

ANNUAL PROGRAMME REPORT

FM14-21

Czech Republic

CZ-RESEARCH Research

2020

A. EXECUTIVE SUMMARY

The Programme Agreement on the programme CZ-RESEARCH was approved by the Financial Mechanism Committee on 20 June 2019 and signed on 22 July 2019. The Call for proposals was launched on 20 November 2019 and closed on 27 February 2020.

The programme CZ-RESEARCH (KAPPA Programme) is open to all areas of applied research, a certain allocation (approx. 30%) is reserved for CCS projects, and all the projects are bilateral. The Call for Proposals was focused on the international cooperation of entities from Czechia with partners from Norway, Iceland and Liechtenstein in applied research (i.e. partnership with entities from the donor states is mandatory) and connecting research organisations with the application sphere (enterprises and other entities). Therefore, the Programme Operator arranged the Opening conference and matchmaking on 25 and 26 November 2019 to connect project partners within the Call for Proposals of the KAPPA Programme, created a special platform to connecting partners and organised a special event for small enterprises.

The open Call for proposals with the allocation of 32.5 M EUR ran from 20 November 2019 till 27 February 2020. Ca 30% of the allocation was reserved for CCS projects. 163 applications were submitted, 154 of them passed the formal criteria. Out of them, 25 projects were supported (23 + 2 CCS) due to the allocation. The evaluation process including the individual evaluation criteria and consensus assessment was based on the Horizon 2020 evaluation.

A donor project partner is involved in each project, Icelandic project partners are involved in 2 projects and Norwegian project partners in 23. In total 12 projects will be funded from the EEA Grants, 13 from the Norway Grants. 2 projects to be funded from the Norway Grants are focused on the carbon capture and storage. The contracting phase including the negotiations started after the call results were announced in September and still no project contract is concluded. The current situation with Covid-19 slowed down the communication between Czech beneficiaries and donor project partners, in particular, concluding the Partnership Agreement. The project contracts are expected to be signed at the end of February 2021 at the latest.

During the year of 2020 TA CR published 7 Czech articles and 6 articles on TA CR website. In July, TA CR published an article in TA.Di magazine. In November, TA CR with the RCN cooperation organised an informative webinar for beneficiaries (Project Promoters and project partners) about contracting conditions. The webinar took place online due to the Covid-19 pandemic situation. The video footage from the webinar was released on TA CR website and also sent in TA CR newsletter. On the social networks, TA CR shared in a total of 9 posts about the KAPPA Programme and used all available social networks: Facebook, Twitter, Instagram, LinkedIn.

The Management and Control System of the Programme was completed in August 2020, approved by the Audit Authority in October and the National Focus Point informed duly the Financial Mechanisms Office about it.

In July 2020, the PO asked for Programme modification – adjustment in details of payment conditions to Promoters. The amendment was approved and the Programme Agreement changed in December 2020.

The overall risks of the Programme remain at a low level. Some risks were mitigated or became not relevant as the Call for proposals and the selection process proved that they do not provide

the threat. The Covid-19 pandemic did not affect the programme in 2020. There are no delays nor partnership cancellations due to it. The research methods may be adjusted in the future, if necessary, and only bilateral or joint collaboration in projects may face some difficulties or delays because of restrictions.

Due to the covid-19 situation, all meetings and a seminar for beneficiaries were handled in an online form. The evaluation was handled in an online form as well and no problems arose, evaluators are used to working online. The contracting phase is prolonged due to the Covid-19 situation and all project contracts are expected to be signed at the end of February 2021 at the latest. Other effects on the programme have not occurred, TA CR employees used the home-office practise with no technical, communication or connection errors. No other political, legislative and economic developments to the extent that they could affect the implementation of the programme is known.

B. PERFORMANCE

1. Results

Bilateral Outcome: Enhanced collaboration between beneficiary and donor state entities involved in the programme

The Programme is currently in the early implementation phase, no Project Contract has been signed yet (2020) therefore no results can be reported yet. However, the data from selected projects confirm their good quality and reaching the target values can be expected in due time.

In total 12 projects are funded from the EEA Grants, 13 from the Norway Grants. A donor project partner is involved in each project. Icelandic project partners are involved in 2 projects and Norwegian project partners in 23.

