuring the perception.

Out of the respondents who answered yes, we see that the majority performed surveys either at the start and the end of the project, or during some of the communication events performed.

The outlier is the project ReMobil that performed public opinion poll related to project results utilising agency Mediana (public opinion research agency in Slovenia). The public opinion poll did not directly relate to the project results, and the opinion of the programme, rather it related to the opinion on the use of public transport and sustainable mobility in Slovenia.

During the focus group and the survey, the respondents mentioned several times that the general public perceived the projects implemented under the programme very well. This was so as the projects are related to topic that are very relevant to the day to day lives of people living in the municipality/areas where the projects were implemented. As such they welcomed the implementation, most of them were very active in participating in the project activities where that was necessary (public consultations or similar), as well as provided positive responses to the surveys and other activities aimed at assessing public opinion.

However, it should be noted that the beneficiaries mentioned that the general public does not differentiate well between projects funded under financial mechanisms and projects funded under EU funds. The beneficiaries have tried to point out that the project was funded under financial mechanisms (e.g. flyers, posters, texts under websites or similar), however the public is not well versed in grant funding enough to understand the difference between the various funding sources available.

4.17 Other recommendations and conclusions not directly related to evaluation question

The following section summarises the findings from focus group and the survey, which did not fully align with the topics of the evaluation questions, but were identified within the process of the evaluation.

All participants, as well as survey respondents, had big praise to the Ministry officials, especially pointing out the flexibility of the contract managers during the project implementation, and their willingness to assist the beneficiaries in resolving the challenges of project implementation. All respondents to the survey ranked (on a scale of 1 – not satisfied, to 5 – very satisfied) the management of the project as 4 or 5, with "very satisfied" having 42% share of all answers. Furthermore, the participants did not have major issues with the administrative reporting of the projects, praising also the eMS system.

Some participants outlined that the implementation rules were issued later in the project implementation phase, which influenced the rules on procurement, use of logos, etc. Furthermore, they pointed out that the rules on insurance were not always in line with project realities, mainly

focusing on electric bicycles, which needed insurance of 5 years, whereas the bicycle was fully depreciated in 2 years.

Some participants suggested that municipalities, who decide to apply for the funds in the future, should have commitment to project sustainability in the future, though allocating funds for continuity of activities after the project is finalised.

Furthermore, the participants oftentimes mentioned that the fixed percentage of employment on the project, which could not change throughout the project implementation is very difficult to achieve in reality, as the experts working on the project tend to move to other projects as well, while some of them also have other obligations (e.g. lecturing takes a fixed percentage of persons' time in case of universities). They have suggested moving to results based reporting in this case, where a specific result for the beneficiary would have to be achieved, and the control would be focused on this result and not on the percentage of involvement.

These recommendations are also given as an indicative recommendation for potential future changes, based on the point of view of the beneficiaries. The evaluator understands that potential implementation of these changes is subject to changes of processes within the programming process as well as within the system for management and control of Slovenia, and hence is an indicative in nature.

5 Timeline of the evaluation

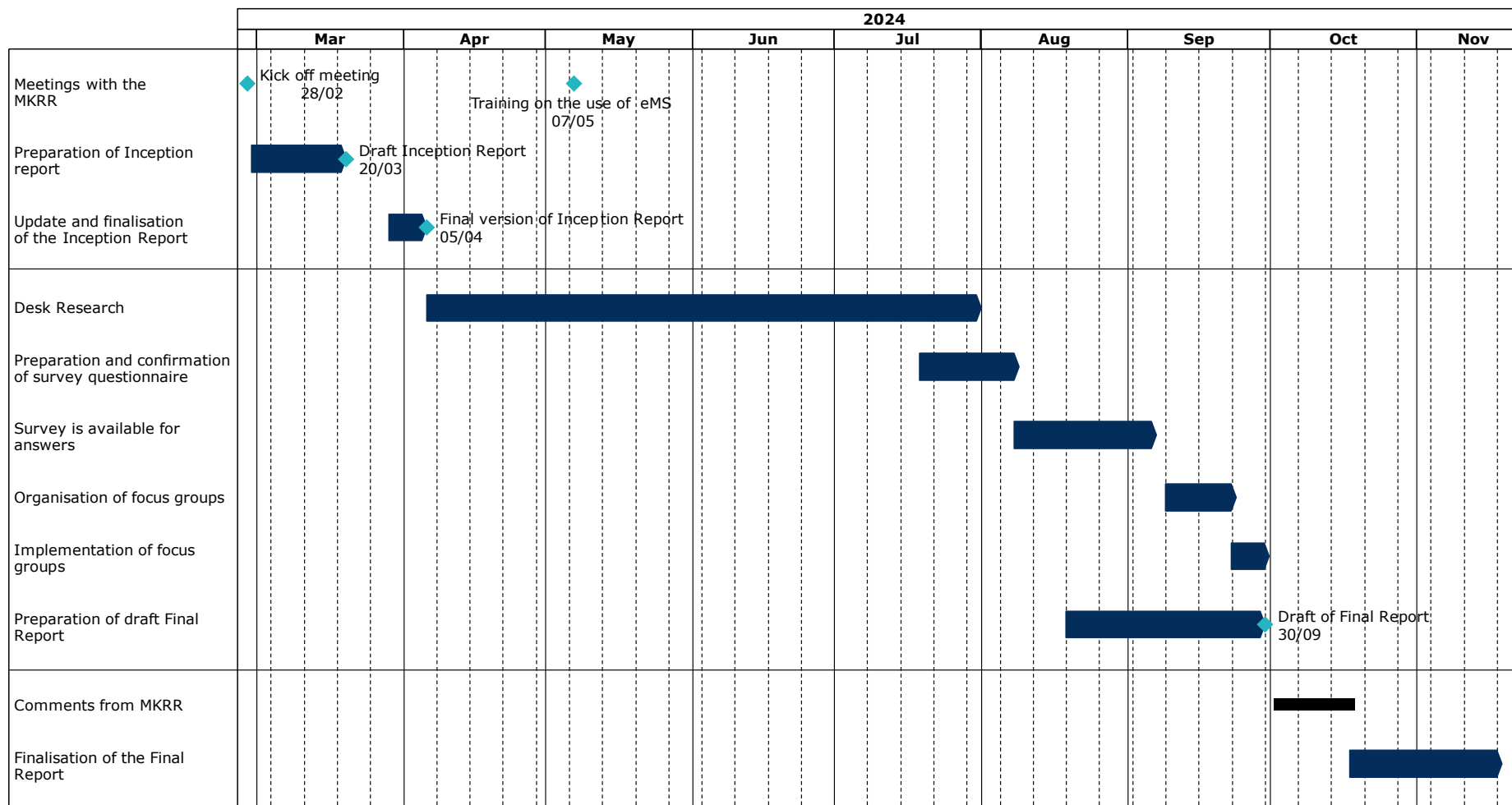


Figure 27 - Timeline of the evaluation