



CZECH REPUBLIC

# 3rd STRATEGIC REPORT Norway Grants 2009- 2014

Reporting Period  
1.1.2013 – 31.12.2013

**National Focal Point**

## Contents

1	SUMMARY .....	3
2	ASSESSMENT OF IMPACT AT A NATIONAL LEVEL .....	5
2.1	Cohesion .....	5
2.2	Bilateral Relations .....	8
3	MANAGEMENT AND IMPLEMENTATION .....	15
3.1	Management and control systems.....	15
3.2	Compliance with EU legislation, national legislation and the MoU.....	16
3.3	Status of the Programmes.....	16
3.4.	Irregularities.....	17
3.5	Audit, monitoring, review and evaluation .....	17
3.6.	Information and publicity.....	18
3.7	Work Plan .....	21
4	REPORTING ON PROGRAMMES.....	26
5	SUMMARY OF PROBLEMS AND RECOMMENDATIONS .....	26
6	ANNEXES TO THE STRATEGIC REPORT .....	28
	Objectives and target groups .....	55
	Publicity strategy and tools .....	55
	Timetable and plan of activities .....	58
	Indicative budget (EUR) .....	59

## 1 SUMMARY

The National Focal Point (NFP) submits its Strategic Report for 2013 to the Financial Mechanism Committee (FMC) and the Norwegian Ministry of Foreign Affairs (NMFA), in accordance with Article 2.2 of the Regulation on the Implementation of the EEA/Norway Grants 2009-2014.

The NFP considers comments and recommendations provided by the FMO/Donors to the Strategic Report 2012 as relevant, nevertheless their full application will be possible to be realized especially within the implementation period of individual projects and their results.

During 2013 there was a major shift in the state of completion of preparations for various programmes that are due to be implemented in the Czech Republic.

At the beginning of 2013, a scheme to provide at least 15% co-financing for programmes from the national budget, agreed in Memoranda of Understanding signed by the CR and the donors/the CR and Norway, was officially approved by the FMC.

During 2013, donors progressively approved individual programmes, with the exception of programmes CZ10 and CZ14, where approval is expected at the beginning of 2014. On the basis of the approved programmes, eight Programme Agreements were signed at the 2<sup>nd</sup> Annual Meeting, which was held on 31 October 2013 in Prague.

In 2013, the National Focal Point again made two official requests to the FMC to extend the period for eligibility of expenditure for selected programmes by one year, i.e. to April 2017, in accordance with the Regulation, but both requests were rejected by the donors.

In May 2013, the donors decided that for programmes relating to science and research (in the Czech Republic this concerns programme CZ09 – Programme Operator MoEYS), the eligibility period for project costs was extended by a year, i.e. to April 2017, in order to make this programme more attractive for scientists and doctoral students and to take into account that programme preparation and implementation of projects in these areas is generally longer.

### Brief overview

1. Macroeconomic situation: in 2013, GDP decreased by 0.9 % of 2012 GDP, the main factor of decrease is the lower rate of investment and lower rate of consumer spending.

In general, the situation is associated with the uncertainty in the economy, but any major economic fluctuations are not expected for the future.

2. In 2013, there were no major legislative or financial measures, which would have a significant impact on the implementation of programmes. However, it should be noted that the President granted amnesty on January 1, 2013 which led to the release of about 6,400 prisoners and influenced the preparation of the CZ15. The Programme CZ06, CZ11 – Public health initiatives and the non-profit sector, represented by the PRG CZ03 struggle underfunding.

3. Risks at the national level - in October 2013 the NFP made risk analysis at national and programme level. Most risks indicate a low level of significance; however, the limited time for the implementation was evaluated as the most significant risk. The NFP is continuously taking steps to minimize the risks.

4. Horizontal topics - NFP considers the implementation of the horizontal topics as important and its fulfilling is achieved primarily through the CZ03, CZ04, CZ05, CZ06 and CZ14. NFP also perceives importance of the issue of Roma minority, on which in 2014 - 2016 will gradually focus its initiatives.

5. Bilateral relations – 11 initiatives were supported at the national level through an open call. Overall 24 national institutions in the EEA countries were involved in cooperation within Bilateral Fund. In November 2013 there was a conference on the topic of industrial cultural heritage held in Ostrava, which received a very positive response on the Czech side. Although there were many donor institutions invited by the Norwegian Embassy in Prague, the Association of Towns and Municipalities, the DPP of the CZ06, the participation of donor institutions did not reach expectations. This also confirmed the previously identified risk - lack of capacity on the side of donors.

6. Management and control system - submitted Programme Operators' manuals for implementation were reviewed by the audit authority and they are expected to be approved.

7. Notification – MoF - NFP in role of the PO conducted in 2013 analysis of the issue of state aid. On the basis of completion of the analysis, the necessary steps were made to notify of the CZ06. According to the EC decision the Program CZ06 constitutes state aid compatible with the internal market. As for programmes CZ02, CZ08 and CZ11, the issue of state aid will be dealt with on an ad-hoc basis during the evaluation process. It is a maximum effort of MoF - NFP in its role of PO to design programmes in such a way the applicants have no problems concerning state aid in the implementation phase, according to the Regulation for implementation.

8. State of programmes - 14 out of 16 programmes were approved by the donor by the end of 2013. It is expected that donors will approve the remaining two programs in early

2014. The Open call for CZ09 was launched in November 2013. During 1Q 2014, the MoF - PO wants to launch calls in programmes CZ06, CZ02 and CZ08 and make the best possible preparation for opening of calls in CZ04 and CZ11 in 2Q 2014.

9. Publicity – with regard to ensure high quality of publicity, new special websites were designed and put in operation, including general information on EEA and Norway Grants and basic documents, as well as concrete information on particular programmes, calls, PDPs news, and other. With respect to the wider popularization of EEA and Norway Grants in the Czech Republic and reaching wide public and the target groups, the EEA and Norway Grants websites were connected with social networks - Facebook and Twitter.

Several printed promotional materials were distributed within the launch conferences.

The NFP considers time and mutual cooperation to be key factors of future success. It is in the greatest interests of the NFP to implement projects of the highest quality and to meet all the donors' requirements, including those that have been requested at a later stage. The mutual cooperation and understanding of the wishes and needs of the other side and harmonising expectations remain our major challenge moving forward into 2014.

## **2 ASSESSMENT OF IMPACT AT A NATIONAL LEVEL**

### **2.1 Cohesion**

#### **2.1.1 Macroeconomic situation in the CR in 2013<sup>1</sup>**

In the second quarter of 2013, the Czech economy recovered from the recession, during which gross domestic product fell by 0.9% in constant prices for the year as a whole. In terms of GDP by expenditure, real economic decline was only slowed by the positive contribution of expenditure on purchases by government institutions. In contrast, household expenditure, gross capital investment and foreign trade contributed to a drop in GDP. The result was economic decline, primarily due to weak investment activity, which reflects the continuing high level of uncertainty in the economy.

---

<sup>1</sup> Based on data published to 14 March 2014

**Table 1: Macroeconomic indicators of the Czech economy**

	2010	2011	2012	2013
Growth in GDP (% , constant prices)	2.5	1.8	-1.0	-0.9
Household and NPISH consumption (change, %, constant prices)	0.9	0.5	-2.1	-0.1
Government consumption (change, %, constant prices)	0.2	-2.7	-1.9	1.9
Gross fixed capital investment (change, %, constant prices)	1.0	0.4	-4.5	-3.3
Inflation (CPI, average for the period, %)	1.5	1.9	3.3	1.4
Unemployment rate, as per the Labour Force Survey (average for the period, %)	7.3	6.7	7.0	7.0
Current account balance to GDP (% , current prices)	-3.9	-2.7	-1.3	-1.4
Trade balance to GDP (% , current prices)	1.4	2.4	3.9	4.8

Source: CSO, CNB, not seasonally adjusted

The inflation rate, calculated from developments in the consumer price index, reached an average of 1.4% in 2013. The main factor influencing inflation was administrative measures, primarily the 1 percentage point increase in both VAT rates and a rise in the consumer tax on tobacco products. Inflation for 2013 can be considered to be a cost. The unemployment rate as calculated by the Labour Force Survey remained at an average of 7.0% in 2013. As a result of the existing rigidities, the impacts of the real economy on the labour market tend to be delayed.

The external imbalance, expressed as the ratio of the current account deficit to GDP, reached -1.4% in 2013. The deterioration of the income balance and services balance was almost fully offset by the increased trade surplus and a surplus in the current transfers balance. This small current account deficit does not create any risk of macroeconomic imbalances.

### 2.1.2 Development of sectors in the CR

No significant legislative, financial or other changes occurred in 2013 which would have the effect of jeopardising programme implementation. On 1 January 2013, on the occasion of the 20<sup>th</sup> anniversary of the independence of the CR, the President of the Czech Republic – Václav Klaus – declared an amnesty. The amnesty came into force on 2 January 2013 and resulted in the pardon of some convicted offenders and the suspension of certain criminal proceedings. As a result of this amnesty, over 6,400 prisoners were released and two prisons were closed. These facts were subsequently reflected in the composition of pre-defined projects under Programme CZ15, programming area 32.

Programming areas 16 and 17 under Programme CZ06 – Cultural heritage and Contemporary Art, and programming area 27 – Public Health Initiatives under Programme CZ11, have suffered from long-term under-financing. Within the Non-governmental organisations sector (Programme CZ03 – Fund for non-governmental organisations) there has also been a decline in funding for the activities of non-governmental non-profit organisations from public sources. We can therefore expect a

high level of interest in grants from the EEA and Norway Grants 2009-2014 for these programmes.

In connection with programming areas 19 and 24, which are supported under Programme CZ07 (EEA cooperation with schools and scholarships/Bilateral cooperation with schools and scholarships), it should be mentioned that the so-called Lifelong Learning Programme (LLP) 2007-2013 was ended in December 2013 and will be replaced by a new programme entitled Erasmus+. Erasmus+ may have an impact on the level of interest of grant applicants under the CZ07 programme.

From 1 January 2014, a new Civil Procedure Code will enter into force and will bring many changes, even in the non-profit sector.

### **2.1.3 Risks at the national level**

The NFP continuously monitors and controls national risks that may affect the implementation of programmes and the achievement of the overall objectives of the EEA and Norway Funds 2009-2014 in the Czech Republic. In October 2013, the NFP drafted a methodology for risk analysis at a national and a programme level. The methodology is based on the likelihood and impact of risks, where a “risk significance level” is assigned to each risk (the product of the likelihood of the risk and its impact). A total of 10 risks were determined and evaluated at the national level, from which a so-called “traffic light” was created for the purpose of clarity. On 31 October 2013, the risk analysis at the national and the programme level – the methodology, results and future steps to minimise risk – was presented at the Annual Meeting of the EEA/Norway Grants 2009-2014.

The risk analysis showed that most of the risks are of low significance. These include risks associated with pre-financing from the state budget, communication between institutions at a national level and the Programme Operators, exchange rate differences, corruption and the experiences of the Programme Operators. Risks with medium significance included the following: co-financing from the state budget, the management and control system in accordance with the Regulation on the implementation of the EEA/Norway Grants, the establishment of a system of implementation of the EEA/Norway Grants at national level and bilateral relations. The time risk – delays in the contracting and drawdown of funds – was found to be the most significant risk.

What is gratifying is the fact that most risks with medium significance and the most significant risk are variable risks, whereas most of the risks with low significance are constant risks. The National Focal Point primarily monitors and takes steps to minimise the time risk, as well as risks of medium significance. The time risk is mainly monitored in programmes where open calls will be announced – Programmes CZ02, CZ04, CZ06, CZ08 and CZ11, where there is a danger that the expected programme results and project quality will not be achieved.

The risk analysis at a national level forms part of Annex 3. The resulting risk traffic light at programme level, which was drafted in October 2013, is shown in Annex 4.

#### **2.1.4 Horizontal themes**

The NFP principally supports horizontal themes under the EEA/Norway Grants 2009-2014 through the CZ03, CZ04, CZ05, CZ06 and CZ14 programmes. Under Programme CZ03, support for horizontal themes such as, for example, human rights, tolerance and multicultural understanding, the fight against racism and xenophobia, etc., will be funded from more than half of the finances provided through re-granting. The development of multicultural dialogue, including the integration of ethnic minorities (primarily the Roma population) is an important part of Programme CZ04 (Children and Youth at Risk). Roma children and youth constitute one of the main groups of vulnerable children and youth and the objective of the CZ04 programme is to improve their situation. Emphasis will also be placed on multicultural dialogue under programming area 17 – presentation of contemporary arts and culture – in the CZ06 programme.

The issue of the integration of the Roma population will be the main topic of the round table the NFP is preparing to hold in March 2014. The NFP will organise roundtable discussions on the occasion of the opening of the CZ05 programme conference, and will invite relevant experts in the given issues and other institutions involved in this area, including NGOs, to attend.

The objective of the CZ05 programme is to contribute to increasing young people's awareness of issues relating to hate speeches, to reinforce local capacity for effective prevention and to combat manifestations of extremism and racism and to transfer successful social integration experiences between local representatives and the general public. The rise of extremism and the numerous incidents and street protests that took place during the summer of 2013 at several locations in the Czech Republic confirmed the importance of the CZ05 programme and also provided valuable information for the upcoming campaign to be implemented under the programme. An analysis of the current status of national minorities in the Czech Republic, the selection and training of police experts to work with Roma in socially excluded areas, increasing the interest of the police management in issues involving minorities, etc. are among the main objectives of one of the pre-defined projects in the CZ14 programme.

