



Annual Programme Report No. 4 Norway Grants 2009-2014

**Programme CZ15 – Judicial Capacity building
Cooperation and Correctional services, including Non-
custodial sanctions**

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Programme Operator: Ministry of Finance of the Czech Republic

Programme Partner: Ministry of Justice of the Czech Republic

Donor Programme Partner: Council of Europe

Content:

- 1. Executive summary..... 2
- 2. Programme area specific developments 3
- 3. Reporting on outputs 4
- 4. Reporting on Programme outcomes 9
 - 4.1. Progress on horizontal concerns 10
- 5. Project selection 11
- 6. Progress of bilateral relations..... 11
 - 6.1. Complementary action..... 15
- 7. Monitoring..... 15
- 8. Need for adjustments..... 16
- 9. Risk management 16
- 10. Information and publicity..... 18
- 11. Cross - cutting issues 20
- 12. Attachments to the Annual Programme Report 21

1. Executive summary

Development within the justice sector in 2016 confirmed the relevance of the CZ15 Programme and its objectives. The Concept of the penitentiary till the year 2025 was approved by the Government in 02/2016. Its main goals include change of treatment of prisoners towards modern methods and procedures contributing to effective reintegration of released prisoners and decrease of reoffending rate. The Ministry of Justice has initiated preparation of the system of open prisons and throughout this process the knowledge and experience of Norwegian partner was drawn. Introduction of electronic monitoring system is expected in 1Q/2017; in 2016 the so called competitive dialogue with possible suppliers has been launched.

One of the priorities of the current minister of justice is also finalisation of Public Prosecutor law, acceleration and improvement of criminal proceedings and also e-justice, namely introduction of videoconferencing and electronic files.

In general, the CZ15 Programme implementation was influenced by long tendering process within projects implemented by Ministry of Justice and Prison Service. Implementation of all projects was extended till 30 April 2017 in order to remedy delays and allow for efficient utilisation of funds. Both soft and hard activities were in progress in 2016 except for PDP6 (Příbram Prison) where complications with tendering of construction works occurred and it is more than likely that its objectives will be fully achieved only after 30 April 2017.

Even though delayed implementation of PDPs slowed down fulfilling of Programme outcome indicators, development in 2016 proved that the potential of their successful achievement is high. There is a progress in fulfilment of Programme output indicators as compared to previous year, several outputs have been fulfilled or even exceeded within PDP1, PDP2 and PDP3. As for PDP4 - 7 the outputs can be achieved only after completion of construction works and deliveries in 1-2Q/2017.

Main risk relating to the Programme outcomes not to be achieved, as reported in the previous periods, has remained the time risk which concerns mainly PDP6. One of the risk mitigation measures that will presumably have to be applied is extension of deadline for project completion beyond the deadline for eligibility of expenditures. Situation within the project negatively influenced also the specific Programme risk, unsuccessful public procurement showed to be a bottle neck in smooth implementation of projects. The importance of the risk related to programme absorption capacity has increased as well mainly due to savings within the projects that will not be spent for time and personal capacity reasons. To mitigate the risk of lower drawing of funds within the programme the PO together with its partners discusses the possibility of reallocation of funds from unfinished projects to Bilateral Fund at Programme Level – measure B (BFB).

The potential of successful drawing of funds within BFB is good as bilateral relationships have been further developed both on the project and Programme level. Within BFB another three initiatives were implemented in 2016 and approximately 80 % of the BFB allocation has been drawn. The PO is in the process of discussion about another 7 initiatives that could be implemented should the allocation of the BFB be increased. BFB was extended beyond April 2017 and increase of allocation would allow for realisation of initiatives that could not be implemented within projects' implementation period due to capacity reasons.

On project level, one additional activity was realised with Directorate of Norwegian Correctional Services (DNCS) within PDP2 in 2016. Originally planned as well as additional activities with DNCS within PDP3 were finished in 2015; however, the project promoter used savings for financing of bilateral cooperation with another partner, the Alternative to Violence. A new partnership with DNCS has also

been planned within PDP5 and in 01/2017 the PO shall approve use of savings for financing of study visits to Norway and Czech Republic concerning treatment of female prisoners.

The Cooperation Committee meeting was organized twice in 2016. First meeting was held in April 2016 in Prague, the other one was held in December 2016 in Strasbourg. Representatives of PDPs were invited to the meeting in Prague in order to present their pre-defined projects, achievements in the projects and ideas about possible bilateral activities. Both meetings focused mainly on the discussions about the possibilities of the use of savings from the pre-defined projects for further bilateral activities.

2. Programme area specific developments

As concerns development within the justice sector, the priorities of the current minister of justice include mainly finalizing the law concerning the Public Prosecutor and acceleration and improvement of criminal proceedings. Other areas of priorities, which are in line with objectives of the Programme CZ15, are reducing the cost and humanization of the prison system and strengthening the computerization of the judiciary.

During the year 2016, the average occupancy of Czech prisons has increased to 109% as predicted in preceding APR No. 3 for the year 2015, which described trend of growing occupancy.

The average occupancy of the Czech prisons					
Date	31. 5. 2013	31. 12. 2013	31. 12. 2014	6. 10. 2015	15. 11. 2016
Occupancy (%)	113,15	79,53	93,12	102	108,76

The Ministry of justice has presented the Concept of the penitentiary till the year 2025. The Concept was agreed by the Government in February 2016. The main goal of the conception is the change of the treatment of prisoners towards more modern methods and procedures, which should contribute significantly to the effective reintegration of released prisoners. This goal is in line with the aims of the Programme CZ15 to support the integration of prisoners back into society and reducing reoffending by increasing the employment of inmates and by creating specific plan for resocialization of inmates.

In reported period, The Ministry of justice of the Czech Republic has continued to improve the conditions of inmates in prisons and to increase their chances in resocialization after leaving the prisons. One of the tools to reach the goal is presenting the system of open prisons, where there is a plan to open one in June 2017. The increasing of employment of inmates will help them to keep the working habits which would then simplify their return to society.

Another long term tool is the implementation of the system of electronic monitoring (i.e. “electronic tagging”) and introduction of electronic bracelets for inmates. The first tender was terminated in December 2015 (no bids submitted). The second tender in the form of so called competitive dialogue was launched in February 2016 and at present the Ministry of justice (Probation and Mediation Service) is in the process of dialogue with 8 possible contractors. The introduction of the electronic monitoring system is expected in March 2017 and will have benefits in terms of reducing the number of prisoners and it will also contribute to reducing reoffending rate in the Czech Republic.

High priority within justice sector is e-justice, specifically introducing the video conferences in Czech judicial system and electronic files, which goes in line with Priority area 31 included in the Program CZ15.

In reported period the Czech Government presented the Public Prosecutor law, which supports fight against corruption and economical criminality.

Since co-financing of PDPs is secured by the Ministry of Justice chapter of state budget, no problems with funding the activities related to fulfilment of the Programme's objectives were reported in 2016 even though several PDPs exceeded planned project budget due to higher cost of construction works.

