1. Basic Information

1.1 CRIS Number: 2006/018-175.06.02
1.2 Title: Interim Evaluation of Transition Facility Projects
1.3 Sector: Public Finance
1.4 Location: Office of Government of the SR, Slovakia

2. Objectives

2.1 Overall Objective

The overall objective of the project is to contribute to a sound and accountable management of Transition Facility by providing an independent view to the managing and implementing authorities of Transition Facility assistance in the Slovak Republic as well as the European Commission (EC).

2.2 Project Purpose

Effectiveness and efficiency of the Transition Facility projects' management, including achievement of project objectives, is improved by means of application of best practice, lessons to be learnt and implementation of recommendations proposed by interim evaluation.

2.3 Justification

Chapter 28 (Financial Control), the Coordination Regulation, the Extended Decentralised Implementation System (EDIS) guidelines and Chapter 21 (Regional Policy/ Structural Funds) set the framework of requirements for developing local monitoring and evaluation capacities.

As to Chapter 28, the Financial Control acquis for pre-accession funding and future structural actions requires sufficient ability in the correct use, control, monitoring and evaluation of public funds irrespective of source. As to Chapter 21, the administrative capacity of the Slovak Republic has to comply with specific monitoring and evaluation requirements.

Regarding Coordination regulation (1266/99) and EDIS guidelines, they require that the capacity of institutions involved in the management of projects must have in place effective operational and financial monitoring as well as evaluation and reporting. Specifically EDIS requires regular monitoring and evaluation activities, appropriate, true and fair level of monitoring and evaluation information.


Under the Phare programme there has been a concerted effort to help in developing good practices of monitoring and evaluation. The interim evaluation model adopted by the EC (DG Enlargement) has shown to be a useful tool of helping to foster a sound financial management in general as well as quality management, accountability, and resource allocation of programme implementation in particular. That is also why the interim evaluation is explicitly required by the Transitional Facility Programming and Implementation Guide, as well as the Accession Treaty (Article 34).
3. Description

3.1 Background and Justification

The Office of Government, as National Aid Coordinator (NAC), is the Slovak authority responsible for the coordination of programming, implementation, monitoring and evaluation of Transition Facility Community assistance to Slovakia. The Aid Coordination Unit (ACU), as the executive body of the NAC, is responsible for the day-to-day coordination of Transition Facility in Slovakia, supporting line ministries with drafting of programme/project proposals and negotiations with the EC, and with programme/project implementation, monitoring and evaluation.

The Ministry of Finance, as National Authorising Officer (NAO), is the Slovak authority responsible for the functioning of the National Fund (NF), which administers financial flows of Community assistance in the Slovak Republic and co-financing from public sources. Transition Facility projects are procured, contracted and paid by the Central Finance and Contracting Unit (CFCU).

A Joint Monitoring Committee (JMC) has been established (composed by NAC, NAO and the EC) assisted by Sectoral Monitoring Sub-Committees (SMSC) (convened twice a year).

All recipients of Transition Facility assistance are responsible for the preparation of project monitoring reports. The ACU at the Office of Government is responsible for the preparation of the sectoral monitoring reports for the SMSC meetings, and, in cooperation with the NF, the Implementation Status Reports for the JMC meetings. These reports are the basis for interim evaluation.

The increased level of assistance together with the constant efforts to maximise the efficiency of the Community funds and co-financing state funds brings the need to put more emphasis on evaluation of the design and implementation of projects and apply lessons learnt.

The independent interim evaluation together with the monitoring provide information by which the national managing authorities and the EC, SMSC and JMC in particular, can identify and solve implementation problems, and assess progress of Transition Facility projects in the Slovak Republic in relation to what was originally planned.

It is assumed that Slovak authorities accept the interim evaluation as an integral part of project cycle management, are prepared to cooperate with evaluators by providing necessary information and documents, and subsequently act on evaluation findings and recommendations to achieve maximum benefit from the evaluation process.