## **2.2 Bilateral Relations**

In the Czech Republic, the EEA and Norway Grants promote the strengthening of bilateral relations and cooperation between entities from the Czech Republic and the donor states. This support covers the following areas:



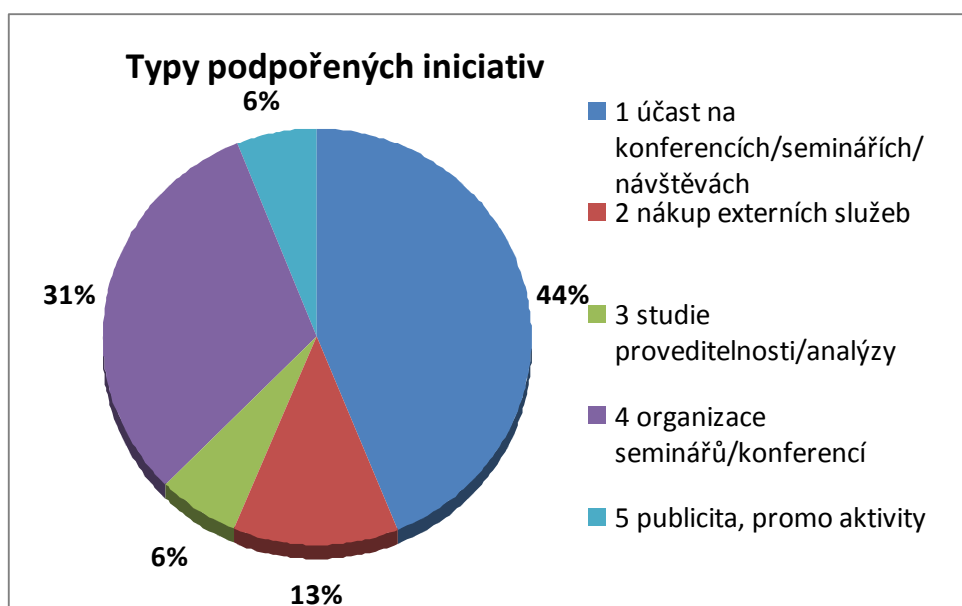
### 2.2.1 Extending cooperation

Part of the CZ01 Technical Assistance programme also includes a **Bilateral fund at national level** (BFNL), whose allocation provides support for wider bilateral initiatives, relations and contact between entities from the Czech Republic and the donor countries. Part of the BFNL allocation – in accordance with the updated BFNL Work Plan – serves to finance the activities of the National Focal Point and to support cooperation in areas that overlap programmes or are outside the framework of the EEA/Norway Grants - see 2.2.2. A significant part of the funds (EUR 150,000, i.e. 57% of the available Fund allocation) was allocated to the 1<sup>st</sup> call, announced on 21 January 2013, which is permanently open to applicants from the general public until 31 December 2014.

During 2013, **11 bilateral initiatives** received support under the open BFNL call (1 beneficiary withdrew from the grant). The size of grants that do not require co-financing ranged from CZK 14,500 to CZK 370,000 (EUR 585 – 14,920). Applicants/grant beneficiaries were public institutions (8), private entities (1), regional institutions (1) and civic organisations (NGO, 1).

The type of initiatives that received support were:

- 1) participation in contact seminars, meetings, conferences etc. (7 initiatives),
- 2) purchase of external services (2 initiatives),
- 3) feasibility studies/analyses (1 initiative),
- 4) organisation of seminars, conferences, workshops, meetings (5 initiatives),
- 5) publicity (1 initiative).



Types of initiatives supported

1 participation in conferences/seminars/visits

2 purchase of external services

3 feasibility studies/analyses

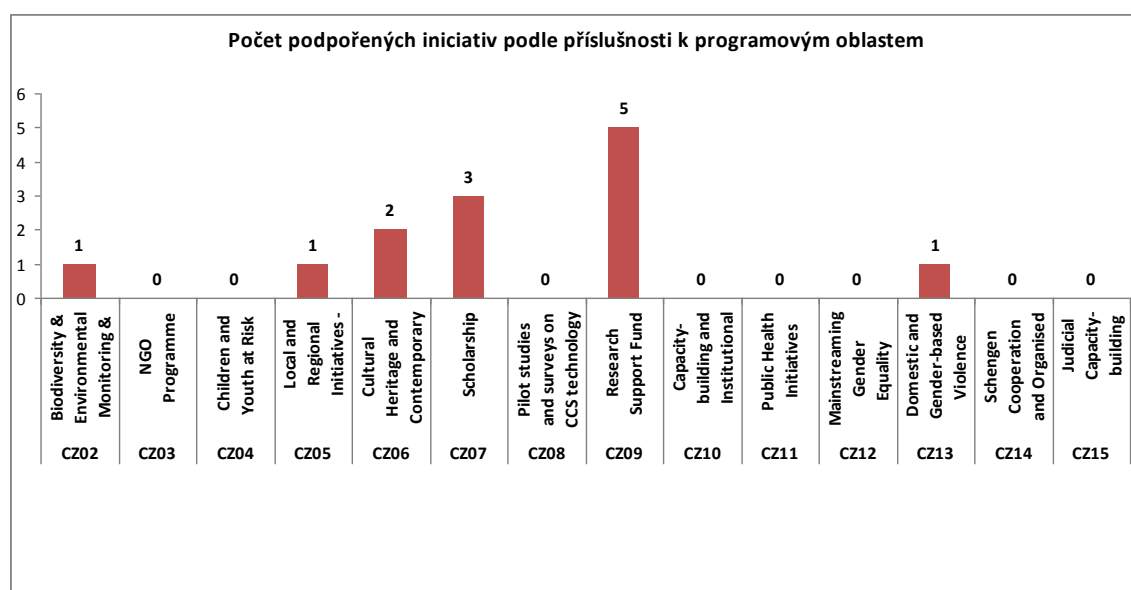
4 organisation of seminars/ conferences

5) publicity, promotional activities

Bilateral indicators achieved in the supported initiatives are:

- the number of participants in bilateral relations - 141, of which 46 were from donor countries,
- the number of events organised - 5,
- the number of analyses/studies - 1,
- the number of external services purchased - 2 (translations and interpreting),
- the number of publicity initiatives - 1 (information web portal).

Bilateral relations were mainly developed by grant applicants in the following programming areas: PA 12 (CZ 05), PA 17 (CZ06), PA 18 (CZ 02, 09), PA 19, 24 (CZ 07), PA 23 (CZ 09), PA28, 29 (CZ13), and most of the initiatives related to research, or with project plans for the CZ09 research programme.



### Number of initiatives supported broken down by programming area

Representatives from the following institutions from the donor countries attended in the role of either visitors or receiving hosts:

- **Norway:** The Norwegian Association for Municipalities, Transparency International Norway, research institutions (University of Oslo, University of Bergen, University of Trondheim, the Bioforsk Svanhovd research station, Marine Life and Finnfjord, Secure-NOK AS, Stavangere, the Peace Research Institute Oslo, and the Norwegian Social

Science Data Service), cultural institutions (Hans Borli Selskapet, Norwegian Literature abroad, Kalleklev Management, Langhauen Videregeaende Skole and Norwegian artists), Alternative for violence

- **Iceland:** individual Icelandic artists, the Agricultural University of Iceland

Under the CZ07 programmes, programme partners from all three donor countries are involved in bilateral relations (Norwegian Centre for International Cooperation in Education - SIU, National Agency for International Education Affairs, Liechtenstein - AIBA, Rannis - The Icelandic Centre for Research) and under Programme CZ09 the Research Council of Norway is a partner.

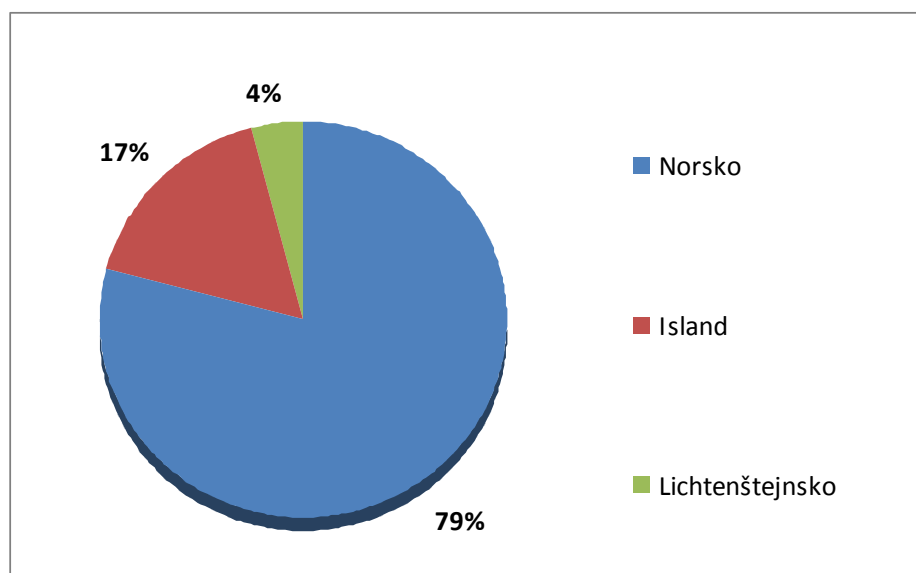
### Initiatives supported from the open BFNL call - 2013

No.	Beneficiary	Programming area	Related PRG	Type of initiative	Number of participants	- of which, from the donor countries
001	MLSA	PA 28,29	CZ13	1	3	2
002	MEYS	PA 19,24	CZ07	1	1	
003	CUA	PA18	CZ02,09	1	6	3
004	IS AS CR	PA18	CZ 09	4	47	13
005	Kulturní mosty	PA17	CZ06, 07	1,2,3,5	5	0
006	MEYS	PA19,24	CZ07	1	3	0
007	ATM CR	PA12	(CZ05)	4	44	18
008	ICT in Prague	PA18	CZ09	1,2	3 (30)	3
009 *)	Langhans	PA16	CZ06	4	9 (29)	1
010	CHI AS CR	PA23	CZ09	4	10	6
011	SSF CU	PA18	(CZ09)	1,4	2 (10)	1
012	DOX	PA17	CZ06	4	19	0

\*) the beneficiary withdrew from the project

A total of 19 institutions from Norway, 4 from Iceland and 1 from Liechtenstein (AIBA) participated during the course of 2013.

### Proportion of institutions from the donor countries:



Norway  
Iceland  
Liechtenstein

### 2.2.2 Sharing outcomes, improving knowledge and mutual understanding

The sharing of outcomes and knowledge is also supported at the programme level in the Czech Republic by the contribution of programme partners from donor countries.

Interesting conferences were held in 2013, which in themselves contained elements of bilateral relations between Czech entities and entities from donor countries. One of the most important conferences held was the “Too Much, Too Little – The Role of Water in Adaptation to Climate Change”, an international conference held in Lisbon, Portugal from 7 – 9 October 2013. The conference was attended by over two hundred domestic and international experts, researchers, policy makers and representatives from non-governmental organisations operating in the environmental sector from all over Europe. Representatives from the Czech Republic were able to discuss preparations for Programme CZ02 with partners from Norway and to compare their experiences with colleagues from Slovakia, Portugal and other countries, who shared valuable insights into this area. An event was held at the UN headquarters in New York in 2013 to accompany the occasion of the fifth-seventh meeting of the UN Commission on the Status of Women. An accompanying event was organised by the final beneficiary of a Programme CZ13 grant, together with the Norwegian Partner, and the priority theme was the elimination and prevention of all forms of violence against women and girls, and included a presentation of the objectives for bilateral cooperation in the area of equality between men and women. This event, in an international forum, enabled the sharing

and exchange of knowledge and experiences between the final grant beneficiary and the Programme Donor Partner. The event was supported from the Fund for Bilateral Cooperation at National Level.

Within the context of the individual programmes, a series of meetings was also held by the Committee for cooperation, contact seminars and workshops. One of the seminars held in Prague was a three-day contact seminar for Programme CZ15. The seminar was attended by the following institutions: the Directorate of the Norwegian Correctional Services, Akershus Probation Office, Ullersmo jail, Correctional Service of Norway Staff Academy, the Council of Europe (DPP), the Ministry of Justice of the CR, the Czech Probation and Mediation Service, Prison Service and Ministry of Finance. The main goal of the seminar was to share information and exchange ideas between the Czech and Norwegian correctional service systems, their common and different approaches. Overall the meeting was found to be extremely useful in that it was the first meeting with potential partners, areas of cooperation were identified and it was agreed that another meeting would be organised in Oslo to strengthen bilateral cooperation. Just as important was a contact seminar for Programme CZ12 on experiences from Norway, which was held on 9 September 2013 in Prague. Various types of organisations and a number of experts were invited, who provided grant applicants with a broad portfolio and inspiration for bilateral cooperation under the programme. The aim of the seminar was also to attract Czech municipalities and regions to cooperate under the programme. The seminar demonstrated long-term positive experiences enjoyed by Norway in the given areas and pointed to the possibility of Czech experts using tested procedures for potential future cooperation.

A three-day international workshop for Programme CZ04, funded to develop bilateral relations, was held from 6 to 8 June 2013 and the main topics were the involvement of children in the decision-making processes, child care in Norway, the Norwegian ombudsman for children and foster care for children. The workshop enabled contacts to be made with Norwegian experts, potential PDP donors, PDP grant beneficiaries, the Ministry of Labour and Social Affairs, the Ministry of Finance, Czech experts, NGOs, social workers and representatives from children's homes. In addition to sharing Norwegian experiences in the given area, the workshop also reinforced bilateral cooperation between PDP grant beneficiaries and the programme's donor partners.

All the events organised in 2013 helped to build and strengthen mutual cultural, professional, political and academic relations.

Funds for bilateral cooperation at a programme level were set up in 2013 to help search for partners from the donor countries at the project level to cover the period of preparing project proposals and also for additional exchange, sharing and transfer of knowledge, technologies, experiences and to reinforce cooperation within projects, and these will mainly be tapped in 2014.

### 2.2.3 The wider effect

The main theme for support in **2013** under the Fund for Bilateral Cooperation at National Level was the area of cultural heritage (programming area 16). The theme of the conference was discussed with the partner for Programme CZ06, the Ministry of Culture, and the Embassy of the Kingdom of Norway and was narrowed down to the topic of “**industrial cultural heritage**”. A conference on this theme was held on 5 November 2013 in Ostrava (the Vítkovice Lower Area). The Association of Towns and Municipalities of the CR, the National Heritage Institute of the CR, the Norwegian partner for Programme CZ06 – the Arts Council Norway and the Riksantikvaren - Directorate for Cultural Heritage were also involved in the preparations. Despite this, only two representatives from Norwegian institutions and a representative from the pan-European Federation for cultural heritage, Europa Nostra, spoke at the conference. Prominent experts in the field of industrial cultural heritage appeared for Czech institutions. Representatives of Czech and Norwegian towns and municipalities, institutions and organisations presented options for the use of, and methods for, the restoral of industrial cultural monuments, or ideas for preserving the industrial cultural heritage. The conference also included a discussion on topics connected to the industrial cultural heritage and a tour of the Lower Area of Vítkovice.

