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2.2 Evaluability of the administrative capacity of the beneficiaries and the authorities

According to the ToR, the evaluators are asked to respond to the question: “Is the authorities’ and beneficiaries’ administrative capacity sufficient for an appropriate implementation of CSF funds?”

The [Common Provisions Regulations \(CPR\)](#), [Title I, Article 4](#), paragraph 9 stipulates “ the Commission and the Member States **shall ensure the effectiveness of the CSF Funds during preparation and implementation**, including through monitoring, reporting and evaluation”. In order to fulfil this requirement, the Partnership Agreement has to provide, according to [Article 15, Title Me of the CPR](#) the arrangements for the administrative capacity of the authorities and where appropriate, beneficiaries.

The **authorities responsible** for the efficient implementation of the CSF are all partners involved in the programming and later in the implementation of the operational programmes. According to the CPR Title 1, Article 5, the partners include competent regional, local, urban and other public authorities as well as economic and social partners, and concerned bodies representing civil society, environmental partners, nongovernmental organisations and bodies responsible for promoting equality, and non-discrimination.

In the sense of this assessment “authorities” means all organisations falling in the category described above and “beneficiaries” means any organisation involved in the preparation or implementation of a project funded from EU funds.

The current assessment, the first of the three assessments foreseen for question II of the assignment is performed before the institutional architecture for the CSF 2014 – 2020 is established.

For this reason, the assessment is focused on the current capacity of the authorities and beneficiaries involved in the implementation of the 2007 – 2013 operational programmes, with a view to the potential transfer of capacity to the future CSF and operational programmes. The analysis also looks at the programming processes for 2014-2020, as has been implemented to the reporting date, 10th of May 2013.

The assessment of the administrative capacity of the authorities and beneficiaries is a very complex assignment. Our work is limited to providing support to MEF to make value judgements and recommendations regarding the aspects related to administrative capacity of the authorities and beneficiaries for CSF 2014-2020.

Therefore, the assessment is limited to the functions related to the policy/programme/project cycle management and will not assess the authorities/beneficiaries organisations as a whole entity.

The analysis is based mainly on the previous studies and evaluations, evidences available in the organisations from internal analyses, and management tools used to identify the existing capacity or gaps. These sources have been completed and verified with information collected through interviews, online surveys and focus groups. In instances where there has been an unavailability of good quality data and evidence the findings are limited to opinions or to more general conclusions and require further analysis. These areas where further analysis is needed are clearly indicated in the report.

The quality of the data and information collected through the surveys depends on the response rate and the experience/understanding of the administrative capacity issues of the person assigned by each institution to fill in the questionnaire.



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In the case of the beneficiaries' surveys, and based on previous similar experiences, we anticipated a limited participation and a low rate of responses. This fact has imposed a precautionary interpretation of the results, mentioned upon each respective case.

The common and the particular fund regulations are still provisional and their approval is expected in autumn 2013. The issues in a discussion between the European Commission, the Council and the Parliament indicate there will not be changes with significant impact on the administrative capacity requirements.

The structure of the report is composed of five chapters

The first chapter is the **Executive Summary** presenting in a concise manner the assessment scope and method, the key findings of the analysis the conclusions and the recommendations for strengthening the administrative capacity of the authorities and the beneficiaries.

Chapter 2 is the **Introduction**, consisting of the background and context information, the scoping and the limitations of the assessment

Chapter 3, the **Approach and Methodology** inform about the methods applied in the assessment; we present previous experiences in similar assessments, the selection the meaning of the elements and criteria for assessments. Each method and tool has a short description of the scope and how was applied.

Chapter 4 comprises the **Assessment of the authorities** and includes a short presentation of the way the methods have been applied, the analysis with the findings of the current capacity of the authorities, the conclusions and recommendations.

Chapter 5 is dedicated to the **Assessment of the beneficiaries** and includes similarly to the previous chapter the practical aspects of the data and information collection, the analysis, the findings regarding the current capacity of the beneficiaries, the conclusions and recommendations for the improvement of the beneficiaries capacity.