A contract (€ 0.141 m) was signed in October 2005 to carry out interim evaluation of Phare FM 2002 and 2003 projects. Similar contract (€ 0.163 m) was signed in April 2006 to carry out interim evaluation of Transition Facility 2004 and 2005 projects during the years 2006 and 2007. The planning for the 2004 interim evaluation contract (for both years 2006 and 2007) will be submitted to the nearest JMC (i.e. June 2006). The current project (€ 0.13 m) is proposed to ensure the continuous coverage of interim evaluation for the remaining implementation period of Transition Facility 2005 and 2006 projects up to the year 2009. The table below summarises the ongoing arrangements for Phare and Transition Facility interim evaluations.

### Comparative Table of Phare and Transition Facility Interim Evaluations (IE)

<table>
<thead>
<tr>
<th>IE Contract</th>
<th>PF Allocation (€)</th>
<th>Duration</th>
<th>No. of IE Reports</th>
<th>No. of evaluated projects (without UIFB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phare FM 2003</td>
<td>150 000</td>
<td>Oct 05 - Oct 06</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Transition Facility 2004</td>
<td>165 000</td>
<td>Apr 06 - Nov 07</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Transition Facility 2006</td>
<td>130 000</td>
<td>Jan 08 - Oct 09*</td>
<td>**</td>
<td>3 - 4**</td>
</tr>
</tbody>
</table>

* The duration is anticipated. The ToR will specify the actual duration that could be shortened in respect of a need for IE later in 2009
** Depending on the number of sectors and need for IE in 2009. Alternatively, Sectoral IE Reports and Country Evaluation Summary Reports can be merged into 3 - 4 Country Evaluation Reports (see point 3.4 bellow)
*** Without the IE and Antifraud projects
3.2 Linked Activities

From 1996 to July 2003 the EC contracted a consortium of consulting companies to undertake the independent interim evaluation of Phare programmes and projects. The consortium established its regional office in Slovakia staffed with international and local evaluation specialists and conducted a few series of interim evaluation.

In view of the accession of the new Member States, the EC decentralised the interim evaluation of Phare and Transition Facility to the responsibility of the new Member States on 31 July 2003. Since then the interim evaluation has been managed by the NAC and financed from Phare and Transition Facility grants and co-financed from the State Budget. The above table elaborates on the ongoing interim evaluations related to this project.

3.3 Results

Within the framework of this project the contractor shall produce reports evaluating the implementation and achievement of the objectives of ongoing Transition Facility projects.

The independent evaluators shall draw conclusions on progress, give recommendations and describe lessons to be learnt with the aim of improving implementation of the Transition Facility interventions.

3.4 Activities

Activities under the project will be delivered through one service contract – technical assistance (£ 0.13 m); one or two evaluators assisted by a few short-term experts.

Interim evaluations will be conducted in the years 2008 and 2009 covering ongoing Transition Facility programmes/projects respecting the sectoral composition effective during the evaluation in the respective year. Moreover, Country Evaluation Summaries that shall focus mainly on horizontal and systemic issues in order to brief the JMC members on management and implementation of Transition Facility in the Slovak Republic will be conducted in 2008 and 2009.

Based on experience gathered throughout the interim evaluation of Transition Facility projects in 2006 and 2007, the NAC will be allowed to opt for an alternative delivery of interim evaluation services. In particular, Country Evaluations for the JMC meetings (two in 2008 and one or two in 2009) could be issued without separate Sectoral Interim Evaluation Reports and Country Evaluation Summary Reports. These Country Evaluations would be, however, divided into two parts: apart from horizontal and systemic issues for the JMC level (replacing Country Evaluation Summary), they would also include the evaluation of all ongoing Transition Facility projects clustered into sectors effective during the evaluation (replacing Sectoral Evaluations). The reason for this alternative is to avoid the risk of impending evaluation fatigue caused by excessive evaluation activities (kick-off and debriefing meetings, reports) as well as to avoid replication of evaluation conclusions and findings in relation to the decreasing number of implemented projects.

The above description of activities on how the interim evaluation will be conducted under the Transition Facility 2006 contract is indicative only and its concrete organisation remains open, subject to the consideration of the Steering Group and decision of the NAC when drafting the Terms of Reference. Changes to the organisation of evaluations will be subject to agreement at the JMC.

