



Annual Programme Report No.4 EEA Grants 2009-2014

**Programme CZ05 – National, Regional and Local
Initiatives to reduce Inter-Group Inequalities and to
Promote Social Inclusion**

Reporting period: 1.1.2016 – 31.12.2016

Programme Operator: Ministry of Finance

Programme Partner: N/A

Donor Programme Partner: N/A

Content:

- 1. Executive summary..... 2
- 2. Programme area specific developments 3
- 3. Reporting on outputs 5
- 4. Reporting on Programme outcome(s)..... 7
 - 4.1. Progress on horizontal concerns 7
- 5. Project selection 8
- 6. Progress of bilateral relations..... 8
- 7. Monitoring..... 9
- 8. Need for adjustments..... 9
- 9. Risk management 9
- 10. Information and publicity 10
- 11. Cross - cutting issues 10
- 12. Attachments to the Annual Programme Report 11
- Annex 1: Risk assessment of the programme 11

1. Executive summary

Development of relevant Programme area in the Czech Republic in 2016 was affected by trends that started in last years. Targets of hate speech and intolerance were more diverse in 2015 and 2016. Migration was one of the main themes for analysis produced by the Czech national Council for TV and radio broadcasting. Hate Free Culture part of the pre-defined project has become the only representative for the fight against hate-speech through positive communication. Numbers of recorded hate-crime incidents in 2016 illustrate decline of anti-Roma extremist activities. However, prevalence of hate-speech in social media, negative discourse in web news portals and some mainstream media create unfriendly environment for various minorities.

The pre-defined project “Campaign against Racism and Hate Violence” was under realization during the year 2016. All the project activities finally started to bring the results especially thanks to successful closure of all the public procurements. The most visible part – nationwide media campaign Hate Free Culture – continued with focus on social media and local events. Number of Hate Free Zones was increased by 89 and the concept of Hate Free Zones crossed the Czech borders and the first zone was established in capital of Jordan – Amman. Other project activities such as researches, police educational activities, courses for school mediators and evaluation were under way. Almost all programme outputs were achieved. Both programme outcomes will be reached until April 2017.

No programme modifications were needed in 2016. The programme still belongs to the least risky programmes implemented in the Czech Republic. A neutral trend can be seen in results of the risk analysis made in December 2016 and at the start of 2016. The time risk was markedly minimised in 2015 and further in 2016 thanks to prolongation of implementation period until April 2017 and successful closure of all remaining tender procedures. A current potential risk factor is connected with programme absorption capacity – non-utilisation of all funds allocated for the programme, especially for the pre-defined project and for bilateral relations. Programme Operator will strive for maximum efficient use of funds within both programme components.

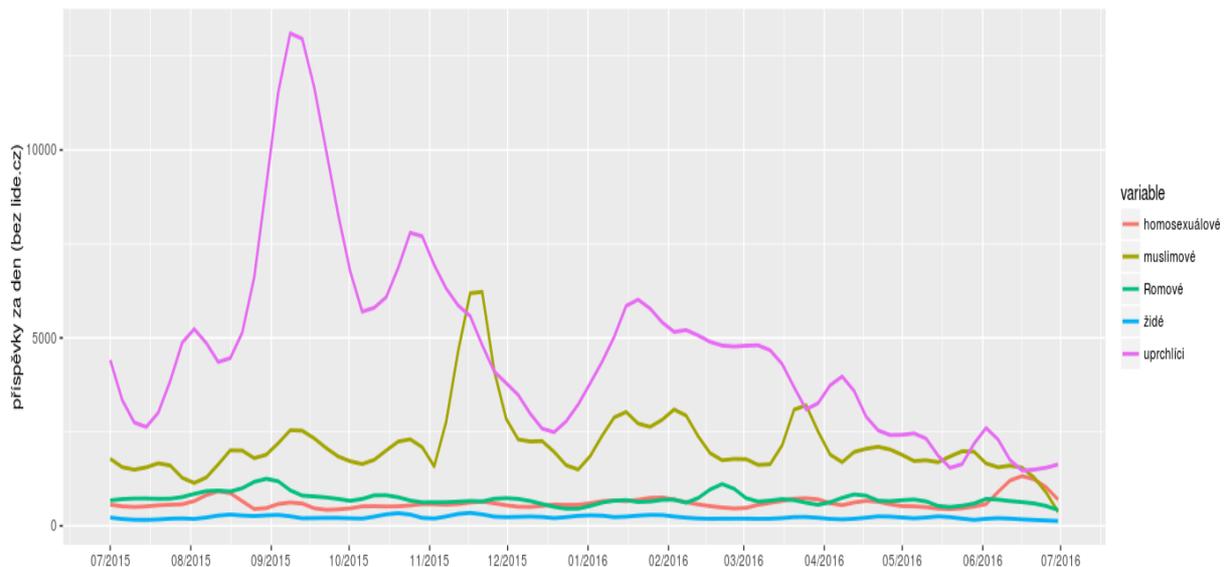
Realization of the pre-defined project within the programme contributes to horizontal concerns as well as to cross-cutting issues. The Hate Free Culture has become the strongest label in the Czech Republic in terms of promotion of multicultural values and respect to minorities. Combating hate-speech through new technologies and social media is a crucial issue for the design and impact of the project and it is an explicit rationale for the project implementation. The LGBT theme continued to be promoted in campaign also during 2016. The photo-campaign “Just love” was part of the Prague Pride event held in August 2016 and was further on adopted by several online media with nation-wide impact.