3. Reporting on outputs

Outcomes of all 7 PDPs set in the grant decisions are in compliance with the expected outputs of the Programme as concerns their substance. In several cases the target value of project outcome indicators has been reviewed in connection with project modifications, the target value was increased, see the tables¹ below.

Implementation of all projects has been extended till 30 April 2017 in order to remedy delays or to allow for utilization of savings. In 2016, implementation of all PDPs was in progress and project activities have contributed to the achievement of desired Programme outputs.

PDP1 - Implementing videoconferencing in the resort of justice

The objections filed by unsuccessful bidders to the Office for the Protection of Competition within the tender for delivery of videoconferencing facilities were rejected and the contract with the winner was signed in 03/2016. 143 videoconferencing sets were installed in 123 localities by the end of 06/2016. The training of administrators and users started immediately, 713 persons have been trained by 10/2016; the training has not been finished yet. The higher number is caused by great interest of employees of the courts and prisons in the courses and using of the videoconferencing facilities.

The PO approved utilisation of savings caused by lower tender price of videoconferencing facilities for purchase of additional equipment, 2 disc arrays and one tape library. This equipment will enhance quality and sustainability of archiving of the records from court proceedings.

Towards the end of the year the PP submitted second request for utilization of savings - purchase of additional 21 videoconferencing sets, which shall contribute to full interconnection of all organizational units of the judiciary, and 42 document cameras, which shall allow for easier work with printed documents during court proceedings. The modification request shall be approved by the PO in the beginning of the year 2017.

Additional equipment shall be delivered and installed in 1Q/2017.

Programme Outputs (PDP1)		Baseline	Target Programme Agreement / Project Grant Decision	Current value
Output	Increased use of videoconferencing facilities for the organisations in the justice sector			
Output indicator	Number of videoconferencing facilities	5	148 / 169*	148
Output	Increase in the number of Justice staff able to use VC facilities.			
Output indicator	Number of persons trained and able to use VC facilities	0	369 / 700*	713

* Officially approved in 01/2017

¹ The current value of indicators shows the value as to 10/2016

PDP2 - A system of further education for employees of the Probation and Mediation Service of the Czech Republic

PDP 2 has been implemented in line with the plan as amended by two substantial project modifications approved in 2016. All originally planned activities including training within all compulsory and optional modules, preparation of training manuals, supervision and bilateral activities were finished by 04/2016. The project conference was held in Prague on 16 and 17 March 2016 in the presence of Norwegian partners, representatives of the Ministry of Justice, Prison service and some 50 PMS employees.

In 02/2016 the PO approved extension of project implementation period till 10/2016 and extension of project activities in order to allow for utilisation of savings. The additional activities included another study visit to Norway and inclusion of three new training modules within the activity Compulsory and optional modules for all specializations.

In 10/2016 the PO approved second extension of project implementation period till 04/2016 and further extension of training. Another three modules were included within the activity Compulsory and optional modules for all specializations.

Implementation of additional activities is in progress.

Programme Outputs (PDP2)		Baseline	Target Programme Agreement / Project Grant Decision	Current value
Output	PMS staffs have increased competence in probation and mediation skills			
Output indicator	Number of persons trained	0	100 / 100	276**
Output	Supervision for lecturers provided			
Output indicator	Number of lecturers provided with supervision	0	30 / 30	37
Output	Study materials / curriculum courses / syllabi / methodologies developed			
Output indicator	Number of materials	1	38 / 43*	40

* As amended by project modifications in 02/2016 and 10/2016

** The indicator includes number of individuals who took part in at least one of the training modules for each specialisation (the participants of Compulsory and optional modules for-all specializations were not included). The aim of the PMS was to maximise homogeneity of educational groups within each specialisation. However, due to large number of PMS events, turnover of staff, sickness etc., it was not possible to maintain 100% homogeneity. Yet the purpose of SDV was met, training modules have been attended by PMS employees interested in developing in the area.

PDP3 - Projects for vulnerable groups and further education of employees of the Prison Service

The project was implemented in line with the amended project implementation schedule. Within the activity related to extension of 2 existing programmes for treating prisoners and development of 3 new programmes the research study on drug abuse was drafted, the methodical guidelines for each programme have been drafted and training of employees was carried out. Pilot version of programmes will be launched at the turn of 2016 and 2017.

Within the activity related to training and education of prison staff all planned courses in 6 thematic areas were finished by the end of the year 2016.

Within the activity focused on treatment of foreign prisoners 59 employees were fully trained in working with foreigners (1 employee, social worker dealing with foreigners, did not finish the training

due to illness; however is able to provide requested services thanks to self-study) and the methodical guidelines were drafted. The methodological guidelines drafted within the training are further distributed among other professional prison staff working with prisoners. 2 information materials for foreign prisoners were drafted; translation to 16 languages will be carried out at the turn of the years 2016 and 2017. Social and legal counseling was provided by professional staff in 19 prisons, discussions and consultations included topics such as residence of foreigners living in the Czech Republic, social and legal issues, health services, work possibilities and deportation. 64 foreigners in custody and 264 sentenced foreigners attended the consultations.

All originally planned bilateral activities with DNCS were realized by the end of 2015, in 01/2016 a meeting of all Czech participants was held where outcomes and benefits of cooperation and possible use of knowledge within Czech prison system were discussed.

In 10/2016, the PO approved utilisation of savings caused by lower tender price of services for financing of additional activities within project. The bilateral cooperation was extended by a new donor project partner - the Alternative to Violence. The cooperation will focus on exchange of experience in work with aggressive persons, 3 seminars are planned to be held in Prague. The activity focused on training and education of prison staff was extended by a new course Work with indebted client. Both additional activities will increase the capacities and competences of prison staff. Relevant project indicators were amended accordingly.

Programme Outputs (PDP 3)		Baseline	Target Programme Agreement / Project Grant Decision	Current value
Output	Training for prison staff provided			
Output indicator	Number of prison staff better capable of dealing with juvenile prisoners, prisoners with drug addiction and other specific problems	0	617 / 742*	541
Output	The contents of courses developed			
Output indicator	Number of contents of courses developed	0	7 / 8*	6
Output	New programmes for treating prisoners or current programmes transferred to other prisons			
Output indicator	Number of new programmes for treating prisoners or programmes transferred to other prisons	0	3 / 3	0
Output	Materials for imprisoned foreigners available			
Output indicator	Number of information and other material for imprisoned foreigners	0	2 / 2	2
Output	Legal consultancy for imprisoned foreigners available			
Output indicator	Number of consultations provided for the imprisoned foreigners about admission and stay in the Czech republic, social-legal matters, expulsion etc.	0	5 / 5	19
Output	Prison staff better capable of treating foreign prisoners			
Output indicator	Number of persons trained	0	60 / 60	59

* As amended by project modification in 10/2016

PDP4 - Increasing effectiveness in preparation of prisoners before leaving Nové Sedlo prison

The contract with the supplier of construction works (rebuilding of the unfinished boiler house to a training centre) was signed in 07/2017 due to difficulties with procurement. Construction works started immediately after signing of the contract and approx. 60 % of works was finished by the end of the year 2016. According to an independent building expert who examined the building site during the on-the-spot monitoring visit of the PO in 11/2016 the construction shall be finished in 03/2017 at the latest (the exact date depends largely on climate conditions during winter season).