On 6 November 2013, **the third meeting of the working group of the Fund for bilateral cooperation at a national level** was held, with the participation of Czech and foreign programme partners and the Embassy of the Kingdom of Norway in Prague. The aim of the working group meeting was to discuss which themes should be chosen as an area supported by the National Focal Point from the Fund for Bilateral Cooperation at National Level in 2014. The discussion revealed that proposed topics included interest in science and research, the environment and, last, but not least, the topic of gender equality. After additional discussions, the National Focal Point decided that the main theme would be **science and research**, which was also preferred by representatives of the donor states and the CZ09 Programme Operator (Czech-Norwegian research programme) in cooperation with its Norwegian partner. The conference is due to take place **during the second half of 2014**. The National Focal Point will emphasise the need for timely preparation together with partners from the donor countries, to ensure a higher participation by foreign institutions than has been the case in previous years.

### 2.2.4 Risks of bilateral relations

The NFP monitors the risks involved in strengthening bilateral relations at the level of programmes, projects and initiatives supported by the Funds for bilateral cooperation at a national and a programme level. As has already been mentioned in the previous Strategic Report, the NFP has identified a total of 3 types of bilateral risk – capacity, implementation and administrative risks.

In 2013, Programme Operators and the National Focal Point found the most significant risk at a programme level to be **capacity**. The capacity risk means an insufficient number of partner organisations from the donor states. Given the fact that most of the programmes were approved during the first half of 2013 and the first Programme Agreement was only signed at the end of October 2013, the first programme calls will be announced during 2014 (with the exception of Programme CZ09, for which the first call was announced in November 2013). Given the delays in launching the programmes, the National Focal Point, together with Programme Operators, consider the risk of insufficient interest from partners from donor states, due to the already ongoing outreach to potential applicants from other receiving states, to be significant. Programme Operators are attempting to minimise the aforementioned risk by providing maximum publicity for individual programmes on their webpages and through the help of programme partners from donor countries and the Embassy of the Kingdom of Norway in Prague. During the course of 2013, cooperation between Programme Operators and programme from donor countries was further improved by daily contacts via email or during meetings of the Cooperation Committees. The first calls from the Fund for Bilateral Cooperation at Programme Level – measure “A”, will be announced during 2014.

### 3 MANAGEMENT AND IMPLEMENTATION

#### 3.1 Management and control systems

Because no changes in the activities of the MCS at a national level were recorded in 2013, the Audit Authority made no new assessment of the operation of this established and approved system.

At the end of 2013 and the beginning of 2014, five Programme Operator (hereinafter “PO”) Manuals were presented to the NFP. Detailed descriptions of the MCS applied by these five POs constitute an integral part of these manuals. The Audit Authority (hereinafter “AA”) has studied these manuals and has made a preliminary assessment of whether the descriptions of the PO MCS contained in these manuals comply with the requirements set by the Regulation for POs, particularly Articles 4.7 and 4.8 of the Regulation. After some modifications were made to the text and some clarification added, these manuals were preliminarily approved by the AA. The final reports and opinions on the individual PO MCS will be prepared once the finalised Manuals have been translated into English and after interviews have been conducted with representatives from the relevant Programme Operators.

On 31 October 2012, the national management and control system was approved by the FMO, along with a confirmation that it complies with Article 4.8 of the Regulation on the implementation of EEA/Norway Grants 2009-2014.

### 3.2 Compliance with EU legislation, national legislation and the MoU

Following on from an assessment of the issue of state aid in 2012, the following developments occurred in the area of state aid.

**CZ02** – In accordance with the previous conclusions (for most projects, with the exception of certain projects aimed at developing tourism and ecotourism, provided they are not activities of an economic nature), the projects submitted will be evaluated individually. In the case of projects that support activities of an economic nature where support may therefore constitute state aid, these will be dealt with in accordance with the rules on the provision of state aid.

**CZ08** – Programme CZ08 focuses on activities that have not previously been the subject of much attention in the Czech Republic and which will involve initial surveys and studies on the capture, transport and storage of CO<sub>2</sub> and the provision of information and knowledge to both the general and the professional public. Given this fact, the programme itself is described in relatively general terms. Based on the above, and experience with the notification of Programme CZ06 (particularly the need for detailed information in the notification) state aid will be evaluated on an individual basis for the projects submitted.

**CZ06** – Programme CZ06 was notified through the OPC on 18 March 2013. The European Commission issued two requests for additional information (on 16 May and 30 August 2013), which were responded to on 1 July and 21 October 2013. On 19 December 2013, the European Commission issued an opinion which stated that the state aid provided under the programme is essential and proportionate for the promotion of culture and the preservation of the cultural heritage and has no impact on trade and competition and therefore the EC has no objection to the programme notified.

**CZ11** – The procedure for this programme will be in accordance with previous conclusions, i.e. it will be assessed for compliance with the rules on state aid, individually for each grant application submitted. In the case of applications that show characteristics of state aid, support would have to be granted under the de-minimis regime, the regime of services of general economic interest, or under a regional investment aid scheme. In these cases, the application of the appropriate would reduce the grant levels respectively.

### 3.3 Status of the Programmes

To the end of 2013, 14 of the 16 Programmes were approved by the donors and are being implemented by the following Operators – Ministry of Finance – 10 PRG, Ministry of Education, Youth and Sport – 1 PRG, Centre for International Cooperation – 1 PRG, Open Society Fund – 1 PRG, a consortium formed by the Development of a Civil Society



Foundation and the Partnership Foundation – 1 PRG. The NFP and Fund for Bilateral Cooperation at National Level technical assistance programme was approved by signature of the Memorandum of Understanding in June 2011. It is expected that the remaining programmes CZ10 and CZ14 will be approved at the beginning of 2014. On the occasion of the Annual Meeting on 31 October 2013, the first eight programme agreements were signed. Compared to 2012, this represents a fundamental shift in progress.

Despite the difficult situation at the end of 2013, the NFP/PO are making maximum efforts to ensure that funds allocated to the CR are used to maximum effect within the context of open calls, pre-defined projects and small grant schemes. Great efforts are being made and, in this regard, individual steps have been made in the preparation process to simplify the actual process of implementation. Risk analysis, administration of the implementation itself, clear rules on the eligibility of expenditure and public contracts are some of the instruments used to simplify the implementation process, as is also the creation of the CEDR information system, which will cover all the administrative stages, from submission of the application to the financial settlement of completed projects.

The status of the individual programmes is provided in more detail in ***Annex 1 – Status of the programmes***.

### **3.4. Irregularities**

The only projects implemented in 2013 fell under Programme CZ01. In October 2013 Programme Agreements were signed for eight programmes. On 13 February 2014, an Irregularity Report was sent to the Financial Mechanism Office for programmes with a signed Programme Agreement, covering the period to 31 December 2013. During this period no irregularities or suspected irregularities were reported.

During 2014 most of the EEA and Norway Grants 2009-2014 programmes will be implemented and the information contained in the next Strategic Report will therefore be more meaningful.

### **3.5 Audit, monitoring, review and evaluation**

#### **3.5.1 Monitoring, evaluation and review**

During 2013, Annual Reports on programmes were prepared by the individual Programme Operators for programmes approved in the first half of 2013, i.e. CZ02, CZ03, CZ04, CZ05, CZ06, CZ07, CZ09, CZ11, CZ12, CZ13 and CZ15. At the beginning of 2014, the NFP will approve all the Annual Reports on programmes, which will then be uploaded to the DoRIS information system.

In 2013 a meeting was held of the Cooperation Committees and the Programme Committee (under Programme CZ09), and attended by the NFP in the role of Operator/Observer. Management committees for the individual programmes, Cooperation Committees, regular meetings with the Programme Operators for CZ03, CZ12, CZ07 and CZ09 and information seminars for applicants are planned for 2014. The monitoring plan for 2014 is provided in Annex 5.

Given the status of programme implementation, it is expected that the first programme evaluation will take place in 2015. In 2014 the NFP will prepare the tender documentation to select an external company to carry out the evaluations at a national level.

### **3.5.2 Audit**

The Audit Authority expects that in 2014 the Programme Operators will announce the first round of calls to submit project proposals, the first projects will be selected and, through the relevant legislation, grants will be awarded for the implementation of these projects.

Based on information received from the NFP, i.e. how many grants will be awarded in 2014, or how many projects will begin implementation and, last but not least, the amount of financial transactions made in 2014, the Audit Authority will be able to begin its planned audits. This audit plan for the year N (e.g. 2015) will be updated to reflect the amount paid out in year N-1 (e.g. 2014). The AA will obtain this information from progress reports on the programme, possibly from the CEDR information system.

The Audit Authority assumes that an open tender will be announced for an external auditor during the first half of 2014. An agreement is expected to be signed with the external auditor selected at the end of 2014, to enable it to carry out audits from the beginning of 2015.

## **3.6. Information and publicity**

### **3.6.1 Implementation of the Communication Strategy**

The National Focal Point is responsible for promoting the EEA and Norway Grants in accordance with the Czech Republic Communication Strategy – EEA and Norway Grants, which was approved by letter on 28 June 2012.

In 2013 the goals set out in the CR Communication Strategy for EEA and Norway Grants were met, primarily through the use of a number of communication tools. Information on the EEA and Norway Grants, their current status (programme approval, launch conference, announcement of calls, etc.), expected developments, etc., was mainly provided on the [www.eeagrants.cz](http://www.eeagrants.cz) and [www.norwaygrants.cz](http://www.norwaygrants.cz) webpages, through the

email box [czp@mfcz.cz](mailto:czp@mfcz.cz), social media (Twitter, Facebook) or other published materials (e.g. information leaflets). As laid down in the Communication Strategy, the main basis for publicity activities during the 2013 period was, and for the forthcoming 2014 period will be, the regular provision of information to all target groups, publishing updated information and documents on the aforementioned webpages, issuing press releases and printing information leaflets containing basic information on the individual programmes, information about upcoming events, etc.

### 3.6.2 Evaluating NFP publicity in 2012

During 2013 Launch Conferences were held for **Programme CZ09** (21 May 2013), **Programme CZ11** (21 August 2013), **Programme CZ12** (9 September 2013), **Programme CZ03** (24 September 2013) and **Programme CZ15** (7 October 2013), and these also involved press conferences. The National Focal Point also worked with the different Operators to prepare these launch conferences. The National Focal Point issues press releases for these events on an ongoing basis, including a presentation, video recording and photographs in the websites referred to below. For the EEA and Norway Grants 2009-2014, the National Focal Point has created, in cooperation with the relevant departments of the Ministry of Finance of the CR, new centralised websites [www.eeagrants.cz](http://www.eeagrants.cz) and [www.norwaygrants.cz](http://www.norwaygrants.cz). These websites contain information (in Czech and English) on the EEA and Norway Grants 2009-2014, including the focus of individual programmes, in accordance with the document entitled *Communication and Design Manual*.

The National Focal Point also uses social media for promotional purposes (Twitter, Facebook), and information is added continuously, including photographs and video recordings. This mainly involves information relating to prepared/completed events, etc. A profile has also been created on the [www.flickr.com](http://www.flickr.com) website, where photographs from different events are shared.

The Conference on Industrial Cultural Heritage, which was held on 5 November 2013 with support from the Fund for Bilateral Cooperation at National Level, was also used to promote the EEA and Norway Grants. The aim of the conference was not only to support Programme CZ06 Cultural Heritage and Contemporary Arts, but especially to establish and enhance cooperation between partners from the Czech Republic and the donor countries, through the exchange of experiences in the area of industrial cultural heritage within the context of the EEA and Norway Grants 2009 – 2014. The conference had a very positive response from both the professional and the general public. After the conference, articles reporting on the event and the benefits it brought appeared in both the Czech and Norwegian press.

In the autumn of 2013, the NFP organised a seminar for programme operators and partners in Rokytnice. The seminar programme outlined the current status and expected development of the EEA and Norway Grants 2009 – 2014 and the individual programmes, along with a detailed presentation of the CEDR system, which will be used by applicants to submit their applications, by the Fund for Bilateral Cooperation at National and Programme Level, etc. Discussions were also held on individual manuals and instructions (Guidelines for applicants, Instructions for calls, Instructions for pre-defined projects, etc.).

In connection with the call from the Fund for bilateral cooperation at a national level, documents relating to the announced call (text of the call, instructions, etc.) were published on the websites in January 2013. A list of approved applications under the Fund for Bilateral Cooperation at National Level is always published on the National Focal Point website on the 10<sup>th</sup> of each month.

The most frequently asked questions (FAQ) and replies are continuously updated on the websites. Most questions concern the EEA and Norway Grants in general, the dates of calls and, last but not least, calls from the Fund for Bilateral Cooperation (at national and programme level). As far as questions aimed at specific programmes were concerned, most of these focussed on programmes CZ06, CZ02, CZ09 and CZ03.

The email box [czp@mfcz.cz](mailto:czp@mfcz.cz), is also an important communication tool, and was used by many of those interested (the general public, potential applicants etc.) to address their questions.

In relation to direct communication, representatives of the NFP also attended a number of seminars (e.g. in Prachatice – held by the Association of Towns and Municipalities), where, in addition to the presentation, questions were taken from the public. During 2014, the NFP mainly plans to attend seminars for applicants (**Programme CZ07** – February 2014, **Programme CZ06** – April 2014, **Programme CZ02** – April 2014, **Programme CZ04** – April 2014, **Programme CZ08** – April 2014, **Programme CZ11** – April/May 2014)

### **Updating the Communication Strategy and Communication Plan for 2014**

As concerns the Communication Strategy, only the timetable was updated. This update was already incorporated in the Communication Plan for 2013 (Annex 11 to the Strategic Report for 2012). The Communication Plan for 2014 was prepared in relation to the Communication Strategy for the EEA and Norway Grants 2009 - 2014 and to other relevant documents (Article 4.7.2 of the Regulation and Annex 4 to the Regulation). The intent of the communication plan is to provide information in a transparent manner, not only on the EEA and Norway Grants and their programmes, but, primarily, to provide information on the possible uses and impacts of this aid, the objectives and options for bilateral cooperation, the state of preparation of the individual programmes, the focus of their scope, their implementation and outcomes.