The Donor Programme Partner – Research Council Norway (RCN) – was actively involved in the works on the Call preparation (including drafting documents, guidelines and development of methods of assessment/evaluation) as well as in consulting conditions and modalities of the programme/projects in the coming implementation phase. The RCN provided valuable advice regarding other research programmes in beneficiary states and harmonization with standards of EU Horizon 2020. The on line Programme Committee session took place in September 2020 and the RCN participated in the approval process of supported projects.

2. Implementation

Conformity with specific requirements

Not applicable

Cooperation with International Partner Organisations (IPOs)

Not applicable

C. LEARNING

1. Monitoring

TA CR monitors projects based on :

- interim/final report (interim after each year of the project, final after the project is concluded),
- monitoring controls:
 - interim project evaluation (based on the recommendation of the evaluator based on the information in the interim report),
 - final project evaluation (for each project after the final report),
 - monitoring visit (routine check);
- public administration control (financial on-spot inspection).

The above-mentioned monitoring tools (control processes) are described in Article 19 of the KAPPA Terms and Conditions and the Implementation Guide. TA CR will make at least one monitoring visit or public administration control for each project.

For the year 2021, only monitoring visits (on-site/online due to the Covid-19 situation) will be organized within 13 projects. Used criteria: 1. start of project implementation in 2021, 2. planned results for 2021 and 2022, and 3. the project grant larger than 35 mil CZK. The main reasons for the monitoring visit are to check:

- the project schedule for 2021, if the beneficiaries are meeting the planned milestones and all activities and results will be achieved,
- risk analysis, if new potential risks arose and how the risks are being addressed,
- communication set-up, especially with the donor project partners, whether any meeting minutes exist already,
- summary of project publicity, if the project website already exists,
- utilization of results that are planned to be achieved in 2021 and 2022.

The first project interim report on an annual basis will be submitted for 2021 for all beneficiaries in January 2022 (after the whole year 2021 is finished). Those who started in 2020 will include activities in the 2021 report. Without more detailed information from the interim report and given the short duration of the project, the public administration control (on-spot inspection) is not effective. On-spot inspections will be scheduled from 2022.

2. Evaluation

Not applicable – no evaluation has been carried out yet.

3. Lessons learned

Eligibility check: According to the national law, each applicant and project partner has to prove its eligibility through the sworn statement which has to be signed. TA CR accepted also the electronic signature, but only with a certificate according to the EU Regulation No 910/2014 (also known as eIDAS). Donor project partners, by their national rules, do not have this certificate as mandatory and therefore, mostly, the document was handwritten signed and then

sent via post to TA CR and this process took a delay. The delay was caused also according to the Covid-19 situation because it took some difficulties to get the handwritten signature and send it personally via post.

Individual evaluation of experts and consensus assessment: Once all three individual reports to a project were finished, the consensus assessment has been started (there is no need to wait when all the reports to all projects are finished). The managers of the consensus assessment have been well trained by an online workshop and a special guide was created and all the work of consensus assessment was effortless.

Contracting: According to the current situation with Covid-19, the conclusion of Partnership Agreements is delayed and the signature issue arose again. The biggest issue during the contracting is the exchange losses and the way of payments and reporting.

Project start: According to the KAPPA Terms and Condition, the project can start before the Project Contract is signed, but in line with the planned project start in the project proposal (application). These beneficiaries work on projects at their own risk with their own financing, but these costs are eligible and will be reimbursed with the grant for the year 2021 after the Project Contract is signed. This procedure allows beneficiaries to start the project even without the Project Contract, which is more difficult to conclude in this pandemic situation.

Due to the Covid-19 situation, there can be increased insufficient communication between Czech Project Promoters and donor project partners. The PO will keep attention in communication to the donor partners to be sure also donors partners are involved in overall project management.

D. ANNEXES

- 1. Updated results (indicator achievements)**
- 2. Communication**
- 3. Overview of contracted projects**
- 4. Risk management**
- 5. Monitoring plan**
- 6. Evaluation report**
- 7. List of individual mobilities**

Annex 1: Updated results (indicator achievements)