Programme Operator revised the “open” call for submission of grant applications for initiatives financed from the Fund for Bilateral Relations at Programme Level – measure B on 7 December 2016. Purpose of the update was prolongation of period for submitting applications till 31 July 2017 and the period of realization till 15 September 2017. The international conference called “School for everyone” was successfully realized on 16 – 17 March 2016. In total, more than 150 participants were involved at least in one part of the conference.

The pre-defined project is subject to regular monitoring by the Programme Operator. Final project on-the-spot control is envisaged in the third quarter 2017. General information about the programme and update is available on the official website of the EEA/Norway Grants www.eeagrants.cz and several campaign features were promoted on the official Facebook profile <https://www.facebook.com/EHPaNF>. Closing conference for the project and programme shall be held in March/April 2017.

2. Programme area specific developments

Development of the Programme area in the Czech Republic was affected by trends started in last years. While the original idea of the project was based on the prevention of anti-Roma movements that appeared in 2012 (especially the hate marches in North Bohemia), the targets of hate speech and intolerance were more diverse in 2015. Since 2014, the islamophobia and anger against refugees has been more visible than anti-Roma expression. Nevertheless, Roma people stay as the constant part of the discourse.



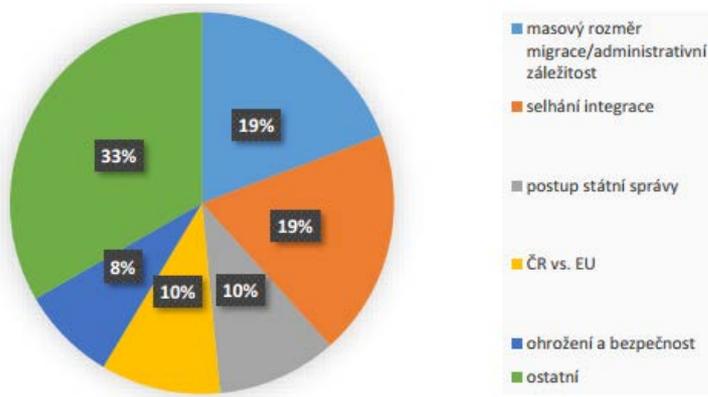
The graph shows number of posts in social media from July 2015 to July 2016. Variable in EN: Homosexuals, Muslims, Roma, Jews, Refugees. Source: <http://www.hatefree.cz/blo/analyzy/1846-diskuse-romove>

A worse trend is in the “sentiment” of the posts. Over the year of 2015, to 80% of posts on the topic of Roma tuned negatively, while at the end of 2014 it was “only” about 65% of contributions (data for 2016 are not available yet).



Source: <http://www.hatefree.cz/blo/analyzy/1846-diskuse-romove>

It is not only social media that raise negative sentiment on the minorities. The national Council for TV and radio broadcasting defined migration as the main theme for its analysis in 2016 (<http://www.rrtv.cz/cz/static/prehledy/analyzy-vysilani/>). The most controversial presentation of migration was in TV Prima, where migration issues were presented in “News” mainly as administrative and security problem.