The equipment of the training centre including electronic and IT devices, furniture and household appliances will be delivered after completion of construction works. Tools and equipment for training in joinery and maintenance of public greenery have already been delivered.

Soft activities including work activities and 2 re-qualification courses (maintenance of public greenery and joinery) were implemented in alternative premises due to delays of construction works. 65 prisoners took part in work activities and 40 prisoners attended re-qualification courses.

PDP5 - Increasing effectiveness in preparation of prisoners before leaving Opava Prison

The contract with the supplier of construction works (rebuilding of the former boiler house into a training centre) was signed in 04/2016 and the reconstruction was successfully finished in 11/2016. The equipment of the training center (electronic and IT devices, furniture and household appliances) has been gradually delivered since 11/2016, full equipping of the premises is expected in 1Q/2017.

Soft activities related to labour law consultancy, financial literacy and rehearsal of skills were carried out in alternative premises during reconstruction. The course was repeated 4 times in the year 2016 and was attended by 65 female prisoners. Work activities shall start in newly built premises in 1Q/2017. The prison has already started negotiations with the Lanex Company regarding employment of female prisoners in newly built spaces and the memorandum on cooperation was signed.

In 12/2016 the PP submitted to the PO a request for utilization of savings that occurred due to considerably lower tendering price of construction works. The proposal concerned extension of soft activities by a course of basic PC skills for 24 prisoners, purchase of audiovisual equipment for classrooms and also inclusion of a new bilateral activity – exchange of experience between Norwegian and Czech female prisons in the area of treating of female prisoners. Modification included also extension of compulsory publicity in connection with the implementation of bilateral activity, i.e. financing of participation of representatives of bilateral activities in the final project conference and realisation of a separate meeting of participants of bilateral cooperation. The request shall be approved in 01/2017.

PDP6 - Construction of a production and educational hall for retraining courses for prisoners before their release in Příbram Prison

Due to the long-term problems with public procurement (the tender for construction works had to be relaunched 5 times in order to comply with the requirements of the Czech public procurement law) there has been unfortunately no serious progress in construction works in the year 2016. The latest tender was launched in 10/2016 after consultation of the possibility of extension of the project completion deadline beyond 04/2017 with the FMO.

In accordance with Article 7.14, paragraph 6 of the Regulation it is possible to complete the project after 30 April 2017 if it is completed in timely manner. In such a case, all costs incurred before 30 April 2017

would be eligible for funding from the grant and all costs incurred after the eligibility deadline would be fully covered by the PP. The PO would confirm successful project completion in the Final Programme Report.

The contract with the winner of the tender for construction works was signed in 12/2016 and the works started immediately. The schedule of construction works is set for maximum 165 days, i.e. till 9 June 2017. The aim of the PP is to complete the construction in the shortest possible time; however, the length of construction works may be influenced by climate conditions during winter season. The state and progress of construction works will be reviewed by an independent building expert during the on-the-spot monitoring visit of the PO in 03/2017. The PO will then decide on appropriate extension of the deadline for meeting of project objectives. The attempt is to finish the whole project by the end of 06/2017 at the latest.

Implementation of soft activities has already started in alternative premises and the PP expects their completion by 04/2017. The course Work with PC was implemented twice in the year 2016, 56 prisoners attended the course. The tender for the courses Cook (30 prisoners) and Service in a restaurant (40 prisoners) was postponed till 01/2017. The courses shall be realized in alternative premises in 02 – 04/2017.

PDP7 - Increased effectiveness in treating young inmates in Kuřim Prison

The contract with the supplier of construction works (building of a single-level, three-wing superstructure on the existing prison building with 8 rooms for 32 young adult inmates) was signed in 12/2015 with aim to finish the works by 04/2016. Construction works started immediately after signing of the contract; however, there have been delays due to unforeseen technical condition of the building and subsoil and the deadline for completion of construction was postponed. The building was handed over with minor defects and backlogs in 12/2016, the occupancy permit should be issued in 01/2017.

The equipment of the special unit for young adults including electronic and IT devices, furniture and household appliances will be gradually delivered by 03-04/2017. The new building should be put into operation in 03/2017.

Activities focused on increasing qualifications and competences of professional prison staff working with young adults were fully implemented in 2016. The activities included socio-psychological training (2 participants), thematically focused courses (15 participants) and teambuilding (7 participants).

Activities focused on young adults included special treatment and educational programme for 32 prisoners which was implemented in the period 01 – 07/2016 in alternative premises. Also courses for house painters and bricklayers were successfully implemented; each course was attended by 10 prisoners. Supervision was provided from 01 – 07/2016.

Programme Outputs (PDP4 - 7)		Baseline	Target Programme Agreement / Project Grant Decision	Current value
Output	Newly built/expanded/reconstructed capacity for housing/production/shops/classrooms for prisoners and reconstructed space/grounds within prison area for sports or cultural activities for prisoners			
Output indicator	Number of prisoners benefiting from the project	0	347 / 371*	0**
Output	Increased capacity/space for training/education/work in the 4 prisons			
Output indicator	Number of places for training/education and work for prisoners	0	4	0***
Output	Increased capacity of prison in line with international human rights standards			
Output indicator	Number of prison cells in compliance with CoE standards	0	8	0****

* As amended by PDP5 modification in 01/2017

** The indicator can be fulfilled only after finalisation of construction works and deliveries of equipment. So far 278 prisoners took part in soft activities implemented in alternative premises. The Prison service is aware of the condition of sustainability and plans to implement courses in similar extent after projects' completion.

*** The indicator can be fulfilled only after finalisation of construction works and deliveries of equipment. So far, construction works in 2 buildings (PDP5, PDP7) have been finished; however, the equipment has not been delivered by the end of 2016. Construction of 1 building (PDP4) shall be finalised in 1Q/2017. Construction of a hall within PDP6 shall be finalized in 2Q/2017.

**** The indicator can be fulfilled only after finalisation of deliveries of equipment within PDP7 in 03-04/2017.

4. Reporting on Programme outcomes

Even though there was considerable progress towards achievement of the programme outcomes in 2016, the current value of majority of indicators could not be increased as they will be achieved/precisely measurable either towards the end of the projects or even within certain time lapse after the end of the project (PDP1).

As for the soft measures, the major development in 2016 may be observed within outcome related to increased focus on vulnerable groups. 64 foreigners in custody and 264 sentenced foreigners of 69 nationalities in 19 prisons attended discussions and consultations including topics such as residence of foreigners living in the Czech Republic, social and legal issues, health services, work possibilities and deportation. The target value was significantly exceeded due to immense interest of foreign prisoners in provided services.