Objective: Enhanced research-based knowledge development								
Outcome 1: Enhanced performance of Czech research and development internationally								
Indicator	Unit of measurement	Baseline	Achievements until end of previous reporting period	Achievements until end of December 2020			Target	Comment
				Numerator	Denominator	Value		
Number of new products/technologies developed	Number	0	-	-	-	0	40	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	0	-	-
<i>Norway Grants</i>	-	-	-	-	-	0	-	-
<i>CCS</i>								
<i>CCS</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
Number of jointly registered applications for Intellectual Property Protection	Number	0	-	-	-	0	20	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	0	-	-
<i>Norway Grants</i>	-	-	-	-	-	0	-	-
<i>CCS</i>								
<i>CCS</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>Applicant type</i>								
<i>Research organisation</i>	-	-	-	-	-	0	-	-
<i>Company (incl. SME)</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
Number of joint, peer-reviewed, scientific publications submitted	Number	0	-	-	-	0	20	Not applicable
<i>Financial Mechanism</i>								

<i>EEA Grants</i>	-	-	-	-	-	0	-	-
<i>Norway Grants</i>	-	-	-	-	-	0	-	-
<i>CCS</i>								
<i>CCS</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>Donor State</i>								
<i>Norway</i>	-	-	-	-	-	0	-	-
<i>Iceland</i>	-	-	-	-	-	0	-	-
<i>Liechtenstein</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>Research discipline</i>								
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>Type of scientific publication</i>								
<i>Gold open access</i>	-	-	-	-	-	0	-	-
<i>Pending open access</i>	-	-	-	-	-	0	-	-
<i>Other</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
Output 1.1: Production of new research facilitated								
Indicator	Unit of measurement	Baseline	Achievements until end of previous reporting period	Achievements until end of December 2020			Target	Comment
				Numerator	Denominator	Value		
Number of research organisations supported	Number	0	-	-	-	0	40	Not applicable
<i>CCS</i>								
<i>CCS</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>State type</i>								
<i>Beneficiary State</i>	-	-	-	-	-	0	-	-
<i>Donor State</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-

Number of CCS projects with support for a pre-commercial phase	Number	0	-	-	-	0	5	Not applicable
Number of researchers supported	Number	0	-	-	-	0	240	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	0	-	-
<i>Norway Grants</i>	-	-	-	-	-	0	-	-
<i>CCS</i>								
<i>CCS</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>Gender</i>								
<i>Female</i>	-	-	-	-	-	0	-	-
<i>Male</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>State type</i>								
<i>Beneficiary State</i>	-	-	-	-	-	0	-	-
<i>Donor State</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>Type of graduate degree</i>								
<i>PhD</i>	-	-	-	-	-	0	-	-
<i>Postdoc</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
Output 1.2: Enterprises supported to develop innovative use of research results								
Indicator	Unit of measurement	Baseline	Achievements until end of previous reporting period	Achievements until end of December 2020			Target	Comment
				Numerator	Denominator	Value		
Number of SMEs supported	Number	0	-	-	-	0	40	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	0	-	-
<i>Norway Grants</i>	-	-	-	-	-	0	-	-
Number of large companies supported	Number	0	-	-	-	0	2	Not applicable

Number of partnership projects between SMEs and research organizations established	Number	0	-	-	-	0	30	Not applicable
Bilateral Outcome: Enhanced collaboration between beneficiary and donor state entities involved in the programme								
Indicator	Unit of measurement	Baseline	Achievements until end of previous reporting period	Achievements until end of December 2020			Target	Comment
				Numerator	Denominator	Value		
Level of trust between cooperating entities in Beneficiary States and Donor States	Scale 1-7	TBD, Survey to be carried out by the FMO	-	-	-	-	4.50, ≥4.5 and an increase on the baseline	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	-	-	-
<i>Norway Grants</i>	-	-	-	-	-	-	-	-
<i>State type</i>								
<i>Beneficiary State</i>	-	-	-	-	-	-	-	-
<i>Donor State</i>	-	-	-	-	-	-	-	-
<i>Not specified</i>	-	-	-	-	-	-	-	-
Level of satisfaction with the partnership	Scale 1-7	TBD, Survey to be carried out by the FMO	-	-	-	-	4.50, ≥4.5 and an increase on the baseline	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	-	-	-
<i>Norway Grants</i>	-	-	-	-	-	-	-	-
<i>State type</i>								
<i>Beneficiary State</i>	-	-	-	-	-	-	-	-