*Mass dimension of Migration /
Administrative issues*

Integration failure

Public institutions progress

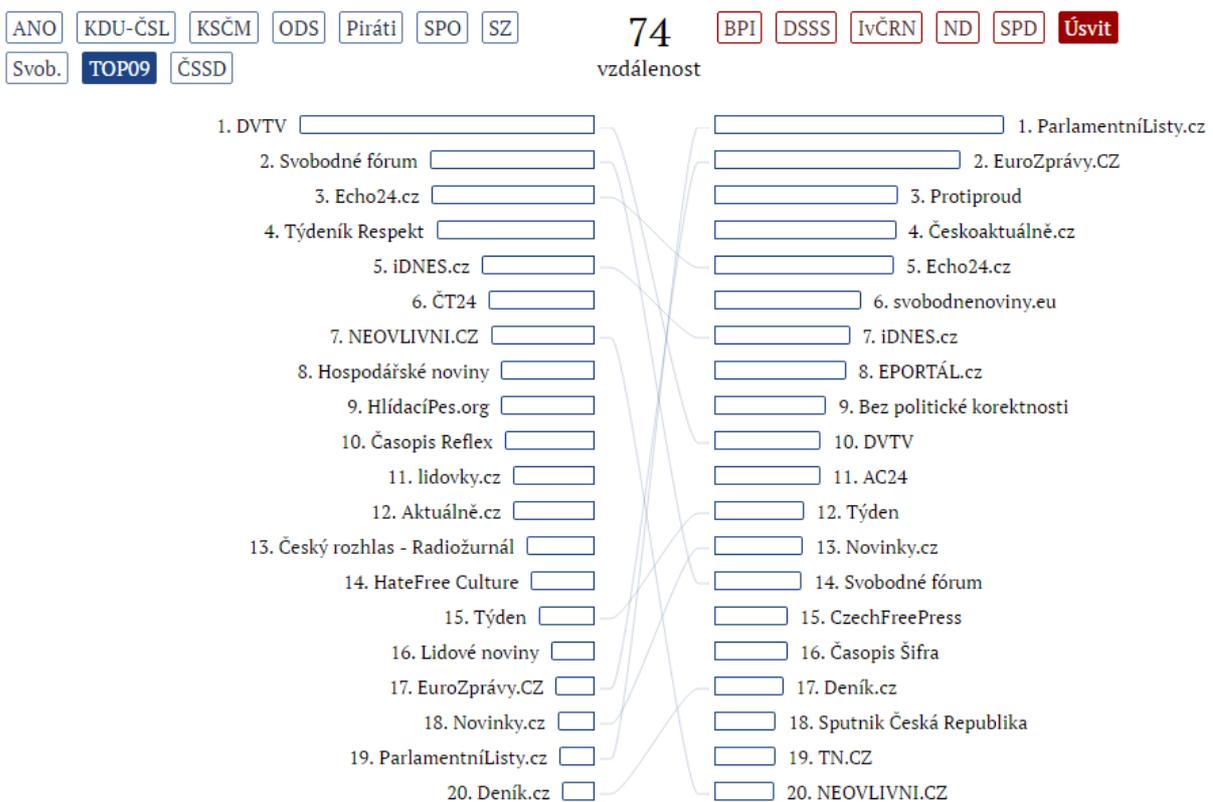
Czech Republic vs. EU

Danger and security

Other

(Source: The analysis of broadcasting Prima TV with respect to the topic of migration http://www.rrtv.cz/cz/files/monitoring/2016_Analyza_vysilani_programu_Prima_se_zretelem_k_migracni_tematice.pdf)

There are no public agencies specialized in the fight against hate-speech through positive communication and the Hate Free Culture part of the project seems to become the only representative of the official establishment in the list of the sources of information (no. 14 in the column representing voters of traditional (vs. antisystemic) parties (source: Czechs in trap of the social bubbles - Division of society into irreconcilable political camps still will culminate <http://www.lidovky.cz/bublinsky.aspx>).