Positive development can be monitored also within outcomes related to increased competences of actors within judiciary, inmates and prison staff. Majority of trainings/courses of the PMS and Prison service staff have been realised and the relevant methodological guidelines and syllabuses have been continuously drafted. Related indicators will be fulfilled after completion of all trainings, finalisation of guidelines and completion of comprehensive methodology of training.

As for the hard measures, significant progress was achieved within the outcome related to improved efficiency of the court systems. 143 videoconferencing facilities were installed in 123 locations in 06/2016 and since then they have been used within a pilot operation. According to a preliminary analysis carried out in 10/2016, the frequency of using of the videoconferencing facilities in 09-10/2016 was 381 times. This analysis did not distinguish among different reasons of use, i.e. training, court proceeding, work meeting, testing connection or other; however it provides pretty good idea of the frequency of usage in the future. The videoconferencing system was interconnected with the Police of the CR in 08/2016 and the Ministry of Justice is discussing the possibility of further interconnection with psychiatric hospitals and detention centres.

It is not expected, that the Programme will not achieve its planned outcomes. However, mitigating actions have been put in place to address the identified risks in order to secure the achievement. Main risk relating to the Programme's outcomes not to be achieved, as reported in the previous periods, remained the time risk. The risk is associated with the outcome Overcome challenges connected to growing prison populations and prison overcrowding, more precisely with improvement of conditions for treating of prisoners. As described in chapter 3, the construction works within PDP4 and especially PDP6 are behind schedule and it is more than likely that the outcome will be fully achieved only after 30 April 2017.

Programme Outcomes		Baseline	Target Programme Agreement / Project Grant Decision	Current value
Outcome	Improved efficiency of the court systems, including the development of systems for case handling			
Outcome indicator	Frequency of using videoconferences per year	0	350	0
Outcome	Increased competence of actors within the judiciary			
Outcome indicator	A system of further education implemented and tested	0	1	0
Outcome	Overcome challenges connected to growing prison populations and prison overcrowding			
Outcome indicator	% of prisons where the conditions of treating inmates were improved	0	16	0
Outcome	Increased focus on vulnerable groups in prison			
Outcome indicator	Number of prisoners participating in programme aimed at assisting vulnerable groups in prisons	0	50	352
Outcome	Improved competences of both inmates and prison staff			
Outcome indicator	The methodology for training of the prison staff developed and used	0	1	0

4.1. Progress on horizontal concerns

Even though the CZ 15 Programme does not directly address horizontal concerns, in broader sense it focuses on issues such as respect of human rights, promotion of tolerance and multicultural dialogue, integration of minorities, hate speech, or gender equality within individual projects.

Activities aimed at vulnerable groups contribute to decrease of intolerance and integration of this minority into our society. Counselling provided to foreign prisoners was positively received which is demonstrated by large number of foreign prisoners taking part in this activity. Trainings and courses provided to prisoners within PDP4-7 contribute to easier reintegration into society after release from prison as well as to enhancing of respect to human rights.

Selection of participants of training and courses was based on professional and training needs regardless gender, age or socio-cultural background. Anti-discrimination stance is a natural part of the fundamental principles followed by the resort of justice.

5. Project selection

The CZ15 Programme comprises only projects pre-defined in the Final Programme Proposal. Their verification was finished in 2014 and the process was described in Annual Programme Report No. 2.

A rolling call for proposals within Bilateral Fund at the programme level - Measure B (BFB) was launched in January 2015 and it was updated in the year 2016. The process of evaluation of applications and awarding of grant is in accordance with Guidelines for applicants and beneficiaries for the Bilateral Fund at the programme. For more details see chapter 6.

6. Progress of bilateral relations

One of the main objectives EEA Grants, strengthening bilateral relations between the Czech Republic and the Donor States, is being implemented both at Programme and project level.

Programme level

On 21 April 2016 the **7th Cooperation Committee (CoC)** meeting was organized in Prague. The representatives of the Council of Europe (DPP), the Directorate of Norwegian Correctional Services (advisor on bilateral relations), the Governor at Bastøy Prison, as well as the PO and the Programme Partner (PP - the Ministry of Justice of the Czech Republic) together with the project promoters of the individual PDPs informed about the current status of the Programme and PDPs and the main risk which was the time risk, especially in relation to lengthy tendering process within projects implemented by Ministry of Justice and Prison Service. The possibility of extension till April 2017 mitigated the time risk in PDPs. Project promoters stressed out remaining indicative amount of savings caused primarily by outcomes of the tenders (tender prices were sometimes significantly lower than predicted). The possibility of utilisation of savings for further bilateral cooperation was discussed. Need of sustainability of project outcomes, especially of soft activities, was highlighted by both DNCS and CoE. The PO as well as PP are aware of this issue, sustainability is one of the conditions given in the project grant decisions.

On 20 April 2016 the representatives of the CoC meeting visited the Kuřim prison (PDP7). The representatives of the prison presented the history and specifics of imprisonment in Kuřim. Main aim of the visit was presentation of current status of PDP7. Soft part and investment part of the project were introduced to the participants within guided tour in prison. Participants met prisoners involved in the programme for young adults, prisoners attending the course of house painting as well as those working directly on the construction site of the new building. Main general problem in the CR that has been presented to the participants is the overcrowding of prisons.

The **8th Cooperation Committee** took place on 12 – 13 December 2016 in Strasbourg in the premises of the Council of Europe with the representatives of the Council of Europe (DPP), the Directorate of Norwegian Correctional Services (advisor on bilateral relations) as well as the PO and the Programme Partner (PP - the Ministry of Justice of the Czech Republic).

The CoC meeting itself was held on 12 December and it focused especially on current status of the Programme and individual PDPs implementation, achievements and failures and information on project savings and their possible utilisation in the individual projects (PDPs) and Fund for Bilateral Relations at Programme Level – measure B (BFB). Participants were informed about the most important modifications of the BFB, especially its extension beyond April 2017. Approved and planned initiatives were discussed. It was agreed that transfer of savings from unfinished PDPs to extended BFB would allow for more efficient utilisation of such savings within the programme.

On 13 December experts from various Divisions of the Council of Europe provided the participants of the CoC meeting with information about current development in the field of Justice.

Bilateral Fund at Programme Level – measure B (BFB)

In line with the Programme Agreement, funds under BFB are available through a rolling Open Call. In December 2016, the Guidelines to Bilateral Fund at programme level – Measure B and the Open Call for CZ15 Programme were updated. The open Call was updated in terms of eligible initiatives, expenditures and the allocation, so that the actual amount of funds is indicated.

Main changes in the Guidelines include:

- extension of deadline for submission of applications by 31 July 2017;
- extension of implementation period by 15 September 2017;
- extension of eligibility of expenditures by 15 October 2017;
- broadening the scale of eligible applicants;
- widening the types of activities (e.g. study visits for longer period up to several weeks, maximum 3 months);
- maximum grant rate increase – from 20 000 EUR to 40 000 EUR (in line with Programme Agreement).

Modifications of the rules, especially extension of the fund beyond April 2017, should stimulate use of BFB in the Czech Republic.

Three initiatives were implemented under the BFB in this period.