### 3.6.3 Evaluation of the activities of programme operators and partners relating to publicity

In 2013, Launch Conferences were held for **Programme CZ11**, **Programme CZ15** (Ministry of Finance), **Programme CZ09** (Ministry of Education, Youth and Sports), **Programme CZ03** (Partnership Foundation and Development of a Civic Society Foundation) and **Programme CZ12** (Open Society Fund). The aim of these launch conferences was, and will continue to be for the launch conferences planned for the first half of 2014, to give a detailed presentation of the given programme. The launch conferences also included a contact seminar, paid for by the Fund for bilateral cooperation at a programme level, for individual programmes. Those interested in specific programmes also receive information leaflets containing detailed information on a given programme (who is authorised to apply, timetable, etc.).

## 3.7 Work Plan

A timetable and material programme schedule are also submitted for each programme proposal, and these have been modified from the original timetables where it was expected that implementation would begin in 2013. Expected activities for 2013 at a national level and for individual programmes are listed below

A timetable of publicity events is presented in Annex 6 – *Communication Plan for 2013*.

### National level

Action	Time period	Note
<b>Meetings</b>		
Monitoring Committee	2Q/14	
Round table for Roma issue	March 14	
Regular meetings with POs	April/October 14	
Annual meeting	September 14	
Bilateral conference	October 2014	
<b>Publicity actions</b>		
Web pages	continuously	
Publicity on Facebook, Twitter	continuously	

### Programme level – EEA Grants ; Norway Grants

PRG	Action	Time period	Note
<b>CZ02</b>	<b>Meetings</b>		
	Steering Committee	Q2 2014	during open call

PRG	Action	Time period	Note
	Cooperation Committee	September 14	
	<b>Open calls</b>		
	Open call for projects	March 14	
	Open call for sub-projects within SGS	March/April 14	
	Open calls for Fund for bilateral relations at programme level – Measure B	April/May 14	
	<b>Publicity actions</b>		
	Website of PO and PP	continuously	
	Seminars for applicants	April 14	
<b>CZ03</b>	<b>Meetings</b>		
	Regular Meeting	June 14 and November 14	
	<b>Open calls</b>		
	Open call for projects	January – March 14	Deadline 24. 3. 2014 Altogether for open call, small grant scheme, Bilateral fund (measure A and B).
	<b>Publicity actions</b>		
	Seminars for applicants	January – February 14	6 seminars in total
	Seminar for project promoters	November 14	
	Web pages	continuously	
<b>CZ04</b>	<b>Meetings</b>		
	Steering Committee	October 14	Estimated
	<b>Open calls</b>		
	Open call for projects	Q2/14	
	Open call for sub-projects within SGS	Q2/14	
	Open calls for Fund for bilateral relations at programme level – Measure B	October 14	
	<b>Publicity actions</b>		
	Launch conference	April 14	
	Seminars for Applicants	April 14	
	Web pages	continuously	

PRG	Action	Time period	Note
<b>CZ05</b>	<b>Meetings</b>		
	<b>Open calls</b>		
	Open calls for Fund for bilateral relations at programme level – Measure B	March 14	
	<b>Publicity actions</b>		
	Launch conference	26th March 14	
<b>CZ06</b>	<b>Meetings</b>		
	Steering Committee	March 14 and October 14	
	Cooperation Committee	June 14	
	<b>Open calls</b>		
	Open call for projects	March 14	
	Open call for sub-projects within SGS	March 14	
	Open calls for Fund for bilateral relations at programme level – Measure B	November 14	
	<b>Publicity actions</b>		
	Launch conference	5 th February 2014	
	Contact seminar in CZ	6th February 2014	
	Contact seminar in Norway	May 2014	
	Seminar for applicants	April 2014	
	Seminar for project promoters	December 2014	
	Web pages	continuously	
<b>CZ07</b>	<b>Meetings</b>		
	Evaluation Committee	Q2/14, Q3/2014	
	Cooperation Committee	Q2/14, Q3/2014	
	International Meeting of Programme Operators	Q3/2014	
	<b>Open calls</b>		
	Open call for projects	17th February 14, 21st March 14, 10th July 14	
	<b>Publicity actions</b>		
	Web page of PO	continuously	
	Launch seminars	14th February 14 28th February 14	
	Seminars for applicants	continuously	

PRG	Action	Time period	Note
<b>CZ08</b>	<b>Meetings</b>		
	Steering Committee	Q2 2014	
	<b>Open calls</b>		
	Open call for projects	March 14	
	Open calls for Fund for bilateral relations at programme level – Measure B	Q3/4 2014	
	<b>Publicity actions</b>		
	Website of PO and PP	Continuously	
	Seminars for applicants	April 14	
<b>CZ09</b>	<b>Meetings</b>		
	Evaluation Meeting	April 14	
	Programme Committee	Q2/14, Q4/14	
	<b>Open calls</b>		
	Open call for projects	29th Nov 13	
	<b>Publicity actions</b>		
	Web page of PO	continuously	
<b>CZ10</b>	<b>Meetings</b>		
	<b>Open calls</b>		
	Open calls for Fund for bilateral relations at programme level – Measure B		
	<b>Publicity actions</b>		
<b>CZ11</b>	<b>Meetings</b>		
	Steering Committee	February 25	
	Cooperation Committee	April 4	
	<b>Open calls</b>		
	Open call for projects	2Q 2014	
	Open call for sub-projects within SGS	2Q 2014	
	Open calls for Fund for bilateral relations at programme level – Measure B	4Q 2014	
	<b>Publicity actions</b>		
	Match-making event.	April 3	
	Project launching conferences	3Q 2014	After verification of PDPs and individual projects under the OC



PRG	Action	Time period	Note
<b>CZ12</b>	<b>Meetings</b>		
	Regular meeting	June and November 14	
	<b>Open calls</b>		
	Open call for projects	January 14 – March 14	Deadline 14. 3. 2014 for all calls: open call, small grant scheme, bilateral fund at programme level (measure B)
	Open call for sub-projects within SGS	January 14 – March 14	Deadline 14. 3. 2014 for all calls: open call, small grant scheme, bilateral fund at programme level (measure B)
	<b>Publicity actions</b>		
	Seminar for applicants	February 14	
	Seminar for project promoters	November 14	
	Webpage	continuously	
<b>CZ13</b>	<b>Meetings</b>		
	<b>Open calls</b>		
	Open calls for Fund for bilateral relations at programme level – Measure B	March 14	
	<b>Publicity actions</b>		
	Launch conference of the programme and the PDP	April 14	
<b>CZ14</b>	<b>Meetings</b>		
	Steering Committee	Haven't been set yet	The PA haven't been signed yet.
	<b>Open calls</b>		
	Open calls for Fund for bilateral relations at programme level – Measure B	4Q 2014	Approximate date
	<b>Publicity actions</b>		
	Launch conference	April 2014	
<b>CZ15</b>	<b>Meetings</b>		
	Steering Committee	February 25	
	Cooperation Committee	April/May 2014	

PRG	Action	Time period	Note
	<b>Open calls</b>		
	Open calls for Fund for bilateral relations at programme level – Measure B	May/June 14	
	<b>Publicity actions</b>		
	Project launching conferences	3Q 2014	After verification of PDPs

## 4 REPORTING ON PROGRAMMES

Detailed information about programmes is stated in Annex 1 – Status of the programmes.

## 5 SUMMARY OF PROBLEMS AND RECOMMENDATIONS

The NFP finds the process of programme preparation, with respect to all the stakeholders involved in it, as disproportionately long and is fully aware of the negative impact that this delay during the preparation period will have on the actual implementation of individual projects. Although from the very beginning maximum efforts have been, and will continue to be, made to implement projects effectively and the appropriate steps were taken in this regard (primarily through the introduction of the CEDR information system, early preparation of other departments involved in the implementation phase /monitoring department and the financial and contracting unit/), the NFP expects that in the case of programmes that have open calls, the actual implementation time will be reduced. The NFP shall undertake steps in order to shorten the project selection process and subsequent verification on the side of the Programme Operator.

Over the course of 2013, the complexity of mutual cooperation between stakeholders – donors, the Financial Mechanism Office (FMO), the NFP, programme operators (OP), and programme partners (PP) - became fully apparent. The administrative procedures required were often lengthy and they outweighed the main purpose of the funds which is to deliver concrete support to areas where the situation, both economic and social, could be improved by funding from the donor countries, and also to promote mutual bilateral relations. It turned out that the entire 2013 was spent on a constant search for consensus and understanding among all the stakeholders.

The NFP made enormous efforts during the course of 2013, both at a national and at a programme level, to promote and enhance bilateral cooperation, primarily between Czech and Norwegian institutions.

Work is still underway to involve actively more institutions from Liechtenstein. Cooperation with Icelandic institutions is proving possible in specific areas, particularly in the environmental sector.

The EEA and Norway Grants attract considerable attention and interest of the professional public in the Czech Republic and, given the extremely successful FM1 period (2004-2009), are also very popular. Although, in comparison to the Structural Funds, the scope of these funds as well as the size of projects was smaller, they covered a wide range of areas throughout the whole territory of the CR.

The political instability that led to the fall of the right-wing government in the first half of 2013 and the establishment of a transitional government, which operated during the second half of 2013, can also be seen as an important factor that influenced the completion of programme preparation in the Czech Republic.

In the event the timely start of implementation of certain programmes is at risk, the NFP will prepare a proposed solution for discussion with the FMO and FMC/NMFA.

Risk analysis and working with risk:

The National Focal Point monitors problems – risks – at a national and programme level through risk analyses and regular updates (for more details see sub-Chapter 2.1.3). The results of the risk analyses of programmes whose Operator is the Ministry of Finance, were discussed together with the Programme Partners in mid-November 2013 at a training session for the EEA/N Grants at Rokytnice nad Jizerou. Significant programme risks, and in particular bilateral risks, are also discussed with Programme Partners from the donor states within the framework of the Cooperation Committee.

It should be noted that the period preceding programme approval by the donors and the process of responding to additional questions by the FMO/donors and, even the signature of Programme Agreements, has been disproportionately long compared to the time originally forecasted by the NFP – the NFP considers the main reasons for this to be the following facts:

- 1) Transfer from a project to a programme model introduced for FM2 by the donors
- 2) The management capacity and quality of all stakeholders – donors, FMO, NFP, Operators (partners) – has been overloaded

- 3) On the Czech side, there is an impact from restrictive measures in the public administration – limited numbers of staff contributing to programme preparation
- 4) A lengthy process to find consensus between expectations and requirements on the part of the donors and the options available to the Czech side
- 5) Establishing cooperation with the FMO and individual programme managers, the role, competences and responsibilities set out in the Regulation are seen as one of the problems by the NFP and in many cases the mutual cooperation between the FMO and NFP/PO cannot be considered to be effective – consultations are not carried out at a personal level, there is little understanding of the environment existing in the CR and its real possibilities.

The fact that the donors have not responded to in total three requests by the NFP to extend selected programmes in the Czech Republic, while extending the science and research programme at their sole discretion, appears not have been much thought-out, and it is difficult for the NFP to explain the different approach of donors to individual areas – science and research vs. environmental research, the area of CCS, the length of time needed to reconstruct cultural monuments, etc. both to the professional public and to the programme partners. It should be noted that the PO/PP expected, also given the interest of the DPP in these programmes, that the Donors would give their consent to the extension of the period of eligibility of selected programmes.

#### Recommendations:

By taking into account experience of the NFP from the Swiss – Czech Cooperation Programme, it would be very effective to create an action group composed of representatives of the Norwegian Embassy and the NFP in order to discuss and solve effectively, quickly and in a flexible way issues which will come up during next phases of implementation of programmes (e.g. adjustment, alternation, extension of individual projects). The creation of such a body is still relevant because the actual implementation has not yet began, and in most programmes the next step will be selection and evaluation process that reveals the reality of programmes, compared to the assumptions given in the Programme Agreements. The establishment of an action group would obviously help to provide a better understanding and reflection of the local environment, requirements and needs of the Czech Republic and significantly contribute to finding effective, efficient and timely solutions that are often complicated and lengthy to be reached only through written communication.