The process of evaluation will include:

1. Collection of written information from the ACU, NF, CFCU, beneficiaries (line ministries) and, where appropriate, final beneficiaries;
2. Carrying out interviews and investigations in the ACU, NF, CFCU and beneficiaries;
3. On-the-spot evaluation where appropriate; and
4. Analysis of the information gathered.
In terms of analysis, the contractor will identify any constraints (both internal to the implementation and external) that are hindering the successful project implementation. The contractor will be expected to draw appropriate conclusions and formulate recommendations on the basis of this analysis. The recommendations will follow the analysis and conclusions but should, inter alia, address how the delivery and implementation of the assistance can be advanced.

**Expert Profile**

The expert(s) will have gained general professional experience of different fields like public administration, project management (programming, implementation, monitoring and/or evaluation). The expert(s) will also demonstrate experience of evaluation of EC funded programmes in a candidate country and/or EU Member State. Knowledge of Phare/Transition Facility programmes in Slovakia and their specific features will be an asset. In addition, the expert(s) will have appropriate educational qualifications at graduate or postgraduate level, good communication skills, fluency in English and Slovak, and excellent drafting capability in English.

**3.5 Lessons Learned**

*A Practical Guide to Interim Evaluation* was prepared under the auspices of the Evaluation Advisory Group, initiated by the EC's DG Enlargement, in November 2003 summarising the best practice and lessons to be applied. Moreover, a practical guide – *Evaluating EU Activities* – was issued by the EC in July 2004. These Guides will be consulted throughout the management of the interim evaluation.

The Country Interim Evaluation Summary of 12 May 2004 concludes that the NAC/ACU had effectively taken over the interim evaluation function for Phare in Slovakia and was managing this function without difficulties. However, the JMC of 13 December 2005 pointed up coordination problems between interim evaluation of Phare and Transition Facility. At the Commission's behest, the NAC/ACU had had to divide the interim evaluation of Phare and Transition Facility into two separate contracts with separate evaluation reports. Consequently, the synergy effect between the interim evaluations of Phare and Transition Facility as well as the sectoral approach were distorted and the administrative burden in the NAC/ACU and other local stakeholders was needlessly increased. Evaluation fatigue as a side effect of adopting this approach was also observed. This shortcoming will not be replicated as the Phare programme is phasing out and will not be implemented in parallel with Transition Facility in 2008 and 2009 any more.

According to the latest experiences, a proper sequencing and timing of Transition Facility interim evaluation will be needed, particularly concerning the availability of Country Summaries for the JMC meetings that would need to have a JMC calendar fixed two years in advance. Similarly, the number of various evaluation reports should be optimised to avoid evaluation fatigue and replication of evaluation conclusions and findings in relation to the decreasing number of implemented projects.

**4. Institutional Framework**

The NAC who bears the responsibility for ensuring independent interim evaluation function will coordinate the project at national level via the ACU.

All Transition Facility implementing authorities (ACU, NF, CFCU, and the beneficiaries in particular) will actively take part in the project implementation. The distribution of responsibilities among all relevant players in the process/organisation of interim evaluation in Slovakia is detailed in Annex 4.

The project implementation will be overseen via a Steering Committee which will include all key stakeholders, namely, the evaluators/contractor, ACU, NF, CFCU and Programme Implementing Units (PIU) represented by the Senior Programme Officers (SPO) for the beneficiary institutions. As regards PIU/SPO, the configuration of the Steering Committee will vary from sector to sector. Nonetheless, the Steering Committee will remain one single authority. It will meet in particular to kick off and debrief individual evaluations according to the agreed evaluation schedule.
A similar institutional framework is in place for the other two interim evaluations mentioned in the table on page 2. As a matter of fact, it is not possible that the Steering Committee for the Phare FM 2003 and Transition Facility 2004 interim evaluations will oversee the Transition Facility 2006 as the two former ones will finish until the later commences.