1. Multilateral workshop “Best Practices and Communication Workshop – Justice and Home Affairs”; Bucharest, 15 – 16 March 2016

The FMO, in cooperation with the Romanian Ministry of Justice, organised a multilateral communication and best practice workshop for the POs within the justice and home affairs sector.

The aim of Best Practices workshop was to get the different POs and DPPs together to network, exchange information, share experiences and identify best practices in order to be able to prepare properly for the future. Several projects with similar features in different beneficiary states were presented. The participants had opportunity to discuss different approaches to projects' implementation, what has worked, what has not and what could be improved or done differently. Attention was also given to what the projects have achieved/should achieve and how to measure results.

The aim of Communication workshop was to enhance enthusiasm among the POs and DPPs, and give them tools and understanding of how to communicate project stories and results with the aim of highlighting the assistance from the Donor States through the Norway Grants. It was stressed that communication should be a priority for the POs and that it is their obligation to ensure good quality information and communication both on programme and project level.

As for the CZ15 Programme, the workshop was attended by the programme manager and the publicity manager.

2. Multilateral seminar “ECHR as integral part of judicial methodology - motivation of judgments”; Bucharest, 6 – 8 April 2016

The National Judicial Institutions in the Czech Republic, Poland, Romania, Lithuania and Norway have in collaboration with the Norway Grants and the Council of Europe's HELP Programme agreed to carry out a series of multilateral seminars for judges with the aim of facilitating the practical implementation of ECHR by focussing on motivation of judgments. The Multilateral seminar in Bucharest followed the Multilateral seminar in Poland implemented under the BFB in September 2015. The seminar primarily made ECHR tangible for judges in their adjudicative work by focusing on the methodology of justification, but in doing so the seminars also naturally touched upon justification of judgments as prerequisite for fair trial.

The seminars were based on a panel of high profile experts, with one expert from each country. The target group of the seminars was mainly court of appeal judges. The outcome of the series of the seminars is practical brochure introducing the work with judiciaries of ECHR. The seminars contributed to the strengthening of bilateral cooperation between the Partner of the Programme CZ15 and the Donor Programme Partner (Norwegian Courts Administration). The initiative is in compliance with the Programme Area 31 of Norway Grants 2009- 2014 – Capacity building and cooperation in the justice system in order to improve the functioning of a fair and efficient judicial system.

The representatives from the CR included Mr. Zdeněk Kühn, judge in the Supreme Administrative Court in Brno, who was nominated to be a chairperson of the series of seminars, national expert Mr. Jan Kratochvíl, Lecturer of Constitutional Law and Human Rights at the Palacký University in Olomouc who had a presentation during the seminar and acted as a leader of the interactive working group, nine Czech national judges and the coordinator of the Program CZ15 from the Czech Ministry of Justice.

3. "Study visit to Norway – deepening knowledge of the open prison system"; 22 – 24 August 2016

The representatives of the Czech Ministry of Justice and Prison Service attended a study trip to Norway. The DNCS was the Norwegian partner of the initiative. The main objective of the initiative was to deepen the knowledge of the open prison system and to discuss the specific plan for implementation of the open prison system in the Czech Republic.

During the stay in Norway, the Czech delegation met with the DNCS director and they were discussing the plans of implementing the open prison system to the Czech Republic. Another part of the study visit was dedicated to the visit of open prison in Troegstad, high-security prison in Ringerike and open prison in Kroksrud. The main objective of the visit in the prisons was the exchange of experience and good practice in preparing the inmates before releasing and the experiences with resocialization. The initiative is in compliance with the Programme Area 32 – Correctional services, including alternative sentencing, aimed at improving the correctional services system in accordance with relevant international human rights instruments.

Plans for the future bilateral projects within BFB

The justice sector is currently preparing two possible bilateral projects, the first concerning the international conference – open prison in Academy of the Prison Service (in Stráž pod Ralskem) in 03/2017 and the second possible initiative – study visit to Norway (in 06-07/2017) between Prison Service and DNCS related to management training and effectiveness of preparation of female prisoners before release from prisons.

As was discussed at the CoC meetings in April and December 2016, there have occurred quite considerable savings within PDP1, PDP3 and PDP5 amounting to approx. 472 000 EUR. In order to enhance efficient use of funds, the PO has approved additional activities within each project contributing to achievement of project goals. However, mainly due to time constraints and high workload of the projects' stakeholders the promoters will not be able to fully utilise all expected savings.

As was agreed, one of the possibilities how to improve drawing of funds within the CZ15 Programme is reallocation of part of the savings from unfinished projects to BFB. This fund is popular among the stakeholders and by the end of 2016 80% of its allocation was utilised. Should the international conference on open prisons be approved in the near future, the funds will be fully utilised. Taking into account the fact that the BFB was extended beyond April 2017, increase of allocation would allow for realisation of initiatives after the end of projects' implementation when the time and personal capacities of all stakeholders should improve. The Project Promoters as well as Programme Partner have already proposed several possible initiatives and the list was sent to the DPP and DNCS for comments/suggestions. The consolidated proposal of initiatives as well as proposal for reallocation and modification of Programme Agreement shall be discussed with the FMO then.

Project level

Project partnerships were established within PDP 2 (Probation and Mediation Service) and PDP 3 (Prison Service). The partnership agreements were signed with the DNCS which is responsible for the overall coordination of bilateral activities. Other Norwegian entities like Akershus Probation Office, KRUS, etc. were involved in bilateral activities under the auspices of the DNCS.

As for PDP2, the third study visit to Norway was realised in 2016. Main discussed topics were parole, electronic monitoring, half-way houses and mediation. In March 2016 the project conference was organized in Prague. All participants stress out very good level of cooperation between PMS and Norwegian partner and confirm benefits of the bilateral cooperation within the project implementation such as transfer of know-how and experience sharing.

As for PDP3, all original and additional activities with DNCS were finished in 2015. Second partnership was concluded with Alternative to Violence (ATV), Norwegian non-profit organization in 2016. The bilateral workshop related to treatment of violent offenders, anger management, treatment of drug addicted was held from 30 November to 1 December 2016 in Prague. The workshop was intended for prison experts (e.g. psychologists, therapists) who treat prisoners in various programmes in the Czech prisons. There are expected another two workshops in January and February 2017 in Prague.

Partnership is also planned within PDP5, where bilateral activities with DNCS regarding treatment of female prisoners were proposed for financing from savings. At the end of 2016 the request for project modification was being fine tuned by the project promoter in cooperation with DNCS with the aim to obtain official approval in 01/2017.

(A) Target for number of partnership projects

Standard quantitative indicators	Type of results	Baseline	Target	Current value	Source of verification
Number of project partnership agreements in the public sector	Extent of cooperation	0	2	3	Partnership agreements were signed within PDP2 (DNCS) and PDP3 (DNCS, ATV).