According to the monitoring of hate-crime developed by the project, in the last quarter 2016 there were 17 incidents of the hate-crime (comparable data from previous years are not available). Most of them (10) were Czech citizens, 6 incidents were motivated ethnically (3 Roma-related), 4 incidents were caused by religious reasons. These numbers, corresponding with information from the last annual report of national Security Information Service (no major organized anti-Roma demonstrations, relations between the majority and the Roma minority at the standard level; source: <http://bis.cz/vyrocnni>).

zpravaEN890a.html?ArticleID=1104) illustrate decline of anti-Roma extremist activities. However, prevalence of hate-speech in social media, negative discourse in web news portals and some mainstream media create unfriendly environment for various minorities.

3. Reporting on outputs

The pre-defined project *Campaign against Racism and Hate Violence* was under implementation in the year 2016. As reported in the last APR, the project was prolonged until April 2017.

In 2016 all the project activities finally started to bring the results. This happened thanks to positive results of the public procurement process, in which suppliers for particular project activities have been chosen.

The most visible part – **nationwide media campaign Hate Free Culture** – continued with its basic services. There was no TV campaign in 2016; the focus was on social media and local events. The website hatefree.cz attracted over 300.000 unique visitors and offered dozens of interviews, analyses and other content items. The service of hoaxes-analysis is appreciated especially by the media.

The facebook page [facebook.com/hatefreeculture](https://www.facebook.com/hatefreeculture) had at the end of the year almost 52.000 fans and almost 1.000.000 reactions (mostly likes) on the content. During the main campaigns (in 2016 it was “Just Love” campaign) the FB content reaches 1.000.000 facebook users. In average 49.000 FB users are daily contacted.

During the year, the number of the Hate Free Zones increased by 89 new zones, composed by galleries, cafes, but also some embassies and public authorities. Eight of them have been attacked in the spring (defamatory inscriptions) and the case was investigated by the police. This, however, did not stop other organizations to join and no one has left the network. The concept of Hate Free Zones crossed the borders and the first HFZ was established in Amman, capital of Jordan.

Altogether 51 exhibitions of posters and outputs of the Hate Free Art contest were organized. 39 events were labelled as Hate Free Fests and 19 events were organized by the project team.

Other project activities showed positive results as well.

Two researches were done. Both of them documented weight of factors of internal migration and new form of moneylending to the quality life of people living in socially excluded localities. The outputs and especially the recommendations were discussed with experts and will be published at the final conference of the project.

Educational activities started in 2016. Following numbers of police officers in hate-crime (identification and well-treating the victims) were educated. 297 active officers (output indicator) gained new knowledge on the 8-12 hours courses and manuals for 4 different police parts (Criminal police, Riot police, Municipal police and Press-officers) were created. The hate-crime monitoring was developed and piloted. Final conference for the police and expert public (December 6, 2016, Impact Hub Prague) was attended by over 60 participants including representatives of the Ministry of Justice, the Ministry of Internal Affairs, the Office of the Government of the Czech Republic and many NGOs.

During the year, 30 examples of good practise in social inclusion were identified in 8 fields (e.g. health, housing, education etc.). They were published on portal dobrepraxe.cz (output indicator) together with profiles of people involved in them, who are ready to share gained knowledge with other local actors. The first course on effective communication was realized in 2016, other will follow in 2017. The international conference (output indicator) will take place in April 2017.

Pilot courses for 20 school mediators (100 hours) and 83 peer-mediators (48 hours) from 10 schools took place in two regions (output indicators). The management and all upper-primary-school teachers of pilot schools were informed about the value of mediation on the workshop. The so called change teams (composed of representatives of school-mediators and school-management, supporting implementation of mediation into the school processes) were established in each school and supervision was provided for them.

The online workroom website dilna.hatefreeschool.cz (output indicator) has been developed and tested. It contains 3 different applications with methodological instructions both for teachers as well as pupils.

The ongoing evaluation analysing satisfaction of target groups with the provided services and quality of the outputs is part of each activity. The final evaluation of the project will take place in March-April 2017.