5. **Detailed Budget (m. €)**

<table>
<thead>
<tr>
<th>Project Component</th>
<th>Transition Facility Support</th>
<th>Co-financing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment Support</td>
<td>Institution Building</td>
<td>Total TF (=I+IB)</td>
</tr>
<tr>
<td>Service Contract (TA)</td>
<td>-</td>
<td>0.12</td>
<td>0.12</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>0.12</td>
<td>0.12</td>
</tr>
</tbody>
</table>

(*) contributions from National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises
(**) private funds, FIs loans to private entities

The co-financing for this project given in the above budgetary table in the amount of € 0.01 m is joint co-financing and will be provided from the General Treasury Administration. Moreover, beneficiary co-finance the project by bearing certain logistic and operational costs (in-kind co-financing).

The amounts for national co-financing indicated in the table correspond to cash co-financing, unless otherwise stated. Contributions from the Slovak administration for effective implementation of the technical assistance (TA) may be further detailed in the terms of reference. Unless otherwise indicated joint co-financing is provided.

VAT does not constitute eligible expenditure except where it is genuinely and definitely borne by the final beneficiary. VAT which is considered recoverable, by whatever means, cannot be considered eligible, even if it is not actually recovered by the final beneficiary or individual recipient.

6. **Implementation Arrangements**

6.1 **Implementing Agency**

The CFCU is the Implementing Agency responsible for administrative and financial implementation of the project (tendering, contracting, payments).

Central Finance and Contracting Unit
Ms Silvia Czuczorová
Director and Programme Authorising Officer
Ministry of Finance of the SR
Štefanovičova 5
SK-813 18 Bratislava
T: 00421 2 5958 2538
F: 00421 2 5958 2559
E: cfcu@mfsr.sk

Responsibility for technical implementation of the project rests with the ACU at the Office of Government.

Aid Coordination Unit
Mr Kálmán Petőcz
Director and Senior Programme Officer
Office of Government of the SR
Námestie slobody 1
SK-813 70 Bratislava
The role of the Project Manager will be assumed by the ACU’s Monitoring and Evaluation Coordinator.

Mr Martin Orth
M&E Coordinator
Office of Government of the SR
Námestie slobody 1
SK-813 70 Bratislava
T: 00421 2 5729 5533
F: 00421 2 5443 0056
E: phare@government.gov.sk

6.2 Twinning

N/A

6.3 Non-standard Aspects

N/A

6.4 Contracts

Technical Assistance (€ 0.13 m)

7. Implementation Schedule

7.1 Start of tendering/call for proposals  TA/3Q 2007
7.2 Start of project activity  TA/1Q 2008
7.3 Project Completion  TA/4Q 2009

This implementation schedule is only anticipated. The terms of reference will update on the implementation period that could be shortened in respect of a need for interim evaluation later in 2009.

8. Sustainability

The Slovak Republic is expected to benefit from the local players' evaluation skills and evaluation culture developed during this project after its completion.

9. Conditionality and Sequencing

N/A

ANNEXES TO PROJECT FICHE

1. Logframe planning matrix
2. Detailed implementation chart
3. Contracting and disbursement schedule
4. Distribution of interim evaluation responsibilities
### LOGFRAME PLANNING MATRIX

#### Project title: Interim Evaluation of Transition Facility Projects

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively verifiable indicators</th>
<th>Sources of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Contribution to sound and accountable management of Transition Facility by providing an independent view to the implementing authorities of Transition Facility assistance in the Slovak Republic.</td>
<td>• Acknowledgements by external authorities (e.g. European Commission, auditors, ex post evaluators).</td>
<td>• JMC and SMSC meeting minutes, audit reports, ex post evaluation reports.</td>
</tr>
</tbody>
</table>