## 6 ANNEXES TO THE STRATEGIC REPORT

Given the status of approval of programme proposals, only the relevant Annexes to the *2nd Strategic Report* are listed:

<b><i>Annex 1</i></b>	Status of the programmes
<b><i>Annex 2</i></b>	List of initiatives supported from the Fund for bilateral cooperation at national level
<b><i>Annex 3</i></b>	Risk analysis at national level
<b><i>Annex 4</i></b>	Risk analysis at programme level
<b><i>Annex 5</i></b>	Monitoring plan for 2014
<b><i>Annex 6</i></b>	Communication plan for 2014

## ANNEX 1 – STATUS OF THE PROGRAMMES

### EEA GRANTS ; NORWAY GRANTS

<b>Programme CZ01</b>	<b>Technical Assistance and Fund for bilateral relations at national level</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Open Call within the Fund for bilateral relations at national level will continue in 2014 until the fund is used up. Internal guideline for the programme CZ01 will be amended.</i>
<b>progress towards expected outcomes of programme</b>	<i>Described in the Strategic Reports part 2.2</i>
<b>Programme outputs achieved</b>	<i>Described in the Strategic Reports part 2.2</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>Described in the Strategic Reports part 2.2.4</i>
<b>major deviations from plan (programme proposal)</b>	<i>The programme continues in line with the plan.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>The National Focal Point asked the donors for reallocation from the programme CZ14.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>not relevant</i>

<b>Programme CZ02</b>	<b>Biodiversity and Ecosystem Services / Environmental Monitoring and Integrated Planning and Control / Adaptation to the Climate Change</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Programme CZ02 was approved on April 22, 2013 and the Programme Agreement signed on January 2014. No open calls within the programme were launched in 2013 as no projects have been selected.</i>
<b>progress towards expected outcomes of programme</b>	<i>There has been no progress towards the expected programme outcomes since the Programme was approved and no projects have been realized. Due to delay of the programme implementation the project realization will start approx. two years later than originally planned.</i>
<b>Programme outputs achieved</b>	<i>The PDP and SGS within the programme are being uploaded to the electronic information system of the Programme Operator (IS CEDR). No open calls for projects have been launched so far.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>The Programme Operator together with the Programme Partner made a risk analysis to eliminate possible risks and find suitable source of solution if necessary. The time risk belongs to the most significant risks as it also influences all</i>

	<i>other risks.</i>
<b>major deviations from plan (programme proposal)</b>	<i>Due to delay with signing the Programme Agreement, the programme implementation and open calls will start in the first quarter of 2014. No changes in the programme have been realised so far.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>According to the situation mentioned above, programme is delayed, some need for adjustments will be necessary in future. The situation might influence the achievement of all programme outcomes, outputs and indicators which can be reached only through realization of projects. The possible risks connected to the programme implementation phase will be eliminated by risk analysis made in cooperation of the Programme Operator and the Programme Partner.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>Match-making seminar within the Bilateral Fund at programme level – measure “A” will be organised in January 2014. Realisation of initiatives financed from the Bilateral Fund at programme level – measure “B” will not start earlier than projects are selected, which will be at the end of 2014 or at the beginning of 2015.</i>

<b>Programme CZ03</b>	<b>NGO Programme</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Czech NGO Programme was approved on 24 June 2013. There was no Call for Proposal (the launch of the 1st Call for Proposals is planned for 20 January 2014). In September Programme Launching Conference took place in Prague (70 NGO representatives, experts and stakeholders with the interest in the NGO Programme).</i>
<b>progress towards expected outcomes of programme</b>	<i>There has been no progress towards expected outcome of programme yet due to delay in the programme implementation. No projects were selected in 2013 as there was no Call for Proposal.</i>
<b>Programme outputs achieved</b>	<i>No programme outputs have been achieved yet as no projects were selected in 2013. The NGO Programme was approved on 24 June 2013, the PA was signed on 31 October 2013 and prior to the launch of any call for proposals, the consecutive legal documents need to be signed, such as the Memorandum on Implementation of the PRG CZ03 (January 2014) and Decision on Subsidy (January 2014).</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>High importance is attributed only to the time risk dealing with possible delays in commitment and disbursement of funds. The risk became increasingly important during 2013 in connection with significant postponement of the Programme approval. Other risks worth mentioning are adoption of the new Civil Code and lack of entities from donor states being able or willing to join in a partnership with Czech NGOs.</i>
<b>major deviations from plan</b>	<i>There are only minor deviations from the plan (programme</i>

<b>(programme proposal)</b>	<i>proposal): (1) reduction of the number of Calls for Proposal, (2) reduction of maximum duration of the projects and (3) delay in implementation compared to the original timeline.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>The aforementioned time risk dealing with possible delays has been addressed, to a large extent, by adopting necessary changes in the Programme set-up. The PO requested in November 2013 reducing the number of calls from 3 to 2 and the maximum duration of the projects from 24 months to 21 months. NFP supported request for modification in PRG CZ03 as justified and reasonable and the modification was approved by the PAG on 18 December 2013.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>There has been no use of funds for bilateral relations at programme level as no CfP was announced in 2013. In 2014 the applicants will have the opportunity to receive funds from the Fund through two forms of aid:</i> <i>1. Small grants to implement independent micro projects</i> <i>2. Aid for bilateral cooperation within the NGO Fund projects.</i>

<b>Programme CZ04</b>	<b>Children and Youth at Risk</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Programme was approved on 26 April 2013. The Programme agreement was signed on 31 October 2013. The administrative procedure related to signing of the Programme Agreement, issuance of national implementation documentation and also the preparation and submission of text for calls and update of pre-defined project, however, did not allow for official launching of the Programme until the end of 2013.</i>
<b>progress towards expected outcomes of programme</b>	<i>There have been no outcomes of the Programme as it is in its initial, mostly administrative phase.</i>
<b>Programme outputs achieved</b>	<i>Not applicable.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>The main risks include the setup of the programme implementation system, where not all implementation documents have been issued by the end of the monitored period, and related time delay in the Programme implementation. Other risk related to Programme include: the relatively complex structure of the PRG, absorption capacity of the PRG and legislative change. Mitigation measures were identified and will be adopted.</i>
<b>major deviations from plan (programme proposal)</b>	<i>In 2013 the Programme was not launched and projects not selected due to delays in the approval of the Programme.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>The Programme Operator did not modify the Programme in the reporting period. However, the wording of one indicator was altered compared to the approved version of the Programme Agreement in DORIS.</i> <i>No other changes have been submitted. The mitigation measures include accelerated approval procedures and all</i>



	<i>steps leading to the launch of the Programme.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>Since the approval of the Programme, no significant progress was made in terms of bilateral relations – all the parties eagerly await the launch of the programme.</i>

<b>Programme CZ05</b>	<b>National, Regional and Local Initiatives to Reduce Inter-group Inequalities and to Promote Social Inclusion</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Programme agreement was signed on 31 October 2013. The proposal for the PDP was being finalized by the end of 2013 to be submitted in the Programme Operator's information system CEDR. Otherwise, little activity was recorded as the delays in approval and submission was mainly caused by elaboration of Manuals and setting up of information systems.</i>
<b>progress towards expected outcomes of programme</b>	<i>The Programme is in its initial, mostly administrative phase, thus, no specific progress towards the outcomes was achieved.</i>
<b>Programme outputs achieved</b>	<i>Not applicable.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>The main risks include the Setup of the programme implementation system, where not all implementation documents have been issued by the end of the monitored period, and related to possible Time delay in the Programme implementation. The Programme, however, belongs to the least risky programmes in the Czech Republic.</i>
<b>major deviations from plan (programme proposal)</b>	<i>Not applicable.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>No changes were considered, except the fact that delays in the approval of the Programme/PDP shortened the time for actual implementation.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>So far no additional bilateral contact workshops or events were organized as a part of the Programme, since the Programme has not been launched yet. Nevertheless, the project partner participated in a number of bilateral events while preparing the pre-defined project.</i>

<b>Programme CZ06</b>	<b>Cultural Heritage and Contemporary Arts</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The programme CZ06 was approved on 22 April 2013 and the Programme Agreement was signed on 31 October 2013. No open calls for proposals within both Programme Areas 16 and 17 were launched till the end of the reporting period and no projects (incl. PDPs) have been realized so far.</i>
<b>progress towards expected outcomes of programme</b>	<i>There has been no progress towards the expected programme outcomes during the year 2013 as no projects (incl. PDPs) were realized during this period. Open calls for proposals within both Programme Areas 16 and 17 are expected to be</i>

	<i>launched in early 2014.</i>
<b>Programme outputs achieved</b>	<i>Both pre-defined projects – Digital Restoration of Czech Film Heritage (PDP 1) and Industrial Heritage (PDP 2) – were in the stage of finalization in line with the approved Programme Proposal at the end of year 2013. Verification of the pre-defined projects by the Programme Operator will follow in the next year.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>Time risk belongs to the most significant risks as it also influences all other risks such as e.g. bilateral risk and programme absorption capacity. Shortened time for projects realization might have a bad impact on results quality.</i>
<b>major deviations from plan (programme proposal)</b>	<i>With regard to the shortened programme implementation it came to reduction of number of call for proposals within the PA 16 compared to the approved Programme Proposal. There will be just one call for proposals in the PA 16 which is expected to be launched in early 2014 in line with the signed Programme Agreement.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>The programme had to be adjusted (reduction of open calls) due to initial delay in its approval and also a delay caused by notification of state aid to the European Commission. The PO and the PP strive for immediate publishing of open calls and start of PDPs realization. Ensuring a proper publicity on the websites of PO and PP is an essential step in mitigating a bilateral risk.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>Altogether with the DPP the Programme Partner started preparing a contact seminar within PA 16 and 17 (Bilateral Fund at Programme Level – measure A). The contact seminar for potential partners shall take place in the Czech Republic on 6 February 2014. Programme Operator also finishes Guidelines for applicants and promoters within Bilateral Fund at Programme Level – measure B.</i>

<b>Programme CZ07</b>	<b>Bilateral Scholarship Programme</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Programme was approved on 31 May 2013; the PA has been signed in February 2014. In course of 2013, the PO adjusted the implementation scheme according to NCU/FMO requirements, prepared a new database for applications, developed the Guide for Applicants and Beneficiaries and other necessary documentation, and encouraged the potential applicants to the future co-operation via information seminars, directed advice and bilateral negotiations in CR and in Donor states.</i>
<b>progress towards expected outcomes of programme</b>	<i>No progress towards the expected programme outcomes can be reported yet since the Programme was in its preparatory phase in 2013. The launch of the 1<sup>st</sup> Call for applications is expected in February 2014.</i>

<b>Programme outputs achieved</b>	<i>No progress towards the planned outputs can be reported yet. After the 1<sup>st</sup> Call completion (in mid 2014) the projects shall start immediately and first achievements will be reported in the next Strategic Report.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>The main risk consists in the absorption capacity of the Programme. Due to the delay at the start of implementation in the Czech Republic the limited capacity of institutions in Donor states for co-operation can be exhausted by applicants from other beneficiary states involved. Also the simultaneous launch of the Erasmus+ Programme can affect the CZ07 efficiency. As a result, the target values of indicators may not be achieved. The PO applies proper planning, up-to-date IT tools and media and close co-operation with the DPPs to mitigate the threat. Also synergy with the CZ09 Bilateral Research Cooperation Programme is being strengthened (CZ07 representatives promoted the Scholarship PRG at the CZ09 Programme Committee meeting on 9/5/2013).</i>
<b>major deviations from plan (programme proposal)</b>	<i>The Programme is just being launched (1<sup>st</sup> Call on 17 February 2014), i.e. the start of implementation is delayed by about 1.5 years (compared to the FPP). However, the Programme schedule is updated and well-adjusted to the shortened implementation period.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>The structure of calls (number, allocation) has been adjusted to optimize the start delay recuperation and to allocate the funds properly. The risk of poor absorption capacity at the Donor states institutions caused by partnerships established earlier with other beneficiary states is being mitigated by intensive cooperation with the DPPs and by targeted negotiations. A communication risk can be relevant due to the fact that the CZ07 PO (MoEYS) differs from the operator of other 10 programmes in the CR (i.e. MoF who acts also in the NFP role). At the national level the communication strategies and methods are set in an effective manner, the communication channels are smooth and well proven from the previous programming period.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>The PO budgeted 1.5% of the eligible expenditure of the Programme for the fund for bilateral relations, which shall be spent for preparatory visits (grant applicants) and PO activities (seminars, contact events). The three Donor programme partners (SIU, AIBA, RANNIS) actively participated at the Cooperation Committee meetings (held on 26/1/2012, 27/6/2012 and 30/8/2013) and in preparation of the Call as well as the regranting scheme set-up. Two conferences and one workshop were organized aimed at joint effort towards Programme goals. The PO and DPPs jointly participated at the workshop on indicators for Scholarship programmes (17 April 2013 in Brussels) and</i>

	<i>EEA/Norway Grants Conference for Scholarships (5-6 June 2013 in Bergen), EEA/Grants meeting (15-17 October 2013 in Lichtenstein).</i>
--	--

<b>Programme CZ08</b>	<b>Pilot studies and surveys on CCS technology</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The CZ08 Programme was approved on 20 August 2013 and the PA was signed on 13 February 2014, the Partnership Declaration between the PO (MoF) and the PP (MoE) will be signed in February 2014. The Programme has not started yet; the open call for applications is planned for March 2014.</i>
<b>progress towards expected outcomes of programme</b>	<i>No progress towards the expected programme outcomes can be reported yet since the Programme was mainly in its preparatory phase in 2013 and the implementation will be launched in 2014.</i>
<b>Programme outputs achieved</b>	<i>No progress towards the expected outputs can be reported yet since the Programme will start in 2014 by launch of the open call for project applications (1Q 2014)</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>The main potential risk consists in the time delay at the start of the PRG (by about 1 year compared to the FPP), thus the implementation period for research activities is very tight and the threat of non-achievement of all objectives is identified. Moreover, a specific PRG risk is relevant - the future projects shall contribute to quite different outcomes (raising awareness, research in capture, transport and storage of CCS) and so the PRG absorption capacity is not clear (very different subjects can be involved).</i>
<b>major deviations from plan (programme proposal)</b>	<i>The Programme implementation is delayed at the start (about 1 year) due to administrative load in the preparatory phase, including resolving the state aid matter. The approved FPP shall be kept also in the implementation phase, i.e. the projects shall be submitted via a permanent open call (launched in 1Q 2014) and both PRG outcomes shall be covered.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>In this phase, no adjustments are expected. The FPP /PA has been finalised, approved and signed in its updated form. The risks were properly identified and evaluated; the main risk is the absorption capacity with respect to the two necessary PRG outcomes and to the time delay (not enough time for research projects to achieve the outputs). The risks are monitored and controlled by the PO with support of the NFP, too.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>The CZ 08 sets aside 1.5% of the total PRG budget (105.500 EUR) for the fund for bilateral relations. The funds will be made available through the on-going open call to the applicants / beneficiaries and will serve for networking, exchange, sharing and transfer of knowledge, technology and experience between the PPs and entities in Norway (Measure B).</i>