<i>Donor State</i>	-	-	-	-	-	-	-	-
<i>Not specified</i>	-	-	-	-	-	-	-	-
Share of cooperating organisations that apply the knowledge acquired from bilateral partnership	Percentage	N/A	-	-	-	-	50.00 %	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	-	-	-
<i>Norway Grants</i>	-	-	-	-	-	-	-	-
<i>State type</i>								
<i>Beneficiary State</i>	-	-	-	-	-	-	-	-
<i>Donor State</i>	-	-	-	-	-	-	-	-
<i>Not specified</i>	-	-	-	-	-	-	-	-
Number of joint applications for further funding	Number	0	-	-	-	0	5	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	0	-	-
<i>Norway Grants</i>	-	-	-	-	-	0	-	-
<i>Donor State</i>								
<i>Norway</i>	-	-	-	-	-	0	-	-
<i>Iceland</i>	-	-	-	-	-	0	-	-
<i>Liechtenstein</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
<i>Funding source (applied for)</i>								
<i>International source (non-EU)</i>	-	-	-	-	-	0	-	-
<i>EU source</i>	-	-	-	-	-	0	-	-
<i>National source</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
Bilateral Output 1: Knowledge transferred between Donor States entities and CZ entities								
Indicator	Unit of measurement	Baseline	Achievements until end of previous	Achievements until end of December 2020			Target	Comment
				Numerator	Denominator	Value		

			reporting period					
Number of capacity building events between DS and CZ entities	Number	0	-	-	-	0	80	Not applicable
<i>CCS</i>								
<i>CCS</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-
Number of projects involving cooperation with a donor project partner	Number	0	-	-	-	0	40	Not applicable
<i>Financial Mechanism</i>								
<i>EEA Grants</i>	-	-	-	-	-	0	-	-
<i>Norway Grants</i>	-	-	-	-	-	0	-	-
<i>Donor State</i>								
<i>Norway</i>	-	-	-	-	-	0	-	-
<i>Iceland</i>	-	-	-	-	-	0	-	-
<i>Liechtenstein</i>	-	-	-	-	-	0	-	-
<i>Not specified</i>	-	-	-	-	-	0	-	-

Annex 2: Communication summary

a. Visibility of the Grants and the donors

During the year 2020 TA CR published 7 Czech articles and 6 articles on the TA CR website. In July, TA CR published an article in TA.Di magazine. In November, TA CR with the RCN cooperation organized an informative webinar for beneficiaries (Project Promoters and project partners) about contracting conditions. The webinar took place online due to the Covid-19 pandemic situation. The video footage from the webinar was released on the TA CR website and also sent in the TA CR newsletter. On the social networks, TA CR shared in total 9 posts about the KAPPA Programme and used all available social networks: Facebook, Twitter, Instagram, LinkedIn.

b. Communication with the National Focal Point

The overall cooperation with NFP is very satisfying as well as at the communication level. NFP refers to the programme's website and its the most important articles on its website eagrants.cz/norwaygrants.cz.

c. Website and social media

Website

kappa.tacr.cz

tacr.cz/en

- ENG articles on TA CR website: 6
- CZ articles on TA CR website: 7
- ENG + CZ TA.Di magazine, 7/2020: https://www.tacr.cz/wp-content/uploads/documents/2020/06/29/1593429728_TA.Di%2010_web_compressed.pdf
- Newsletter
- Events: webinar for beneficiaries

Social networks

- Facebook posts: 2

<https://www.facebook.com/watch/?v=845536615898863>

<https://www.facebook.com/tacr.cz/photos/2794324494120189>

- Instagram: 1 (video)

https://www.instagram.com/p/B8iz4c3neGQ/?igshid=11z43wqb8vnzd&fbclid=IwAR1my_Nip_xQzoxjnUNjOx1gWyUspyTFIUGynGU6Mx3NioriSkLCIT7r3yo0

- LinkedIn: 4

https://www.linkedin.com/posts/tacr_tacr-kappaprogramme-activity-6717354464849739776-c6-X

https://www.linkedin.com/posts/tacr_kappaprogramme-activity-6713727623668760576-T56J

https://www.linkedin.com/posts/tacr_kappaprogramme-kappaprogramme-activity-6635192257584738304-Ez_4

https://www.linkedin.com/posts/tacr_kappa-programme-in-brief-activity-6633757746632237056-PqVn

- Twitter: 2

https://twitter.com/TACR_cz/status/1311642499627315203

https://twitter.com/TACR_cz/status/1227931136170610689

- Youtube: 1

KAPPA Programme in brief ENG. February 2020, 237 views:

<https://www.youtube.com/watch?v=7OGEp6NcnkY>

d. Best practice examples

Not applicable, no Project Contract was concluded in 2020.

e. Multimedia

The most successful video is from the Open conference and matchmaking from December 2019 with 335 views: https://www.youtube.com/watch?v=pM_o5yxNpwQ.