Outcome	Output	Output indicator	Indicator value		
			Baseline	Target	Actual
Local and regional authorities, as well as private subjects and civil society actors, are developing initiatives to strengthen anti-discriminatory measures for groups vulnerable to social and economic exclusion	Young people aged 15 – 25 will be informed via the nationwide media campaign about manifestations of racism and hate violence as well as about means of how to face them with personal attitudes and by supporting the inclusive policies	Number of video spots aimed at young people under 25, aired nationwide	0	200	2490 ¹
	The research of new forms of moneylending and migration in socially excluded localities will provide new information on how to combat these phenomena.	Number of researches conducted in socially excluded localities	0	2	2
	Increase of awareness regarding social risks of extremism and racism by educational activities and support for implementation of pro-inclusive measures.	Number of local actors in the Ústecký and Moravskoslezský region trained in the processes how to face the racism and hate violence	0	650	580 ²
		Number of school with deeper cooperation and supervision	0	10	10
	Exchange of best practice on the international, national and regional level	Number of special webpages created	0	2	3 ³
		International workshop/conference	0	1	0 ⁴

¹ Aggregated number of appearances of spots in national TV channels. The indicator will be even increased in 2017 through the final media campaign.

² 297 police officers, 20 school mediators +83 peer-mediators, 10 local actors, 170 teachers – participants of workshops on mediation.

³ [Dilna.hatefreeschool.cz](http://dilna.hatefreeschool.cz); hatefree.cz; dobrepraxe.cz

⁴ To be realised in April 2017

4. Reporting on Programme outcome(s)

A real progress towards achievement of programme outcomes was made in 2016. Two workshops for 28 Hate Free Zones representatives (hate-crime legal aspect – related to the attack on the HFZ in spring 2016; management of social-media campaigns) were realized.

Furthermore, representatives of 10 schools and 40 police stations were trained to work more sensitively with the issue of discrimination and hate-crime. Altogether 30 organisations decided to actively share their good practise with other actors at their level.

The survey on attitudes towards ethnic minorities (the first outcome) will be conducted at the end of the project in April 2017.

Outcome	Indicator	Indicator value		
		Baseline	Target	Actual
Local and regional authorities, as well as private subjects and civil society actors, are developing initiatives to strengthen anti-discriminatory measures for groups vulnerable to social and economic exclusion.	Attitudes towards ethnic minorities, including Roma (survey)	0 %	20 %	NA ⁵
	Number of institutions with strengthened capacities	0	100	80 ⁶

4.1. Progress on horizontal concerns

Respect of human rights, Multicultural dialogue incl. integration of national minorities

Hate-crime is explicit breaking of human rights; therefore all project activities are related to human rights. While the educational activities (schools, police, and local actors) aim at strengthening of the institutional capacities, the Hate Free Culture promotes. The HFC became the strongest label in the Czech Republic in terms of promotion of multicultural values and respect to the minorities. The analysis of the presentation of refugees wave by the media which was produced by the Council for the TV and radiobroadcasting (please see chapter 2) was originally initiated by the project team. The same applies for the investigations of the hate-crime when the Hate Free Zones were attacked.

Combating hate speech through new technologies and social media is a crucial issue for the design and impact of the project and is an explicit rationale for the project implementation. Special attention is paid to disproving hoaxes concerning refugees and minorities, this service was used also by representatives of mass media.

In process of piloting the online work-room for school pupils many of them shared the expression, that this was one of a few opportunities to discuss their opinions on questions raised around the migration wave and minorities.

⁵ The survey will be conducted in April 2017

⁶ 10 schools, 40 police departments/stations, 30 good-practice promoters – local actors

Obviously, it is important to promote positive examples of good practise and positive personal stories of members of various minorities. The discourse needs to involve not only ethnical minorities, but also gender, age or health-handicapped people or homeless people, as they all face danger of social exclusion. The opponents of multicultural approach sometimes show more respect when they become familiar with difficulties that are facing representatives of various groups.

It seems also important to keep the campaign at three levels:

- mass media (including social media),
- organizational level (empowerment of opinion and decision makers and professionals whose performance have impact to communities such as teachers, NGO's workers, police and representatives of local authorities)
- “ground” level – events realised in various public places.

The project team opened an issue of the inclusion in the long-life educational system at the conference “School for Everyone” (more in chapter 6.).

5. Project selection

This chapter is not relevant. For more information about initial project selection please see previous Annual Programme Reports.