<b>Programme CZ09</b>	<b>Research Support Fund</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The CZ09 Programme was approved on 25 February 2013 and the PA was signed on 31 October 2013. The NFP (MoF) delegated the PO obligations/rights to the MoEYS via Memorandum on Implementation on 26 November 2013. - All necessary PRG documentation including the Guide for Evaluators and Guide for applicants were completed and approved by the NFP/FMO. The Open Call for project proposals was launched on 29/11/2013 (open till 3/2/2014). The proposals will be processed till mid-2014; the selected projects can start in the 2<sup>nd</sup> half of 2014. - The Programme Committee has been established and met twice in 2013 (on 4/4/2013 and 9/5/2013) under attendance of the DPP (Research Council of Norway), representatives of the Norwegian Embassy in Prague and the NFP.</i>
<b>progress towards expected outcomes of programme</b>	<i>No progress towards the expected programme outcomes can be reported yet since the Programme was mainly in its preparatory phase in 2013. The 1<sup>st</sup> Call for project proposals was announced on 29 November 2013 (deadline 3 Feb 2014).</i>
<b>Programme outputs achieved</b>	<i>No progress towards the planned outputs can be reported yet. After the 1<sup>st</sup> Call completion and processing the proposals (in mid 2014) the projects shall start immediately and first achievements will be reported in the next Strategic Report.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>Any potential risks are well described and evaluated (under monitoring of the NFP), and the risk management system was set as a flexible tool to control any threats. The main risks are the management structure (which was established and is fully functional) and staffing (the management team is consolidated and operational, able to absorb the expected huge overflow of project proposals). Both risks are low and fully under control.</i>
<b>major deviations from plan (programme proposal)</b>	<i>The launch of the CZ09 is delayed by about 1 year (compared to the FPP) due to administrative load in the preparatory phase. The regranting means are therefore concentrated into the 1<sup>st</sup> Call; the 2<sup>nd</sup> one will be optional only (in contrary to the FPP). The implementation period has been extended by one year, till 30/4/2017 (valid for all Research Programmes in beneficiary states).</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>The implementation of the CZ09 is extended by 1 year (till 30/4/2017), only one open Call for project proposals is expected, the second one will be only optional in case the regranting means are not spent. The risks are low; no specific measures have to be applied for mitigation. The current risk management and control system is set well and the risks are monitored by the PO and the NFP.</i>

<b>the use of funds for bilateral relations at programme level</b>	<i>The PO budgeted 220 588 EUR for the fund for bilateral relations, which shall support search for obligatory project partners/ developing project applications (Measure I. - 132 353 EUR) and capacity building activities, networking and sharing best practices between Project Promoters and entities in Norway (Measure II. - 88 235 EUR). In the initial phase, the bilateral activities focused on communication between the PO and the DPP (Research Council of Norway) via e-mails, phone calls, regular meetings, bilateral exchange of experience, and workshops. A Programme webpage has been established both in Czech and English, the DPP participated at the Launch Conference (21/5/2013), match-making event (30-31/5/2013), info days (5/4/2013, 12/4/2013, 2/5/2013), PRG presentation at "Norská zima v Liberci" organized by the Norwegian embassy in Liberec (11/12/2013), the international meeting of POs and DPPs on 19-20/11/2013 in Warsaw.</i>
--	--

<b>Programme CZ10</b>	<b>Capacity Building and Institutional Cooperation with Norwegian public institutions, local and regional authorities</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>Programme implementation did not start in 2013 as the programme was not approved till end of the year.</i>
<b>progress towards expected outcomes of programme</b>	<i>There was no progress in the programme implementation in 2013.</i>
<b>Programme outputs achieved</b>	<i>No outputs were achieved. Programme did not start in 2013.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>The most significant is the time risk due to considerable delay in the programme implementation. With respect to period of eligibility of expenditures in the project, there will be only limited time for the realization of the programme (1 PDP) outcomes.</i>
<b>major deviations from plan (programme proposal)</b>	<i>Major deviations from plan are brought about by significant delay in the process of programme approval.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>Currently, there is no need for adjustment. The aforementioned time risk is slightly mitigated by only limited scope of project activities and relatively small allocation of funds.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>There was no use of funds for bilateral relations at programme level yet as the programme did not start in 2013.</i>

<b>Programme CZ11</b>	<b>Public Health Initiatives</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>PRG was approved on April, 8 2013 and PA was signed on October 31, 2013. Two conferences were held: 1) in May in Oslo and 2) in August. No calls were announced in 2013.</i>
<b>progress towards expected</b>	<i>Due to the fact, that the Programme is currently in the phase</i>



<b>outcomes of programme</b>	<i>prior to calls announcement, no outcomes have been met yet.</i>
<b>Programme outputs achieved</b>	<i>Outputs will be reached through the implementation of particular projects. There were no projects implemented in year 2013, thus there was no progress regarding this area.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>Reduction of the grant size does not necessarily increase the number of applications. The ensuing risk might be receiving too few applications, because applicants tend to be interested in larger projects. It may also limit the potential of projects to provide the outputs and contribute to the outcomes of the Programme and the potential of recruiting Norwegian partners. Reductions in grant amounts may lead to greater number of projects. Therefore, the greater number of smaller projects may put a heavier burden on the PO or the Ministry of Health (or both) regarding administration. The PO and the PP reassured the DPP that they would take all possible measures to mitigate the above mentioned risks.</i>
<b>major deviations from plan (programme proposal)</b>	<i>There are no major deviations from the plan but there were certain modifications due to the limited time for the whole programme implementation with regard to delay of the programme start. The announcement of the first open call in the Programme (within Activity II) was originally planned in the programme proposal for the third quarter of 2013. The actual launch of the first call is now postponed to March 2014.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>There were modifications in Annex I and Annex II related to the minimum and maximum limits for grants amount of projects within the open calls and sub-projects within the Small Grant schemes (SGSs) as well as reduction of number of calls within the SGSs. The proposed modifications were due to the limited time for the whole programme implementation with regard to delay of the programme start. Request modifications were approved on December 19, 2013 by the FMO.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>Due to the forthcoming program calls the Contact seminar will be held for the eligible applicants on the March 18, 2014. Contact seminar is aimed at finding partners for the preparation and implementation of projects / sub-projects which are going to be implemented within the planned open call No. 1- psychiatric care, call No. 2 – Child Care and calls for Small Grant Schemes 1- Psychiatric care and 2- child care. Contact seminar is realized by the Fund for bilateral cooperation at the program level, Measure A.</i>

<b>Programme CZ12</b>	<b>Mainstreaming of Gender Equality and Promotion of Work-Life Balance / Domestic and Gender-based Violence</b>
<b>overall progress - Programme implementation (incl. projects)</b>	<i>The programme CZ 12 was approved on June 20<sup>th</sup>, 2013. There was no Call for Proposal (the launch of the 1st Call for</i>

implementation)	<i>Proposals is planned for beginning of January 2014). On September 9<sup>th</sup>, the PO held the opening conference, introductory contact seminar, information seminar for applicants (attended by 117 persons) and press conference.</i>
progress towards expected outcomes of programme	<i>There has been no progress towards expected outcome of programme yet due to delay in the programme implementation. No projects were selected in 2013 as there was no Call for Proposal.</i>
Programme outputs achieved	<i>In 2013, there was no call for proposals within the frame of open calls or small grant scheme in the programme CZ 12 and therefore no projects were selected or realized. <b>The PA was signed as late as on 6 December 2013.</b> PO could not launch the calls for proposals, because the process of preparation and signing all the relevant programme agreements and documents was not finished till the end of 2013. The documents between NFP and PO (such as Memorandum or Programme Implementation Agreement) are expected to be signed in the beginning of January 2014.</i>
potential risks that may threaten the achievement of the objectives set out in the Programmes	<i>The main risk is the delay in the implementation of the programme. The delay has a negative impact on following: expected sources for NGOs projects are not available yet (impact on the sustainability of NGOs), the period for project implementation is shorter while the amount of grant at open call is rather high (above 250 000 Euro). It might become difficult for the applicants to prepare the projects of demanded amount in shortened period of their implementation. This might cause that the applicants won't have enough time to prepare as well as implement quality and high impact projects and thus decrease concerns of many applicants. The capacity of possible Norwegian partners for the Czech project promoters might be run out (because of current partnerships from other Beneficiary States that have already opened the programmes and its bilateral funds).</i>
major deviations from plan (programme proposal)	<i>Except for Programme implementation delay there has been no other major deviations from plan so far.</i>
the need for adjustments of programme plans, including actions for risk mitigation	<i>Currently, there is no need for adjustment of programme plans. To mitigate aforementioned risks the PO made these steps in 2013: 1) The Manual for applicants and project promoters is prepared properly and in detail to give as much information how to apply as possible; 2) All calls for proposals (for the open call and within the small grant scheme) have been already approved by NFP and FMO; 3) In 2013, one seminar for applicants took place and other 2-3 are planned in 2014 (January- February); 4) The information campaign has already started in 2013, i.e. launch of the programme websites, leaflets and some articles.</i>
the use of funds for bilateral	<i>There has been no use of funds for bilateral relations at</i>



<b>relations at programme level</b>	<i>programme level yet. The presentation of the Fund for Bilateral Relations and of the opportunities for Czech organisations was the part of the information seminar for the potential applicants that took place after the introductory contact seminar. The basic information about the Fund is available on the programme website. The ongoing call for proposals of the Fund for Bilateral Relations will be communicated to the same extent and the same day as the other calls for proposals.</i>
-------------------------------------	--

<b>Programme CZ13</b>	<b>Domestic and Gender-based Violence / Mainstreaming of Gender Equality and Promotion of Work-Life Balance</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Programme was approved on 1 February 2013 and the PA was signed on 31 October 2013, thus the PRG was mainly in its preparatory phase during the 2013. In late 2013 the MoLSA started submission of the only PDP proposal) via the IT CEDR system (by 2/2014). The PDP shall be launched in 2Q 2014.</i>
<b>progress towards expected outcomes of programme</b>	<i>No deliverables regarding Programme outcomes can be reported as the implementation has not started yet. The only PDP is being submitted for approval and will be launched in 2014.</i>
<b>Programme outputs achieved</b>	<i>No outputs can be reported yet; the PDP will be launched in mid-2014. The PDP Promoter has found a donor state project partner - the Norwegian NGO Alternative to Violence - and signed the Partnership Declaration (Dec 2013).</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>No essential risks were identified nor presumed. The PO established a sound risk management system. The operational risks include difficulties in the management/control structure, which is very low (only one PDP); The PO is provided by an IT system (CEDR) for effective administration of projects, communication monitoring/ reporting and archiving. No problems are envisaged in the future. The risks potentially presumed in the bilateral cooperation are also not high. The PDP Promoter has found a donor project partner (Norwegian NGO Alternative to Violence), the partnership was successfully established (the Declaration of Partnership signed in Dec 2013) and the involvement of the partner will be beneficial but not of capital importance.</i>
<b>major deviations from plan (programme proposal)</b>	<i>The Programme is delayed by about 1.5 year regarding the original schedule in the FPP; however, the implementation period is still sufficient for achieving the results. No other deviations from the plan.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>Compared with the FPP, the PDP will be launched in mid 2014 (by 1.5 year later) due to administrative load in the preparatory phase of the Programme. The implementation period is still sufficient.</i>

<b>the use of funds for bilateral relations at programme level</b>	<i>The funds for bilateral relations at PRG level will be utilized for the purpose of the only PDP. At the PDP level, the Norwegian project partner has been found (Alternative to Violence NGO), Partnership Declaration has been signed in December 2013. - Beyond the PDP the Promoter together with the Norwegian project partner organized a side event at the 57<sup>th</sup> Commission on the Status of Women session in March 2013 in New York as its priority theme was the Elimination and prevention of all forms of violence against women and girls (the trip was covered by means from the Fund for bilateral relations at national level).</i>
--	--

<b>Programme CZ14</b>	<b>Schengen Cooperation and Fight Against Cross-border and Organized Crime, including Illicit Trafficking and Itinerant Criminal Groups</b>
<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Programme CZ14 was approved on December 19, 2013. The Programme Agreement has not been signed yet.</i>
<b>progress towards expected outcomes of programme</b>	<i>Due to the fact, that the Programme was approved just recently, there has been no progress towards the expected outcomes.</i>
<b>Programme outputs achieved</b>	<i>Due to the fact, that the Programme was approved just recently, there have been no achievements in outputs.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>According to the latest risk analysis, set-up of the Programme implementation system (guidelines, manuals, etc.) and complications related to procurements were identified as the main risks.</i>
<b>major deviations from plan (programme proposal)</b>	<i>The programme was extended to include the 6<sup>th</sup> PDP focusing on improvement of cooperation between the law enforcement authorities and general public, especially minority groups. An initial allocation of the Programme was decreased for savings (EUR 765 817) which were results of a review of the Programme Proposal. However, the revised Programme fully reflects the objectives to be achieved.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>To move forward in the implementation of the Programme, firstly, the Programme Agreement has to be approved. Meanwhile it is necessary to work on manuals and guidelines as well as on preparation of PDP applications.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>Any bilateral meetings have not yet been organized since the fund for bilateral relations will be used after PDPs are approved.</i>

<b>Programme CZ15</b>	<b>Capacity Building and Cooperation in Justice / Correctional Services including Non-custodial Sanctions</b>
-----------------------	---

<b>overall progress - Programme implementation (incl. projects implementation)</b>	<i>The Programme Agreement was signed on 31 October 2013. In December 2013, representatives of PDPs no. 1 – 3 were officially requested to submit project applications for verification. It is expected that representatives of PDPs no. 4 – 7 will be requested to submit applications within 1Q/2014.</i>
<b>progress towards expected outcomes of programme</b>	<i>The Programme implementation was started in the 4Q/2013 and the representatives of PDPs started preparing project applications. There was no progress towards the expected Programme outcomes.</i>
<b>Programme outputs achieved</b>	<i>With respect to the stage of Programme implementation no achievements in outputs can be reported.</i>
<b>potential risks that may threaten the achievement of the objectives set out in the Programmes</b>	<i>The NFP in cooperation with the Programme Partner elaborated a risk analysis towards the end of 2013. The time delay in the Programme implementation and set-up of the Programme implementation system were identified as the main current risks.</i>
<b>major deviations from plan (programme proposal)</b>	<i>As regards the substantive content of the Programme, no deviations have been identified so far. As for the timing, the Programme implementation has been delayed and this fact must be taken into account mainly during preparation of the PDPs schedules.</i>
<b>the need for adjustments of programme plans, including actions for risk mitigation</b>	<i>With regard to the overall delay in Programme preparation and implementation, following mitigating actions are deemed necessary: immediate finalisation of all necessary manuals and guidelines by the PO as well as drafting and submission of good quality PDP applications with realistic schedules.</i>
<b>the use of funds for bilateral relations at programme level</b>	<i>PO issued Guidelines for Bilateral Fund at Programme Level – Measure A with delegated power to the Programme Partner. The Programme Partner was responsible for the operation of the BFA. Two initiatives were realised in 2013: Contact seminar with possible project partners in Prague (13– 15 August 2013) and Working group meeting in Oslo (21 – 23 October 2013).</i>