(B) Additional general indicator for the total bilateral aspect of the programme at the overall level

Standard quantitative indicators	Type of results	Baseline	Target	Current value	Source of verification
Number of new practises adopted in a beneficiary state, as a result of transfer of knowledge from a donor state partner.	Shared results	0	2	3	Knowledge of the Norwegian partner has been reflected in the content of the trainings of Probation and Mediation office and Prison Service and within programmes for treatment of prisoners developed by Prison Service. The knowledge gained during the BFB initiatives focused on open prisons has been utilised during planning of open prison system in the CR. Norwegian inspiration was also used during extension of therapeutic programmes related to caring for livestock and agricultural activities.
Number of articles published in one country about the other partner country	Knowledge and mutual understanding	0	3	13	In 2016 at least 6 articles were published by Ministry of Justice and its subordinate organisations, 1 article published by Ministry of Finance, 1 article published by DNCS.

6.1. Complementary action

No funds were earmarked for complementary actions within the CZ15 Programme; however, funds were made available within the BFB to promote activities with the complementary action character.

7. Monitoring

Regular project monitoring of all PDPs continued via collecting information from the Project Promoters through the project reports. The reports have been submitted electronically through the IS CEDR every four months. The interim reports describe both the project progress and the financial progress. The procedures of regular monitoring information have remained the same in 2016.

On-the-spot controls carried out by the external technical experts in cooperation with the PO were executed in order to verify whether the project progress and financial status comply with the information declared in monitoring reports and whether the project management is efficient to meet declared objectives. Representatives of the Programme Partner were invited to participate as observers and were provided with the final reports for information. The on site monitoring reports including comprehensive information on findings and related recommendations have been consulted with Project Promoters. Findings are being followed up by the PO and remedial actions of Project Promoters enforced.

In 2016, 4 on-the-spot controls were carried out within PDP1, PDP4, PDP5 and PDP7. The reports were finalised for PDP1 and PDP7 by the end of 2016. No major shortcomings, that may endanger the project implementation and reaching the set project objectives were identified within PDP1. As for PDP7, suspected irregularity was identified in relation to additional costs of technical supervision of the construction. The matter will be further solved by relevant body of the PO.

Archiving of all the documents in relation with the performed controls is done electronically in the IS CEDR. The Monitoring Plan for 2017 is enclosed to this report.

Review of the Programme shall be carried out in 08-09/2017 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. Achievement of bilateral indicators will be examined as well.

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

The new version of Annex I and II to PA reflecting the extension of final eligibility date of all PDPs until 30 April 2017 entered into force on 18 January 2016.

As regards the substantive content of the Programme, no deviations were identified in 2016. Activities have been/will be extended within several projects thanks to savings. This will have positive impact also on target values of Programme outputs and bilateral relations where exceeding of the target value is expected. The major deviation concerns time schedule, mainly due to PDP6 as described in chapter 3.

No legislation changes within the justice sector related to the CZ15 Programme that would influence the substance of the Programme and its aims occurred in 2016.

The adjustment of the Programme is envisaged in 2017 in connection with transfer of funds from unfinished PDPs to BFB. The possibility of utilisation of savings within PDPs for further support of bilateral activities within BFB was discussed at the technical meeting with FMO in Prague on 2 June 2016. The PO is discussing the potential initiatives with the relevant stakeholders before submission of the request for reallocation of funds within the Programme to FMO.

9. Risk management

The risk analysis was updated in 12/2016. The time risk still remains crucial, even though extension of projects' implementation period till 30 April 2017 was approved. Development within PDP6 shows that the risk is still valid; its importance has even been increased. Mitigation measures include among others possible extension of deadline for PDP6 completion and fulfillment of objectives beyond the deadline for eligibility of expenditures.

The status of implementation of PDP6 has influenced the specific programme risk as well. The former risk related to security issues within PDP4-7 proved to be of low importance as there have been no security and safety problems during reconstruction of the buildings within individual prisons. On the other hand, the unsuccessful public procurement showed to be generally a bottle neck in smooth implementation of projects within this Programme.

Another risk where importance has been slightly increased is the programme absorption capacity. Savings occurred within several projects and their full utilization within given project is limited mainly due to time constraints and lack of personal capacities. There is also a risk of lower utilization of funds within PDP6 due to delays that might lead to finalisation and final payments within the project beyond the final eligibility date. The risk can be partly mitigated by reallocation of funds from unfinished projects to BFB and extension of deadline for completion of initiatives within BFB till 15 September 2017.

As concerns risk connected with realisation of Programme audits/controls, its importance has been decreased since regular controls and audits have been commenced. Operational audit of the Management of the PO for CZ15 was carried out by the Audit Authority in 2016. 4 project's on-the-spot controls of the PO were carried out in 2016. Regular project monitoring via IS CEDR is in progress. On the other hand, the risk related to reports and irregularities has increased as 7 minor irregularities have been identified during controls/audits. 6 of them have already been set and the requested amounts were returned to the bank account of the PO, one is being solved.

In accordance with the outcomes of the latest analysis, the CZ15 ranks as one of the more risky Programmes out of 15 Programmes implemented in the Czech Republic. The table below shows the overview of the risks and their assessment within the Programme in 2016 compared to the situation in 2014 and 2015.

Year	Programme 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	Programme audits/controls	Number of programme partners	Bilateral relations	Information system	Corruption risk	Specific programme risk	Specific programme risk - description
2016	CZ15 - Judicial Capacity building Cooperation and Correctional services, including Non-custodial sanctions	9	6	6	12	8	8	25	15	3	16	12	6	4	6	4	20	Public Procurement
2015		9	6	6	12	8	8	15	12	3	12	15	6	4	9	4	6	Security issues within PDP 4-7
2014		9	6	6	12	12	9	20	6	3	4	15	6	4	9	4	6	Security issues within PDP 4-7

10. Information and publicity

The publicity of the Norway Grants is being secured both at the programme and project level. The publicity is ensured by the PO in close cooperation with the PP as well as by individual project promoters.

The web site <http://www.eeagrants.cz/> of the PO is continuously the first entry point for stakeholders looking for information about EEA and Norway Grants and the CZ15 Programme. All relevant information on funding opportunities and how to apply, including general information about the Norway Grants 2009-2014, updated information about the state of implementation of the Programmes, summary of the projects, documents relevant to the Programme (methodology, guidelines, manuals), contact information etc., has been published online, both in Czech and English language.

The PO has also developed the information system CEDR, accessible to the applicants, project promoters, Programme partners etc., which has been also used for communication and publicity purposes.

On the top of that social media (Facebook) is being used for promotional purposes where information is added continuously, including photos and video recordings. This mainly involves information relating to prepared/completed events, etc. The Facebook page has more than 1 thousand followers.

The PO – Ministry of Finance is supplied with the promotional materials with EEA and Norway Grants logos (notebooks, bags, paper folders and pens), which are distributed at different occasions.

The workshop for 5 Programme areas focused on Justice and Home Affairs (within the EEA and Norway Grants 2009 – 2014) was organized from 15 to 16 March 2016 in Bucharest. The aim of the workshop was to exchange the experiences and good practices of the POs and DPPs and learn about practical publicity tools and rules of good communication to ensure proper publicity (<http://www.eeagrants.cz/en/programmes/norway-grants-2009-2014/cz15-cooperation-in-justice/cz15-news/2016/workshop-in-bucharest-2179>).