#### Project purpose

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Effectiveness and efficiency of Transition Facility projects' management, including achievement of projects objectives, is improved by means of application of best practice, lessons to be learnt and implementation of recommendations proposed by interim evaluation.</td>
<td>• Agreed recommendations given in the interim evaluation reports are implemented.</td>
<td>• Beneficiaries are committed to make use of the interim evaluation reports and their recommendations.</td>
</tr>
<tr>
<td>• The results of the independent interim evaluation together with the information provided through the monitoring reports shall enable the implementing authorities and the European Commission, SMSC and JMC to judge progress of Transition Facility projects in the Slovak Republic.</td>
<td>• Lessons to be learnt from the interim evaluation reports for TF implementation are applied by implementing and managing authorities.</td>
<td>• Follow-up to the interim evaluation recommendations is provided in monitoring reports to check their fulfilment and, thus, their actual utilisation for improvement of project implementation.</td>
</tr>
</tbody>
</table>

#### Results

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reports evaluating the implementation and achievement of the objectives of ongoing Transition Facility projects are produced.</td>
<td>• Interim evaluation reports are produced in time and in a sufficient quality (ACU endorses all interim evaluation reports).</td>
<td>• ACU applies experience gained from managing the Phare interim evaluation process.</td>
</tr>
<tr>
<td>• Conclusions on progress are drawn, recommendations are given and lessons to be learnt are described with the aim of improving the implementation of the Transition Facility projects.</td>
<td>• Evaluation work plan, interim evaluation quality assessment rating grids.</td>
<td>• ACU applies knowledge gained from know-how transfer in evaluation (Aug – Nov 2003).</td>
</tr>
</tbody>
</table>

#### Activities

<table>
<thead>
<tr>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Assistance (€ 0.13 m)</td>
<td>• All authorities that will be evaluated under this project cooperate with the contractor to achieve maximum benefit from the evaluation process.</td>
</tr>
<tr>
<td>• about 15 - 21-month contract;</td>
<td>• The monitoring reports have sufficient quality.</td>
</tr>
<tr>
<td>• one or two experts (evaluators) experienced in project cycle management of the EU and/or national funds;</td>
<td></td>
</tr>
<tr>
<td>• a few short-term experts for specialised fields.</td>
<td></td>
</tr>
</tbody>
</table>

#### Preconditions: N/A
## DETAILED IMPLEMENTATION TIME CHART*

**Project Title:** Interim Evaluation of Transition Facility Projects  
**CRIS No.:** 2006/018-175.06.02

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Contract (TA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tendering and contracting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project completion</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

* This implementation schedule is anticipated only. The terms of reference will update on the implementation period that could be shortened in respect of a need for IE later in the year 2009.
CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE

CRIS No.: 2006/018-175.06.02

Cumulative Quarterly Contracting Schedule (m. €)

<table>
<thead>
<tr>
<th>Project Title</th>
<th>1Q/07</th>
<th>2Q/07</th>
<th>3Q/07</th>
<th>4Q/07</th>
<th>1Q/08</th>
<th>2Q/08</th>
<th>3Q/08</th>
<th>4Q/08</th>
<th>1Q/09</th>
<th>2Q/09</th>
<th>3Q/09</th>
<th>4Q/09</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim Evaluation of Transition Facility Projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.12</td>
</tr>
</tbody>
</table>

Cumulative Quarterly Disbursement Schedule (m. €)

<table>
<thead>
<tr>
<th>Project Title</th>
<th>1Q/07</th>
<th>2Q/07</th>
<th>3Q/07</th>
<th>4Q/07</th>
<th>1Q/08</th>
<th>2Q/08</th>
<th>3Q/08</th>
<th>4Q/08</th>
<th>1Q/09</th>
<th>2Q/09</th>
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<th>Total</th>
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<td></td>
<td></td>
<td></td>
<td>0.12</td>
</tr>
</tbody>
</table>
# Annex 4