Annex 3: Overview of contracted projects

Outcome	Projects	#	# of donor project partners	Amount contracted	% of outcome budget contracted
Outcome 1: Enhanced performance of Czech research and development internationally	Pre-defined	0	0	€ 0	0.00 %
	Contracted through open calls	0	0	€ 0	0.00 %
	Contracted through small grants scheme	0	0	€ 0	0.00 %
	Total Outcome 1	0	0	€ 0	0.00 %
Programme	Total	0	0	€ 0	0.00 %

Annex 4: Risk management

Programmatic risks						
Risk description	Risk related to	Likelihood	Consequence	Risk score	Response type	Risk N/A
The insufficient potential of practical use of the research project results	Both objectives	2	3	2.45	Mitigate	No
	Description of planned response	The requirement for practical use of results incorporated in the text of the call and the selection of projects. Standard operation procedures at PO encouraging participation of enterprises in projects and requiring the applicants to plan adequately the implementation of expected project results. PO will carefully monitor the matter in order to provide researchers with advice /assistance, using also support from standard databases (e.g. partnerships from the TAFTIE network).				
	Description of actual response	PO will carefully monitor the matter in order to provide researchers with advice /assistance, using also support from standard databases (e.g. partnerships from the TAFTIE network); incorporated text in Implementation Guide with requirements for implementation plans.				
	Planned future response	Administrative support for the beneficiaries during the projects and monitoring.				
Time risk – insufficient time-space for completion of demanding research tasks and indicators	Reducing social and economic disparities	2	3	2.45	Mitigate	No
	Description of planned response	A well-scheduled timing of implementation of the Programme (especially the call and conditions related to projects - implementation period, practical use of results); attention paid to these factors in the assessment of applications, close monitoring, and operative solution of any signs of problems during implementation.				
	Description of actual response	A well-scheduled timing of implementation of the Programme (especially the call and conditions related to projects - implementation period, practical use of results); attention paid to these factors in the				

		assessment of applications, close monitoring, and operative solution of any signs of problems during implementation.				
	Planned future response	Keeping the scheduled timing of implementation of the Programme and of projects (implementation period, practical use of results); attention paid to these factors in the assessment of interim results and deliverables, close monitoring, and operative solution of any signs of problems during implementation.				
Fulfilment of indicator "Number of SMEs supported" and "Number of partnership projects between SMEs and research organizations established"	Both objectives	2	3	2.45	Mitigate	No
	Description of planned response	Focusing the PR activities to SMEs through public institutions associating SMEs in Czechia. Awarded extra points during the evaluation for SMEs' involvement.				
	Description of actual response	There were no extra points awarded during the evaluation for SME involvement, but there was organized a special seminar for SME and articles on the website kappa.tacr.cz. A total of 94 SMEs are involved in 163 project proposals submitted. In 25 project proposals to be funded, 17 SMEs are involved. But no Project Contract was concluded in 2020, the indicator cannot be reported at this time.				
	Planned future response	No further responses to the risk shall be applied as projects are already selected but will be contracted in the upcoming year.				
Operational risks						
Risk description	Risk related to	Likelihood	Consequence	Risk score	Response type	Risk N/A
Insufficient communication between Czech promoters and donor state partners	Both objectives	3	3	3.00	Mitigate	No
	Description of planned response	Continuous attention to keep the donor partners informed and involved in all project management matters via the proper formulation of PA, communication of rules and procedures towards interim results, risks and deadlines, financial flows. Cooperation with DPP and NFP to prevent misunderstandings and solve difficulties, if relevant. Contact project promoters and partners in order to coordinate and solve early any problems during the projects.				