On 4 October 2016 the Ministry of Finance - National Focal Point for EEA and Norway Grants in the Czech Republic organized a Conference on the Progress in Implementation of EEA and Norway Grants 2009 - 2014 in the Czech Republic, Lessons Learnt and Best Practice. Conference was held in Prague (<http://www.eeagrants.cz/en/programmes/cz01-technical-assistance-bilateral-fund/bilateral-fund-at-national-level/cz01-news/2016/conference-on-the-progress-in-implemента-2304>).

The Conference was attended by representatives of all relevant institutions and organizations that are involved in the implementation of EEA and Norway grants in the Czech Republic. The purpose of the conference was to inform all stakeholders about the progress in implementation in the current period, to review the results and to share experiences with the implementation phase. In this regard, it was very beneficial to receive the feedback from the DPPs, Programme Partners at national level and of course from the project promoters. Also representatives of the PO and PP of the Programme CZ15 together with project promoters were present at the conference.

The PO plans to prepare an information brochure about CZ15 Programme and all of its PDPs and their results. This brochure will be distributed to all the stakeholders at different occasions and events.

The NFP has ensured media space in two nationwide media (newspapers) and in cooperation with project promoters prepares articles about selected projects that were awarded within the EEA and Norway grants. The articles are published every month and inform the general public about EEA and Norway grants and supported projects. Articles about PDPs of CZ15 Programme will be published during 2017.

As concerns the most important events in 2017 the PO plans to organize the Closing conference of the CZ15 Programme that shall be held in autumn 2017. Final Conference of PDPs 3 – 7 is planned to be held on 29 and 30 March 2017 in Prague. Final Conference of PDP1 is planned to be held on 6 April 2017 in Prague.

The PP regularly informs the public about the developments in CZ15 Programme and PDP1-7. This information is mainly presented in Czech language through the website of the ministry (www.justice.cz) and official accounts of the ministry on Twitter and Facebook. A particular section of the website is devoted to general information about Norway Grants and individual projects: <http://portal.justice.cz/Justice2/MS/ms.aspx?j=33&o=23&k=5893&d=329827>.

In 2016, the Ministry of Justice published a number of press releases, for example:

- PDP 1 – Implementation of video conferences

<http://portal.justice.cz/Justice2/MS/ms.aspx?o=23&j=33&k=5795&d=350960>

<http://portal.justice.cz/Justice2/MS/ms.aspx?o=23&j=33&k=5795&d=349007>

- BFB – Study visit to Norway - open prison

<http://portal.justice.cz/Justice2/MS/ms.aspx?o=23&j=33&k=5795&d=350715>

<http://www.kriminalomsorgen.no/moetereferat.383300.no.html>

- Visit of Norwegian delegation in the prison in Prague

<http://www.vscr.cz/generalni-reditelstvi-19/informacni-servis/aktuality-220/kolegove-z-norska-na-pankraci-14681>

<http://www.vscr.cz/generalni-reditelstvi-19/informacni-servis/aktuality-220/spoluprace-s-vs-norska>

- Visit of Cooperation Committee in the Kuřim prison

<http://www.vscr.cz/generalni-reditelstvi-19/o-nas/norske-fondy-1703/pdp-7-kurim/navsteva-k-projektu-zachazeni-s-mladymi-vezni-14225>

- International meeting of experts in Prague (ECHR)

<http://portal.justice.cz/Justice2/MS/ms.aspx?o=23&j=33&k=5893&d=346673>

- Multilateral seminar - ECHR

<http://portal.justice.cz/Justice2/MS/ms.aspx?j=33&o=23&k=2375&d=348586>

The Prison Service informs about the projects on its own website:

<http://www.vscr.cz/generalni-reditelstvi-19/o-nas/norske-fondy-1703/>

<http://www.vscr.cz/generalni-reditelstvi-27/about-us/norwegian-funds/>

The Probation and Mediation Service informs about the projects on its own website

<https://www.pmscr.cz/system-dalsiho-vzdelavani-pracovniku/>

11. Cross - cutting issues

Good governance

All institutions involved in management and implementation of Programme respect the principles of good governance. The Programme as well as projects are managed by a qualified staff that has to a large extent prior experience with managing of similar Programmes/projects. Even though there are still partial personnel changes in the individual PDPs (mainly projects of the Prison Service) the management structures have been stabilized in observed period. External team members and service providers have been selected on the basis of open, transparent and competitive selection procedures to ensure the hiring of the most qualified personnel.

All tenders are implemented transparently in accordance with the Public Procurement Act, internal instructions of the Ministry of Justice and the Guidelines of the NCP. Strict observance of the law as well as complicated approval procedures related to public procurement within the justice sector has caused delays in projects' implementation. On the other hand, the probability of mistakes and irregularities in connection with public procurement was minimised. So far no major deviations from the rules on public procurement have been identified during on-the-spot controls.

Gender equality

Equal opportunities between men and women in terms of their social and professional development, as well as equal opportunities regardless of race, ethnicity, religion or world opinion, disability, etc. are taken into account both within the Programme and individual PDPs.

Personnel policy within the Czech state administration takes into consideration the principles of gender mainstreaming. The Government strategy on gender equality in the Czech Republic for years 2014 – 2020 enhances equality and sets priorities and procedures of the Government in promoting equal opportunities for women and men.

Sustainable development

The principles of sustainable development are observed during Programme and projects' implementation. The attention is paid to efficient and economical use of resources and energy and proper waste management. Use of electricity and water is duly supervised, in particular lighting and inefficient heating in winter. Projects records are kept in electronic format where possible (mainly thanks to IS CEDR and Data Box which is used for written correspondence); the amount of printed material is limited to the minimum level required by circumstances.

As for the economic sustainability, the pre-financing and co-financing of projects implementation phase has been secured within the state budget and no threats have occurred so far. Maintenance of project results shall not be as costly, and will be provided by project promoters existing staff and financed by their budgets.

Social sustainability shall be ensured by the employees of the project promoters who will continuously map out target groups and assess their needs in order to adapt and develop the Programme results to new conditions and target groups' needs.