## Distribution of Interim Evaluation Responsibilities

<table>
<thead>
<tr>
<th>IE Phase</th>
<th>NAC/ACU</th>
<th>Evaluators</th>
<th>NAO/NF</th>
<th>SPO/PIU</th>
<th>PAO/CFCU</th>
</tr>
</thead>
</table>
| Annual planning| 1. Prepares project fiche and/or terms of reference for IE.  
2. Comments, approves and issues an IE Work Plan presented by the evaluators. | 1. Draw up a consolidated IE Work Plan in accordance with the terms of reference and IE Guide for approval by the NAC. | 1. Comments the IE Work Plan presented by the evaluators. | 1. Is informed about the IE Work Plan. | 1. Organises public procurement for delivery of IE services.  
2. Is informed about the IE Work Plan. |
| Kick-off meeting| 1. Organises and chairs the meeting.  
2. Takes and distributes the minutes of the meeting. | 1. Attend the meeting.  
2. Present the exact grid of projects to be evaluated.  
3. Present the time schedule for IE.  
4. Explain the IE procedure.  
5. Explain what information and documents are needed to launch the IE.  
6. Inform about the role of short-term technical specialists if any. | 1. Attends the meeting. | 1. Attends the meeting. | 1. Attends the meeting. |
| Pre-IE period  | 1. Provides all relevant information and documents and checks that all parties have submitted requested information and documents to the evaluators within two weeks after the kick-off meeting. | 1. Collect the requested information and documents. | 1. Submits all relevant information and documents to the evaluators within two weeks after the kick-off meeting. | 1. Submits all relevant information and documents to the evaluators within two weeks after the kick-off meeting. | 1. Submits all relevant information and documents to the evaluators within two weeks after the kick-off meeting. |
| Interim Evaluation | 1. Co-operates with the evaluators. | 1. Evaluate according to the terms of reference (contract) and IE Guide. | 1. Co-operates with the evaluators. | 1. Co-operates with the evaluators. | 1. Co-operates with the evaluators. |
| First Draft of IE Report | 1. Checks conformity of the first Draft with the template and comments on facts presented in the first Draft within a maximum of 10 working days after the receipt of the report. | 1. Write the first Draft and issue it to all parties for comments. | 1. Comments on facts presented in the first Draft within a maximum of 10 working days after the receipt of the report. | 1. Comments on facts presented in the first Draft within a maximum of 10 working days after the receipt of the report. | 1. Comments on facts presented in the first Draft within a maximum of 10 working days after the receipt of the report. |
2. Endorses (authorises) Final Draft for the Final Version after providing a Quality Assessment according to the Rating Grid. | 1. Collect all comments on the first draft and incorporate these into the report where appropriate and submit it with dissenting views as Final Draft to all relevant stakeholders of the IE. | 1. Receives Final Draft of the IE Report from the evaluators. | 1. Receives Final Draft of the IE Report from the evaluators. | 1. Receives Final Draft of the IE Report from the evaluators. |
| Debriefing meeting | 1. Organises and chairs the meeting within two weeks from the issue of the final draft IE Report.  
2. Participates actively in the meeting. | 1. Participate at the meeting to explain the recommendations and answer relevant questions.  
2. Sign the follow-up table with agreed recommendations. | 1. Participates actively in the meeting.  
2. Signs the follow-up table with agreed recommendations. | 1. Participates actively in the meeting.  
2. Signs the follow-up table with agreed recommendations. | 1. Participates actively in the meeting.  
2. Signs the follow-up table with agreed recommendations. |
| Final Version of IE Report | 1. Receives Final Version of the IE Report from the evaluators. | 1. Adjust the report to the conclusions of the debriefing meeting where agreed by the stakeholders.  
|---------------------------|-------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| Follow-up                 | 1. Fulfils approved recommendations addressed to NAC/ ACU.  
2. Checks fulfilment of all approved recommendations.  
3. Provides information concerning the follow-up actions on all recommendations in the sectoral MR.  
5. Submits the Executive Summary of the IE Report to Ministerial Council in order to increase awareness of its findings, conclusions and recommendations (optional). | 1. Records follow-up on approved evaluation recommendations in next IE report. | 1. Fulfils agreed recommendations.  
2. Provides the information concerning the follow-up actions on the recommendations addressed to her/ him. | 1. Fulfils agreed recommendations.  
2. Provides the information concerning the follow-up actions on the recommendations addressed to her/ him in the project MR. | 1. Fulfils agreed recommendations.  
2. Provides the information concerning the follow-up actions on the recommendations addressed to her/ him in the project MR. |

*The distribution is indicative only and can be adjusted, subject to agreement among all relevant players.*