## ANNEX 2 – LIST OF INITIATIVES SUPPORTED BY THE FUND FOR BILATERAL COOPERATION AT NATIONAL LEVEL

Initiative number	Initiative name	Initiative type	Partner institution from the donor state
1	Joint attendance of the 57 <sup>th</sup> Meeting of the UN Committee on the Status of Women, and the organisation of a side-event “Experience with the implementation of Action Plans to prevent domestic and gender-based violence: exchange of best practices”, New York, 3.3.1013- 8.3.2013	Participation in educational events – Conferences/seminars/courses/workshops/working meetings/study tours	Alternativ til Vold –research centre -Norway
2	Participation of representatives of CIC/NAEP at seminars organised by the Financial Mechanism Office, Brussels, 17.4. 2013	Participation in educational events – Conferences/seminars/courses/workshops/working meetings/study tours	SIU organisation -Norway, RANNIS and AIBA
3	Preparation of a project to analyse isotopic pollution of the Arctic and Sub-Artic regions, Iceland and Norway, June, August	Participation in educational events – Conferences/seminars/courses/workshops/working meetings/study tours	Agricultural University of Iceland, Bioforsk Svanhovd research station - Norway
4	Czech-Norwegian conference on partnership cooperation in sociological research, Prague, 10.6.2013 -11.6.2013	Organisation of educational events – Conferences/seminars/courses/workshops/working meetings/study tours	ARENA Centre for European studies – Oslo University, Secure-NOK AS- Stavanger, Bergen University, Peace Reasearch Institute Oslo, Norwegian Institute for Urban and Regional Research, University of Tromso, Fsfo Institute for labour and social research
5	Participation in educational events – Conferences/seminars/courses/workshops/working meetings/study tours, Norway, 31.5.2013-9.6.2013 a	Participation in educational events – Conferences/seminars/courses/workshops/working meetings/study tours	Hans Borli Selskapet- Norway

3rd Strategic Report – 2013/2014

	31.5.2013-30.10.2013	Cost of external services  Feasibility studies/Analyses  Promotional and information initiatives	
6	Participation of representatives from CIC/NAEP and MEYS at conferences organised by partners from the donor states, Bergen, 5.6 -7.6..2013	Participation in educational events – Conferences/seminars/courses/workshops/working meetings/study tours	SIU organisation -Norway
7	Seminar to support cooperation of administrative authorities from the Czech Republic and Norway, Prachatice, 4.9.2013-6.9.2013	Organisation of educational events – Conferences/seminars/courses/workshops/working meetings	Norwegian Association of Local and Regional Authorities (KS – Kommunenes Sentralforbund)
8	Programme CZ09 Bilateral cooperation in research: Biotechnological use of microalgae for the production of bioactive compounds with high added value, Tromso, 17.7. 2013 - 30.9.2013	Participation in educational events – Conferences/seminars/courses/workshops/working meetings/study tours Cost of external services	Tromso University, Bioforsk research institution, Trondheim University, Oslo University, Marine Life research institution and Finn fjord
9	Horizons of multi- and interdisciplinarity: the possibility of creating a research network of the history of science and technology, Prague, 4.11.2013 - 5.11.2013	Organisation of educational events – Conferences/seminars/courses/workshops/working meetings	Oslo University - Norway
10	Transferring Norwegian know-how in the area of economics and law in the fight against corruption, Prague and Norway, 30.10.2013 - 9.11.2013	Participation in educational events – Conferences/seminars/courses/workshops/working meetings/study tours Organisation of educational events – Conferences/seminars/courses/workshops/working meetings	Bergen University - Norway

11	Working meeting of the project team: North of Paradise project, Prague 22.11.2013 - 23.11.2013	Organisation of educational events – Conferences/seminars/courses/workshops/working meetings	4 representatives from donor countries: 2 from Norway and 2 from Iceland
----	--	--	--

**ANNEX 3 – RISK ANALYSIS AT NATIONAL LEVEL (UPDATED TO 31.12.2013)**

Risk		Impact (I)	Likelihood (L)	Significance (I*L)	Comments on the likelihood and significance	Comments on risk minimisation
1	Pre-financing from the state budget	4	2	8	Pre-financing from the state budget is only required to cover programme management costs and also for projects implemented by institutions connected to the state budget (subsidised organisations, state organisational units), pre-financing is provided for 2014, with the outlook for 2015 and 2016.	<ul style="list-style-type: none"> <li>- regular inclusion of pre-financing in the state budget</li> <li>- NFP to check that all programmes implemented by public institutions have pre-financing for their programmes and projects</li> </ul>
2	Co-financing from the state budget	3	3	9	Two programmes, CZ07 and CZ09, are co-financed from the state budget, both programmes have resources budgeted for 2014 and an outlook for 2015 and 2016.	<ul style="list-style-type: none"> <li>- regular budgeting of co-financing in the state budget</li> <li>- NFP to check that co-financing has been arranged for both programmes</li> </ul>
3	Management and control system, in accordance with the Regulation	5	2	10	The management and control system at national level was approved by the Audit Authority (AA) and the FMO in 2012, since which time no audits have been carried out by the AA. Subsequent preparation of detailed manuals by the CA, AA and NFP has been taking place.	<ul style="list-style-type: none"> <li>- regular audits by the AA</li> <li>- regular updates to the Management and Control System by the NFP</li> </ul>
4	Establishing an implementation system for EEA/N2 at national level	4	3	12	At national level, essentially only manuals are issued.	<ul style="list-style-type: none"> <li>- regular updates to all important manuals and guidelines at national level</li> </ul>
5	Communication between institutions at national level	3	2	6	A system of communications between the PO and NFP/CA/AA is established on the basis of the NFP Guidelines for Programme Operators	<ul style="list-style-type: none"> <li>- establishing a system of mutual information via emails, meetings, etc.</li> <li>- regular communication between the NFP, CA, AA and PO</li> </ul>

Risk		Impact (I)	Likelihood (L)	Significance (I*L)	Comments on the likelihood and significance	Comments on risk minimisation
	and Programme Operators				and intensive communication takes place on the preparation of manuals for programmes, as well as discussions on current topics. The NFP and CA attend the launch conferences and an accounting system is being prepared by the CA to monitor compliance with IFR.	
6	Time risk – delays in contracting and the drawdown of funds	5	4	20	Programmes have been approved (apart from CZ10). In certain programmes, where open calls are due to be announced (CZ02, CZ04, CZ06, CZ08, CZ11) there is a risk that the expected programme outcomes will not be achieved and that lower-quality projects will be implemented with a shorter implementation period.	<ul style="list-style-type: none"> <li>- acceleration of stages required for the announcement of programme calls</li> <li>- reduction of the number of programme calls</li> <li>- reduction of the period for announcing calls to a minimum</li> </ul>
7	Risk of exchange rate differences	3	2	6	Exchange rate risks are dealt with at the level of the CA. The CA currently has sufficient funds available to cover exchange rate risks.	- creating reserves on the part of the CA to cover exchange rate risks during the period of implementation of the EEA and Norway Grants
8	Corruption risks	4	2	8	The programme implementation system is transparent – the NFP, CA and AA monitor it through a comments management and control system programme. Project selection is monitored by the NFP (through participation in evaluation committees, on-the-spot checks where necessary), the CA (through the certification of expenditure) and the AA (through programme audits).	- establishing a transparent system and regular monitoring



Risk		Impact (I)	Likelihood (L)	Significance (I*L)	Comments on the likelihood and significance	Comments on risk minimisation
9	Experience of the PO	3	2	6	Most programmes are implemented by institutions with experience of implementing FM EEA/Norway 2004-9 or European Funds, while only one institution, Open Society Fund (PO CZ12) has experience of endowment funds and grant programmes.	- advisory services for organisations that do not have experience with grants from the EEA and Norway Grants
10	Bilateral relations	3	3	9	Many organisations exist in the CR that have contacts with Norwegian institutions and where BFNL initiatives are run in collaboration.	- support for cooperation between Czech and Norwegian organisations under the BFNL through joint initiatives or events organised by the NFP (conferences etc.)

**ANNEX 4 - RISK ANALYSIS AT PROGRAMME LEVEL****EEA GRANTS ; NORWAY GRANTS**

PRG No.	PRG Title	Programme financial allocation	Type of Programme Operator	Programme complexity	Conditions stated in PA	Management and control structures, programme management	Programme implementation set up	Time risk - delay in commitment and disbursement of funds	Programme absorption capacity	Legislation changes	Reports and irregularities within programme	Programme audits/controls	Number of programme partners	Bilateral relations	Information system	Corruption risk	Specific programme risk	Specific programme risk - description	total - programme
<b>CZ01</b>	Technical Assistance + Bilateral fund	6	6	12	3	10	4	10	5	3	8	15	2	9	9	4	9	Reallocation of funds	<b>115</b>
<b>CZ02</b>	Biodiversity & Environmental Monitoring & Climate Change	15	6	15	9	15	16	25	15	3	4	15	6	9	9	4	20	Failure to fulfil indicators	<b>186</b>
<b>CZ03</b>	NGO Programme	12	6	12	6	15	12	25	5	12	4	15	4	9	6	8	12	Project irregularities	<b>163</b>
<b>CZ04</b>	Children and Youth at Risk	9	6	15	12	15	16	20	15	15	4	15	6	9	9	4	9	Unsatisfactory communication with regions and municipalities	<b>179</b>
<b>CZ05</b>	Local and Regional Initiatives - Social Inclusion	3	6	3	9	10	16	15	5	6	4	15	2	3	9	4	9	Non-functional cooperation with other departments	<b>119</b>

PRG No.	PRG Title	Programme financial allocation	Type of Programme Operator	Programme complexity	Conditions stated in PA	Management and control structures, programme management	Programme implementation set up	Time risk - delay in commitment and disbursement of funds	Programme absorption capacity	Legislation changes	Reports and irregularities within programme	Programme audits/controls	Number of programme partners	Bilateral relations	Information system	Corruption risk	Specific programme risk	Specific programme risk - description	total - programme
CZ06	Cultural Heritage and Contemporary Arts	15	6	15	12	15	16	25	15	3	4	15	6	9	9	4	25	State aid	194
CZ07	Scholarship	9	9	9	9	15	12	20	15	3	4	15	6	9	9	4	16	Communication risk	164
CZ08	Pilot studies and surveys on CCS technology	12	6	9	15	15	16	25	20	9	4	15	4	6	9	4	25	Failure to fulfil indicators	194
CZ09	Research Support Fund	15	6	9	9	10	12	10	15	3	4	9	4	6	6	4	25	Personal changes in key positions	147
CZ10	Capacity-building and Institutional Cooperation	3	6	3	15	15	16	15	5	9	4	15	2	9	9	4	9	Change of attitude towards anticorruption strategy	139
CZ11	Public Health Initiatives	15	6	15	9	15	16	20	15	9	4	15	6	9	9	4	12	Programme focus on two different health care areas	179
CZ12	Mainstreaming Gender Equality	9	6	15	9	15	16	25	20	9	4	15	2	12	3	4	20	Decrease in interest of potential applicants	184
CZ13	Domestic and Gender-based Violence	3	6	3	9	15	16	10	10	6	4	15	4	9	9	4	8	Insufficient cooperation with public authorities	131

PRG No.	PRG Title	Programme financial allocation	Type of Programme Operator	Programme complexity	Conditions stated in PA	Management and control structures, programme management	Programme implementation set up	Time risk - delay in commitment and disbursement of funds	Programme absorption capacity	Legislation changes	Reports and irregularities within programme	Programme audits/controls	Number of programme partners	Bilateral relations	Information system	Corruption risk	Specific programme risk	Specific programme risk - description	total - programme
CZ14	Schengen Cooperation and Organised Crime	12	6	6	12	15	16	15	10	6	4	15	8	12	9	4	16	Tender procedures	166
CZ15	Judicial Capacity-building Cooperation; Correctional services, incl Non-custodial sanctions	9	6	6	9	15	16	20	5	6	4	15	6	9	9	4	9	Staff turnover of the PMS	148
<b>Total - risk</b>	x	<b>147</b>	<b>93</b>	<b>147</b>	<b>147</b>	<b>210</b>	<b>216</b>	<b>280</b>	<b>175</b>	<b>102</b>	<b>64</b>	<b>219</b>	<b>68</b>	<b>129</b>	<b>123</b>	<b>64</b>	<b>224</b>		x

Total - risk	Points	Colour
Low	1-120	
Middle	121-225	
High	226-375	

## ANNEX 5 - MONITORING PLAN FOR 2014

Monitoring action	Time period	Note
<b>Reports</b>		
APRs	February 14	Checking and approval of APRS for the programmes – CZ02, CZ04, CZ05, CZ06, CZ07, CZ09, CZ11, CZ12, CZ13 and CZ15
<b>Meetings</b>		
Cooperation Committees	continuously	Participation at Cooperation Committees for the programmes CZ07, CZ09 Participation at Cooperation Committees for the programmes CZ02, CZ06, CZ11 and CZ15 when the NFP is in the role of PO.
Steering Committees of the POs	continuously	Participation at Steering Committees for the program CZ03 Participation at Steering Committees for the programmes CZ02, CZ04, CZ06, CZ08, CZ11, CZ14 and CZ15 when the NFP is in the role of PO.
Information seminars for applicants	February 14 – April 14	Observer at information seminars for potential applicants for the programme CZ07. Participation at information seminars for potential applicants for the programmes CZ02, CZ04, CZ06, CZ08, CZ11 when the NFP is in the role of PO.
Regular meetings with POs	Continuously (twice a year)	Organising the meetings with POs of the programmes CZ03, CZ12, CZ07 and CZ09
<b>Monitoring visits and evaluations</b>		
Evaluation of programmes	3.Q 2014	Preparation and launch of the tender for external company for evaluation of all programmes at national level

## ANNEX 6 – COMMUNICATION PLAN FOR 2014

### Communication Plan for 2014

#### 1. Strategy and analysis

Currently, the aim of publicity and information activities for the EEA and Norway Grants is to inform defined target groups and the general public of the implementation of the EEA and Norway Grants in the Czech Republic, including their objectives, and also to provide information on individual programmes, their area of focus and the conditions for obtaining a grant. In terms of publicity, during the forthcoming period, bilateral relations with institutions from donor countries will also be highlighted. The aim of the publicity is to increase the general awareness of individual programmes within the EEA and Norway Grants and of the EEA and Norway Grants in general, emphasising the fact that, within the context of the process to use these resources, one of the main principles is the systematic creation of bilateral relations between participating countries and the development of a process to share and create values common to the partner countries involved through the individual projects. In this context, it is also intended that the individual member countries of the EEA (Iceland, Liechtenstein and Norway) are presented as imaginative, committed and reliable partners within the European area.