6. Progress of bilateral relations

Bilateral Fund at Programme Level – Measure B (BFB)

On 7 December 2016, the Programme Operator updated the “open”⁷ call for submission of grant applications for initiatives financed from the Fund for Bilateral Relations at Programme Level – measure “B” under the programme CZ05. The update lied mainly in prolongation of period for submitting applications till 31 July 2017 and the period of realization of initiatives until 15 September 2017. The revision of the call was made by the Programme Operator in order to enable the Project Promoter submission of the planned initiative in 2017.

During 2016 preparations for grant application with Icelanders focused on production of a documentary film continued. Realisation of the initiative is planned in the second quarter 2017.

Conference “School for Everyone”

The international conference “School for Everyone” was held in Prague on 16-17 March 2016. The main goal of the conference was sharing European and Czech experience with social inclusion in (not only school) education. The programme consisted of lectures, study visits, special workshops and informal meetings. The programme of the conference was prepared in cooperation with EDUIN, Agency for Social Inclusion and the Norwegian Embassy in Prague. In total, more than 150 participants were involved at least in one part of the conference. The main programme followed 137 participants. The foreign experts from Norway (3), Germany, United Kingdom, USA and Finland expressed positive feedback about the international aspect of the conference. The participants (mostly from Czech elementary schools and their founders) were positively motivated in further inclusive activities thanks to the presentations of practical experience given by foreign experts, which showed that the results prove in the long term

⁷ The open call is specific in this case as it is opened just for the Project Promoter of the pre-defined project.

perspective. Good practise on engaging minorities in various chapters of the national anti-exclusion strategy (Employment, Moneylending, Health, Security, Family and community work, Education) was presented. The conference was co-financed from Bilateral Fund at Programme Level – measure “B” and Bilateral Fund at National Level.

7. Monitoring

Programme Operator regularly monitors progress of the pre-defined project within the programme. Project Promoter sends four-month monitoring reports together with requests for payments to the PO for check in line with the Guidelines for Project Promoters.

In line with the PO’s internal manual, the Programme Operator performed one ordinary on-the-spot control with assistance of the hired company AQE advisors, a.s. during the project implementation on 30 September 2015. One minor finding regarding insurance of the purchased equipment was identified and further solved in 2016.

The last final financial on-the-spot control of the project is planned in the third quarter 2017.

Review of the programme shall be carried out in June - July 2017 by the external company that shall be contracted in January 2017. The programme shall be evaluated based on the five evaluation criteria (relevance, efficiency, effectiveness, impact, sustainability) with respect to its outcomes and outputs as specified in the Programme Agreement.

Each criterion will be scored using the five-grade grid. The score will be awarded based on objective and impartial expert opinion substantiated by verifiable and well-founded data, facts and evidence. The theory of change shall be developed for the programme; Outcome Harvesting shall be used as one of the methods for data collection, so as to exploit all effects of the programme, including unintended or unexpected ones. The review report will be subject to consultation process and debriefing with all relevant stakeholders prior to its publication in Czech and English.

8. Need for adjustments

No adjustments of the programme were made in 2016.

9. Risk management

Programme Operator updated the programme risk analysis in December 2016. The programme still belongs to the least risky programmes implemented in the Czech Republic. There is a neutral trend in results of the risk analysis made in December 2016 and at the start of 2016.

The risk of time delay in the programme implementation was markedly minimised in 2015 thanks to prolongation of the PDP implementation period till April 2017. Furthermore, during 2016 all project activities were realized thanks to finished tender procedures. Both Programme Operator and promoter anticipate that all the project/programme outcomes and outputs shall be achieved until April 2017.

Two main risk factors that were connected with the time and predominated in 2015, i.e. personal changes at the Agency for Social Inclusion and repetition of open tender procedures, were successfully mitigated in 2016. Project staffing was quite stable in 2016 and tender procedures for two project

activities - Project activities for pupils and teachers in Ústecký and Moravskoslezský Regions and Exchange of good practices in socially excluded localities – were effectively finished. Programme Operator closely monitored remaining tender procedures and project time schedule especially in submitted monitoring reports.