	Description of actual response	Due to the Covid-19 situation, likelihood increased to "3". Continuous attention to keep the donor partners informed and involved in all project management matters via the proper formulation of PA, communication of rules and procedures towards interim results, risks and deadlines, financial flows. Cooperation with DPP and NFP to prevent misunderstandings and solve difficulties, if relevant. Contact project promoters and partners in order to coordinate and solve early any problems during the projects.				
	Planned future response	Close cooperation with the DPP and NFP to prevent misunderstandings and resolve difficulties, if relevant. TA CR will pay special attention to communication between beneficiaries and increase administrative support for projects, contact project promoters and partners in order to coordinate and solve early any problems during the Programme and projects implementation.				
Difficulties at donor state partners with administrative procedures applied within the Programme	Both objectives	2	2	2.00	Mitigate	No
	Description of planned response	Lessons learned from FM2, the implementation is observed and recuperated regarding simplification of the administrative burden of beneficiaries, especially as it concerns donor partners. All documents are in English. Czech promoters are enforced to include all necessary obligations of partners in the partnership agreements and via close collaboration and continuous involvement of the partners into project management/reporting. Frequent communication with DPP, NFP and FMO, is foreseen, if relevant.				
	Description of actual response	Simplification of the administrative burden of beneficiaries, especially as it concerns donor partners, was in the focus of the PO's effort. All documents are available in English. Czech promoters were enforced to include all necessary obligations of partners in the partnership agreements and to include the partners into project management/reporting. Frequent communication with DPP, NFP, and FMO, was applied, whenever relevant.				
	Planned future response	Lessons learned from FM2, the implementation is observed and recuperated regarding simplification of the administrative burden of beneficiaries, especially as it concerns donor partners. All documents are in English. Czech promoters are enforced to include all necessary obligations of partners in the partnership agreements and via close collaboration and continuous involvement of the partners into project management/reporting. Frequent communication with DPP, NFP and FMO, is foreseen, if relevant.				
Lack of personal capacity to administer and manage the	Both objectives	2	3	2.45	Mitigate	No

Programme / projects	Description of planned response	The PO management team is sufficiently staffed, composed of skilled and experienced staff members. Administrative tasks are designed with respect to proper assignment and clear division of roles. During the implementation, proper motivation to reduce staff fluctuation shall be applied. Management capacity in projects shall be kept by PO attention starting with project applications where profound management structures, staffing, and processes shall be described/assessed and then kept during implementation.				
	Description of actual response	The PO management team is sufficiently staffed, composed of skilled and experienced staff members. Administrative tasks are designed with respect to proper assignment and clear division of roles. Proper motivation to reduce staff fluctuation has been applied. Management capacity in projects has been assessed in project applications				
	Planned future response	The PO management team is sufficiently staffed, composed of skilled and experienced staff members. Administrative tasks are designed with respect to proper assignment and clear division of roles. During the implementation, proper motivation to reduce staff fluctuation shall be applied. Management capacity in projects shall be kept under PO attention starting with project applications where profound management structures, staffing and processes shall be described/assessed and then kept during implementation.				
Financial problems at promoters/partners due to obligatory co-financing, especially in case of lower grant rates (granted to private subjects, e.g.)	Reducing social and economic disparities	1	2	1.41	Mitigate	No
	Description of planned response	The procedure of financial flows is clearly explained, incl. obligatory co-financing by different types of beneficiaries, and confirmed in project contracts. Programme arrangements are set favorably in order to support beneficiaries with advance payments. The issue of potential financial problems will be mitigated/dealt with during the eligibility check of applicants and partners during the selection process. In the implementation, it will be sorted out with precise monitoring time schedules.				
	Description of actual response	The procedure of financial flows is clearly explained, incl. obligatory co-financing by different types of beneficiaries, and confirmed in project contracts. Programme arrangements were set favorably in order to support beneficiaries with advance payments. The issue of potential financial problems will be mitigated/dealt with during the eligibility check of applicants and partners during the selection process.				

	Planned future response	The procedure of financial flows according to programme rules and in accordance with project contracts/partnership agreements shall be kept in the focus of monitoring and reporting. Programme arrangements were set favourably in order to support beneficiaries with advance payments which will be applied immediately after contracting. The issue of potential financial problems will be mitigated/resolved, if relevant. In the implementation, it will be sorted out with precise monitoring time schedules.		
Overall risk of the programme				
	Likelihood	Consequence	Risk score	
OVERALL RISK OF THE PROGRAMME	2	3	2.45	

Annex 5: Monitoring plan

Please note this Annex is uploaded separately and is not visible in this document. Please download and print separately if needed.

Annex 6: Evaluation report

Not Available