Based on the experience of implementing the EEA/Norway Financial Mechanisms for the 2004 - 2009 programming period on the issue of ensuring wide publicity using a number of communication tools and thanks to the wide spectrum of entities involved in the process of drawing funds under the aforementioned mechanism, it can be concluded that general public awareness of the EEA/Norway Grants does exist. At the beginning of 2012 a survey was conducted to map awareness of the EEA and Norway Grants. According to this survey, overall awareness of the EEA/Norway Financial Mechanisms ranged around 17%. Almost half of all respondents thought that the funds from this programme are only intended for the public sector and almost a third of them know that the “Norway Grants” will also continue over the period to 2014. The aim of the publicity activities is therefore to inform the general public of the specific form of aid provided under the EEA and Norway Grants, as well as the potential beneficiaries of this aid. A further survey of awareness of the EEA and Norway Grants had originally been planned for the end of 2013. Given the later announcement of calls for most of the programmes, this survey has been postponed to the first half of 2014, to ensure more effective monitoring of developments. Among other things, the emphasis this year will focus on increasing the visibility of the EEA Grants, which remain in the background compared to the Norway Grants, which are better known through the media.

The aim of the Communication Plan is to provide information in a transparent manner not only on the EEA and Norway Funds and their programmes, but also on the possibilities of using this aid and its impacts, the objectives and possibilities for bilateral cooperation, the state of preparation of individual programmes, their focus, implementation and outcomes.

Publicity for the EEA and Norway Grants 2009 – 2014 follows on from that of the EEA/Norway 2004 – 2009 Financial Mechanisms, and aims to highlight the differences brought by the new programming period.

Publicity for the forthcoming period will be based on the regular provision of information to all target groups, publication of updated information and documents on the new websites, [www.eeagrants.cz](http://www.eeagrants.cz) and [www.norwaygrants.cz](http://www.norwaygrants.cz), the issue of press releases and the printing of information leaflets and brochures. Individual objectives will be achieved by providing information and wide-ranging publicity at all levels of programme implementation, using properly selected publicity tools, which will be described in more detail in another section of the Communication Plan.

On 5 November 2013, the National Focal Point for the EEA and Norway Grants in the CR organised a Conference on Industrial Cultural Heritage, which received support from the Fund for Bilateral

Cooperation at National Level. The aim of the conference was not only to support Programme CZ06 Cultural Heritage and Contemporary Arts, but, in particular, to establish and enhance cooperation between partners from the Czech Republic and the donor states, through the exchange of experiences in the area of industrial cultural heritage under the EEA and Norway Grants 2009 – 2014. A new theme should be chosen in 2014, which would be selected as an area for support by the National Focal Point from the Fund for Bilateral Cooperation at National Level for the following year.

## **2. Objectives and target groups**

The main objective of the publicity programme for the EEA and Norway Grants and individual programmes during the 2009 - 2014 programming period is to increase general awareness of the EEA and Norway Grants and their programmes.

	<b>Objective</b>	<b>Target Group</b>
1.	To increase general awareness of the EEA and Norway Grants 2009 – 2014.	General public
2.	To provide information on aid provided under the EEA and Norway Grants 2009 – 2014	General public, potential applicants
3.	Awareness of donor states as active and reliable partners, helping to achieve common European goals	General public, potential applicants, final beneficiaries
4.	Strengthening bilateral relations, both with institutions from donor countries and with the donor states themselves.	Potential applicants, final beneficiaries

## **3. Publicity strategy and tools**

The Communication Plan for 2014 is based on the requirements of donor countries and Article 4.7.2 of the Regulation and Annex 4 of the Regulation. The Communication Plan also complies with the Czech Republic Communication Strategy for the EEA and Norway Grants 2009 – 2014 and follows on from the Communication Plan for 2013.

	<b>Objective</b>	<b>Target group</b>	<b>Mission</b>	<b>Tools</b>
1.	To increase general awareness of the EEA and Norway Grants 2009 – 2014.	General public	The EEA and Norway Grants 2009 – 2014 contribute to reducing economic and social disparities in the European Economic Area and strengthen bilateral relations through the	Websites Publications Media

			provision of funding.	
2.	To provide information on aid provided under the EEA and Norway Grants 2009 – 2014	General public, potential applicants	The EEA and Norway Grants try to provide information to all stakeholders in a transparent manner.	Websites Publications Media Seminars
3.	Awareness of donor states as active and reliable partners, helping to achieve common European goals.	General public, professional public, potential applicants	Iceland, Liechtenstein and Norway are reliable and active partners.	Websites Publications Seminars Workshops
4.	Strengthening bilateral relations between the Czech Republic and the donor countries.	Potential applicants, final beneficiaries, professional public	Bilateral cooperation with donor countries in the individual programming areas, particularly through the exchange of information and experience.	Seminars Workshops

The Communication Plan is based on ensuring the coordination of publicity activities aimed at the relevant target groups in order to fulfil the main publicity objective – ensuring sufficient awareness and publicity for the EEA and Norway Grants 2009 – 2014 and supported programmes.

This is based on satisfying the following conditions:

- identifying appropriate tools with regard to the programme target groups
- drawing up a plan for the main publicity activities
- modifying publicity tools during the implementation of the EEA and Norway Grants to reflect the current needs of the given target groups.

The plan of activities can be updated to reflect priorities and overall objectives. The Financial Mechanism Office will be informed of any modifications made.

#### **The main publicity tools used for the programme:**

##### **Websites and social media**

During the course of 2013, the Ministry of Finance created new centralised websites,



[www.eeagrants.cz](http://www.eeagrants.cz) and [www.norwaygrants.cz](http://www.norwaygrants.cz) for the EEA and Norway Grants 2009-2014. The websites, which were created in accordance with the *Communication and Design Manual*, are more attractive and easier to follow, contain all the relevant information (in Czech and English) on the EEA and Norway Grants 2009-2014, including the focus of the individual programmes, documents, information for applicants (access to the CEDR system) etc. Updated information on the state of implementation of the programme, including programme conditions, dates for calls and selection criteria is also continuously uploaded to the websites. The websites also contain contact details and useful links, particularly to websites of partners or operators of individual programmes. The [czp@mfcz.cz](mailto:czp@mfcz.cz) email address is also an important communication tool, providing a source of information on the EEA and Norway Grants where people can submit their questions.

On the basis of the CR Communication Strategy for the EEA and Norway Grants, the NFP began to use the social media – particularly Facebook and Twitter - during 2013. The [www.flickr.com](http://www.flickr.com) website is used to share photographs of different events. To meet the need for a broader focus, the [www.zahajovackonference.cz](http://www.zahajovackonference.cz) website was also created, where information, leaflets, photographs and video recordings of the various launch conferences are posted.

### **Publications**

The National Focal Point will publish all relevant documents (methodologies, manuals, guidelines, etc.) on the aforementioned websites. Documents relating to specific programmes will also be published on the websites of the partners or operators of the individual programmes. During the first half of 2014 we can expect the publication of documents relating to announced calls and conditions governing the submission of applications.

### **Conferences, seminars and accompanying events**

Two conferences will be held at a national level over the course of the year, supported by the Fund for Bilateral Cooperation at National Level. The topics of “justice” and “science and research” were selected on the basis of a consensus reached by the Working Group and subsequent discussions.

Launch conferences will be held during 2014 for the remaining approved programmes (**CZ02** – 28.1.2014, **CZ04**, **CZ05**, **CZ06** – 5.2.2014, **CZ08**, **CZ10**, **CZ13** and **CZ14**). The conferences will be held before the announcement of calls and will also include a press conference. After the launch conference, so-called “match-making” seminars will be organised for certain programmes, with the costs covered from the Fund for Bilateral Cooperation at Programme Level for individual programmes. For some programmes, these seminars will also form part of the launch conference.

In connection with the announcement of an open call under the Fund for Bilateral Cooperation at National Level, a number of activities will take place during the course of 2014 (such as the conferences, seminars, study tours, etc. mentioned above), and will receive support from the Fund. A list of all approved applications supported by the Fund for Bilateral Cooperation at National Level is available on the NFP website, always from the 10<sup>th</sup> of the month.

### **Media**

The distribution of press reports and articles relating to the EEA and Norway Grants issued by the National Focal Point is organised by the Ministry of Finance Press Department. During the first half of 2014 we expect notification of the opening of calls to submit applications for the individual programmes to be published in the national press. As far as certain programmes are concerned, information on the announcement of calls will also be published in the trade press – see the communication plans for the individual programmes.

The various launch conferences will also include press conferences, to which both print and other media (national, regional, local and professional) will be invited through the publication of a notice.

The so-called *Press Book*, which contains all the information and articles that have been and will be published in the media throughout the entire programming period of the EEA and Norway Grants 2009 – 2014, will continue to be used to evaluate the publicity activities for the programme as a whole.

#### a) Promotional items, printed materials and other specific publicity tools

As part of the move to raise awareness of the EEA and Norway Grants, promotional items are handed out at individual events organised by the NFP, always bearing the EEA and Norway Grants logo, or the name of the given programme. In addition to these promotional items, information is also disseminated through information brochures or leaflets, which provide ongoing information on developments in the EEA and Norway Grants, programmes approved, their focus, etc. We expect new information brochures to become available during the first half of 2014, after the launch of all the EEA and Norway Grants 2009 – 2014 programmes. They should contain the most important information on all the programmes, including contact details.

Other documentation that should be made available to those interested will be information leaflets, which will always focus on a single specific programme. These information leaflets are regularly presented at the launch conferences for the various programmes. They (will) contain detailed information concerning the given programme (who is authorised to apply, the timetable, etc.).

Additional roll-ups will also be ordered to promote the EEA and Norway Grants, to be used at conferences (launch conferences etc.), seminars, workshops etc. Their visual aspect and size are designed to attract attention at first glance.

Given the fact that photographs are also needed to produce the aforementioned promotional items and other materials, we intend to create our own database of photographs, which will include shots from the different conferences, meetings, seminars, workshops, etc.

The aim of the publicity activities is to present and explain the EEA and Norway Grants and their programmes to the widest possible spectrum of the population, particularly through our websites and the social media – as modern tools for the dissemination of information.

#### 4. Timetable and plan of activities

Activity	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter
Websites	x	x	x	x
Social media	x	x	x	x
Media – national press	x	x	x	x
Promotional items	x	x	x	x
Publications, leaflets	x	x	x	x
Survey on awareness of the EEA and Norway Grants 2009 – 2014	x	x		

**5. Indicative budget (EUR)**

Budget	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter
Websites	0	0	0	0
Social media	1,000	1,000	1,000	1,000
Media – national press	10,000	15,000	15,000	
Promotional items	10,000	10,000	10,000	15,000
Publications, leaflets	3,000	10,000	7,000	10,000

**6. Contact details**

The Ministry of Finance – National Focal Point for the Czech Republic – is responsible for overall publicity for the EEA and Norway Grants 2009 – 2014.

**Address:**

Ministry of Finance

**Department 58 – International Relations**

Letenská 15

118 10 Prague 1

**Telephone:** +420 2 5704 2750

**email:** [czp@mfcz.cz](mailto:czp@mfcz.cz)

**Unit 5804 – Centre for Foreign Assistance – preparation and coordination:**

**Mgr. Kateřina Doul** – [katerina.doul@mfcz.cz](mailto:katerina.doul@mfcz.cz)

**Mgr. Suzana Jovaševićová** – [suzana.jovasevicova@mfcz.cz](mailto:suzana.jovasevicova@mfcz.cz)

**7. Evaluation and Monitoring**

Publicity activities and compliance with the Communication Plan will be monitored at a programme level during the course of the entire implementation period (2009 – 2014). Information on general publicity activities will be prepared and submitted by the NFP (MoF) in the Strategic Report for the FMC.

Publicity tools may be modified on the basis of interim results from the monitoring, particularly with regard to their benefits for specifically defined programme target groups.

Publicity tool	Indicator
Websites	<ul style="list-style-type: none"> <li>number of items of information concerning the EEA and Norway Grants 2009-2014/programmes published on the relevant websites</li> <li>number of hits received by the relevant websites</li> </ul>
Publications	<ul style="list-style-type: none"> <li>number of manuals/guidelines/methodologies published</li> </ul>

<b>Conferences, seminars, workshops</b>	<ul style="list-style-type: none"> <li>• number of events where participants receive information on the EEA and Norway Grants and their programmes</li> <li>• the number of visitors to events focusing on the EEA and Norway Grants/programmes</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• the number of items of information on the EEA and Norway Grants 2009-2014/programmes published in the press, on TV, radio or other types of media (based on continuous monitoring – <i>Press Book</i>)</li> </ul>
<b>Promotional items</b>	<ul style="list-style-type: none"> <li>• number of promotional items bearing the EEA and Norway Grants 2009-2014 logo</li> </ul>
<b>Printed materials (leaflets, brochures)</b>	<ul style="list-style-type: none"> <li>• number of printed materials focusing on the EEA and Norway Grants 2009-2014/programmes</li> </ul>
<b>Survey of awareness of the EEA and Norway Grants 2009 - 2014</b>	<ul style="list-style-type: none"> <li>• questionnaire</li> </ul>