A current potential risk factor related to programme absorption capacity is non-utilisation of all funds allocated for the programme, especially for the pre-defined project and for bilateral relations. Programme Operator expects that bilateral fund as well as funds for the pre-defined project will be efficiently used as much as possible. In case of the pre-defined project some savings originated from tender procedures are to be utilized in national media campaign. As regards funds for bilateral relations, promoter plans a bilateral initiative in cooperation with Iceland in 2017.

Promoter of the pre-defined project also fights with lack of finances for partial project continuation after April 2017. A proposal for project continuation in upcoming period of EEA/Norway Grants was developed and sent to the Ministry of finance.

10. Information and publicity

General information about the programme is available on the official website of the EEA and Norway www.eeagrants.cz. The promotional activities of the only supported pre-defined project (national media campaign <http://www.hatefree.cz/>) are channelled at the programme and national level. Updates and several campaign features were promoted on the official Facebook profile of the EEA Grants in the Czech Republic <https://www.facebook.com/EHPaNF> to the broader audience.

The closing conference both for the project and the programme will be held in March/April 2017. The agenda of the conference will be prepared in cooperation with the project promoter. Donors and all relevant stakeholders will be invited to the conference and the results of the project and conclusions from the conference will be promoted mostly through the social media.

11. Cross - cutting issues

Good governance: The programme adheres to the principles of good governance. It follows the internal rules of the Ministry of Finance as well as of the Office of the government, which are strict especially in terms of procurement process and the principles of collaboration with the suppliers.

Social sustainability: The authority of the Office of the Government – Agency for Social Inclusion is valuable resource in negotiation on collaboration with governmental bodies, NGOs, other institutions and local actors. During 2016 the project activities were fully implemented with focus on various target groups (young adults, teachers, policemen, local opinion makers etc.) which has generated opportunities for the whole-society impact and synergy of conducted actions.

Economic sustainability: No specific measures were realized during the year 2016. The project has only indirect impact on the economic situation, realised through promotion of diversity in society, social stability and safety.

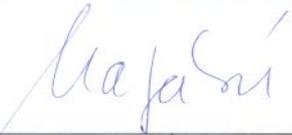
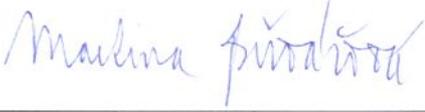
Gender equality: In 2016 the LGBT (lesbian, gay, bisexual and transgender) theme continued to be promoted in the campaign communication. The photo-campaign “Just love” was part of the Prague Pride event held in August 2016 and continually was adopted by several online media with nation-wide impact (aktualne.cz, idnes.cz, blesk.cz and others). The equal representation of women and men was taken into consideration during the media campaign (selection of campaign faces, spot screenplays etc.).

12. Attachments to the Annual Programme Report

Annex 1: Risk assessment of the programme

SIGNATURE:**For Programme Operator**

I certify that I am duly authorised to sign this Annual programme report and that I have thoroughly reviewed the progress of the programme, reporting on outcomes and outputs, risk management provided in this report and the information are correct and accurate.

				Optional second signature		
Name	Zuzana Matyášová			Martina Bečvářová		
Position	Head of the Department of International Relations			Head of the Monitoring Unit		
Organisation	Ministry of Finance of the Czech Republic			Ministry of Finance of the Czech Republic		
Signature						
Date	Day	Month	Year	Day	Month	Year
	8	2	2017	08	12	2017

For the National Focal Point

The National Focal Point certifies that the status of reporting of the programme described above is accurate.

				Optional second signature		
Name	Lenka Dupáková					
Position	Deputy Minister of Finance					
Organisation	Ministry of Finance of the Czech Republic					
Signature						
Date	Day	Month	Year	Day	Month	Year
	10	02	2017			

Annex 1: Risk assessment of the programme

Type of objective ⁸	Risk	Description of risk in the reporting period	Likelihood ⁹	Impact ¹⁰	Importance ¹¹	Mitigation planned/done
Cohesion (Programme) outcomes:	Programme absorption capacity	All the programme funds will not be fully utilized. PO expects that bilateral fund as well as funds for the pre-defined project will be efficiently used as much as possible. It is anticipated that savings within the pre-defined project will be utilized in national media campaign.	Low	High	Low	Constant monitoring, meetings with Project Promoter, prolongation of bilateral fund at programme level, prolongation of project implementation
	Legislation changes	The PDP is not directly linked to legislation. However, e.g. realization of tenders within the project is related to legislation changes.	Middle	Low	Low	All legislative proposals are monitored in advance and evaluated with regard to their impact on the PDP realization. In case of need, changes will be implemented to reflect the actual legislation.
	Time risk - delay in commitment and disbursement of funds	The time risk was lessened thanks to the prolongation of the pre-defined project implementation till 30 April 2017. Although some delays in tender procedures occurred and some tenders had to be repeated several times, all the tender procedures were successfully finished in 2016. Therefore the PO as well as the	Low	High	Middle	Realization period of pre-defined project was prolonged till April 2017. All tender procedures were closely monitored by the Programme Operator and the time schedule is closely monitored in the monitoring reports of the PDP.

⁸ The risks should be categorised in one of 3 ways, depending on whether it poses a risk to the cohesion objective, the bilateral objective, or is more of an operational issue.

⁹ Likelihood is described as Low, Middle or High according to its scoring gained in the risk analysis. (Low: 1-2, Middle:3-4, High:5)

¹⁰ Impact is described as Low, Middle or High according to its scoring gained in the risk analysis. (Low: 1-2, Middle:3-4, High:5)

¹¹ Importance is counted as Likelihood multiplied by Impact and described as Low, Middle or High according to its scoring gained in the risk analysis (Low: 1-8, Middle: 9-15, High: 16-25).

Type of objective ⁸	Risk	Description of risk in the reporting period	Likelihood ⁹	Impact ¹⁰	Importance ¹¹	Mitigation planned/done
		Project Promoter expects fulfilling of all the project and programme outcomes and outputs till April 2017. Some indicators shall be even overreached.				
	Specific programme risk (risk identified in PP relating to PRG outcomes)	Failing cooperation with other ministries, lack of trust of regions, NGOs, etc., in the planned activities.	Middle	Middle	Middle	Representatives of ministries, NGOs and regions are members of the PDP Steering committee. Memorandum of cooperation was signed with the Police Presidium and the Ministry of Interior. Communication with all the relevant stakeholders will continue during the whole project implementation.
Bilateral outcome(s):	Bilateral relations	The international conference on pro-inclusive education was successfully held on 16 and 17 March 2016. Project Promoter also prepares an initiative financed from the Bilateral Fund at Programme Level – measure B to be realized in the second quarter 2017 (preparation of partnership with Icelandic organization is under way).	Low	Middle	Low	The international conference was successfully realized in March 2016. The “open” call within the Bilateral Fund at Programme Level was prolonged – submission of applications until 31 July 2017, realization of initiatives until 15 September 2017.
Operational issues:	Management and control structures, programme management	Communication at the PO level as well as between the PO and the Promoter proceeded well. There were some personal changes at the administrative level of the	Low	High	Middle	Procedure according to the PO’s Manual, regular check and update of PO’s Manual. Meetings with the Project Promoter.

Type of objective ⁸	Risk	Description of risk in the reporting period	Likelihood ⁹	Impact ¹⁰	Importance ¹¹	Mitigation planned/done
		project.				
	Programme implementation set up	All manuals and guidelines are elaborated and regularly checked and updated. Guidelines for the Project Promoters were revised in May 2016. Guidelines for the applicants and promoters within Bilateral Fund at Programme Level – measure B were revised in November 2016.	Low	High	Low	Check and update of manuals and guidelines.
	Reports and irregularities within programme	One minor irregularity concerning small scale tender (management level) was identified by the Audit Authority and was reported to the FMO.	Low	High	Low	Consistent verification of monitoring reports and on-the-spot controls.
	Programme audits/controls	Audit of the pre-defined project was performed by the Audit Authority in April 2016. No finding was identified.	Middle	Middle	Middle	Regular monitoring, on-the-spot visits and audits.
	Information system	The information and monitoring system CEDR is in service. Adjustments are ongoing.	Low	Middle	Low	Adjustments of the system are solved with the contractor. Breakdowns and failures will be minimized by intensive cooperation with the contractor.
	Corruption risk	All the manuals and guidelines are elaborated and regularly checked and updated.	Low	High	Low	Set-up of a transparent system and regular check.