12. Attachments to the Annual Programme Report

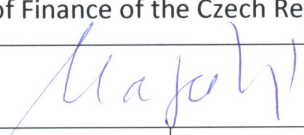
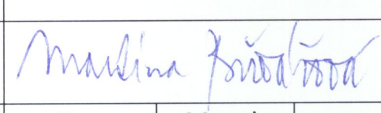
Annex 1: Risk assessment of the programme

Annex 2: Monitoring plan 2017

Annex 3: List of projects for communication purposes or as examples of best practices

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	Ms. Zuzana Matyášová			Ms. 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	02	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	Ms. 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 ²	Risk	Description of risk in the reporting period	Likelihood ³	Impact ⁴	Importance ⁵	Mitigation planned/done
Cohesion (Programme) outcomes:	Programme absorption capacity	The PRG contains 7 PDPs pre-financed and co-financed from the state budget; therefore the risk of lack of the funds for implementation is low. On the other hand, savings occurred within several projects and their full utilization within given project is threatened mainly due to time constraints. There is also a risk of lower utilization of funds within PDP6 due to delays.	Middle	High	Middle	<ul style="list-style-type: none"> - oversight of actual state of project implementation (mainly regular monitoring) - ongoing information on any changes, problems - approval of additional activities within projects - transfer of unused funds to bilateral fund and extension of deadline for drawing of funds
	Legislation changes	PRG is not directly related to implementation of any legislation change. No legislation change related to the PRG occurred during this reporting period.	Low	Middle	Low	<ul style="list-style-type: none"> - sufficient information about PRG and its goals in order to avoid collision with government intention - timely information on any potential legislation changes
	Time risk - delay in commitment and disbursement of funds	Implementation of all activities was in progress or finished in 2016 except for PDP6, where problems occurred with tendering of construction works. It is very likely that deadline for project completion and fulfillment of objectives within PDP6 will have to be extended beyond the deadline for eligibility of expenditures, i.e. 30 April 2017. Other projects shall be finished by 30 April 2017.	High	High	High	<ul style="list-style-type: none"> - monitoring of preparation as well as realization of tenders - assistance to the project promoters throughout the whole procurement process - extension of implementation period beyond 30.4. 2017 - extension of deadline for drawing of funds within bilateral fund
	Specific programme risk – public procurement	The risk concerns PDP6, where tender for construction works had to be repeated 5 times. The project is very risky because it more than likely will not be finished by 30 April 2017.	High	High	High	<ul style="list-style-type: none"> - intensive monitoring of project - regular meetings with project team and the public procurement unit of the Prison Service
Bilateral	Bilateral relations	Partnership is promoted both on the	Low	Low	Low	- support of bilateral relations

² 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.

³ 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)

⁴ 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)

⁵ 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 ²	Risk	Description of risk in the reporting period	Likelihood ³	Impact ⁴	Importance ⁵	Mitigation planned/done
outcome(s):		Programme and project level. The Cooperation Committee meets regularly. The originally planned as well as additional bilateral activities within PDP2 and PDP3 have been implemented. Thanks to savings another two partnerships were established within PDP3 and PDP5. The cooperation is further enhanced within the bilateral fund on Programme level (measure B). The risk concerns mainly time capacity of involved stakeholders.				through the websites of all relevant stakeholders - clear specification of the rules for financing and reimbursement of expenditures - good quality planning of activities - active cooperation and communication among partners - extension of the deadline for drawing of funds from bilateral fund - transfer of savings in PDPs to bilateral fund
Operational issues:	Management and control structures, programme management	Management and control structure at the national level has been approved by the audit authority and the FMO. PO manuals and procedures were finalized and approved. The risk concerns mainly knowledge and compliance with the set rules and personal capacities within the management structures.	Low	Middle	Middle	- support to all stakeholders regarding rules of Programme/project implementation (seminars, trainings, provision of information on web etc.) - regular update of manuals and procedures - ensuring stability of management structures
	Programme implementation set up	Manuals and procedures at national level and PO level (i.e. guidelines for applicants, open calls, small-scale tenders, eligibility of expenditures, etc.) were issued. Major changes have not occurred in 2016.	Low	Middle	Low	- continuous evaluation of the system's functionality and possible adjustments - regular update of manuals and procedures - extension of deadline for drawing of funds within bilateral fund - possible extension of deadline for fulfilment of project objectives beyond 30 April 2017
	Reports and irregularities within programme	Regular programme monitoring towards FMO and project monitoring towards PO were carried out. Suspected irregularity was detected within PDP7 during on-the-spot control of the PO, it is being solved. 2 irregularities were identified in the audit report of the Audit authority related to Programme preparatory costs. 2 irregularities were identified by the	Middle	Middle	High	- regular Programme / project monitoring in line with the plan - consistent verification of monitoring reports and on-the-spot controls

Type of objective ²	Risk	Description of risk in the reporting period	Likelihood ³	Impact ⁴	Importance ⁵	Mitigation planned/done
		Certifying authority related to Management costs of the Programme Partner. 2 irregularities were identified by the Certifying authority related to BFB initiatives. All irregularities have been set and the requested amounts were returned to the bank account of the PO.				
	Programme audits/controls	Operational audit of the Management of the PO for CZ15 was carried out by the Audit Authority in 2016. 4 on-the-spot controls of the PO were carried out in 2016. Regular project monitoring via IS CEDR is in progress.	Middle	Middle	Middle	- set up of audit and control plans - regular monitoring, on-the-spot v controls and audits
	Information system	The information and monitoring system CEDR is in service. Minor adjustments are ongoing. The risk relates mainly to the knowledge of the system and abilities to work with it properly.	Low	Middle	Low	- adjustments of the system in order to fix all imperfections - intensive cooperation with the contractor to minimize breakdowns and failures - providing support to all stakeholders (manuals, training etc.)
	Corruption risk	Programme implementation set-up is transparent, rules and procedures are clearly stated in manuals and guidelines.	Low	Middle	Low	- transparent Programme implementation set-up - regular controls

Annex 2: Monitoring plan

Project no.	Name of the project	Planned date of on-site monitoring visit /review	Note
NF-CZ15-PDP-1-002-2014	Implementing videoconferencing in the resort of justice	3Q/2017	Final on-the-spot monitoring visit; project termination date 30 April 2017
NF-CZ15-PDP-2-001-2014	A system of further education for employees of the Probation and Mediation Service of the Czech Republic	3Q/2017	Final on-the-spot monitoring visit; project termination date 30 April 2017
NF-CZ15-PDP-3-003-2014	Projects for vulnerable groups and further education of employees of the Prison Service	16 February 2017 3Q/2017	Regular on-the-spot monitoring visit, Prague Final on-the-spot monitoring visit; project termination date 30 April 2017
NF-CZ15-PDP-4-004-2014	Increasing the effectiveness of preparation of prisoners before release from Nové Sedlo Prison	3Q/2017	Final on-the-spot monitoring visit; project termination date 30 April 2017
NF-CZ15-PDP-5-005-2014	Increasing the effectiveness of preparation of female prisoners before release from Opava Prison	3Q/2017	Final on-the-spot monitoring visit; project termination date 30 April 2017
NF-CZ15-PDP-6-006-2014	Construction of a production and educational hall for retraining courses for prisoners before their release in Příbram Prison	7 – 8 March 2017 3Q/2017	Regular on-the-spot monitoring visit, Prague/Příbram Final on-the-spot monitoring visit; project termination date 30 April 2017*
NF-CZ15-PDP-7-007-2014	Increased effectiveness in treating young inmates in Kuřim Prison	3Q/2017	Final on-the-spot monitoring visit; project termination date 30 April 2017

* Probability of extension beyond 30 April 2017

Annex 3: List of projects for communication purposes or as examples of best practices

Project no.	Name of the project	Note
NF-CZ15-PDP-1-003-01-2014	Implementing videoconferencing in the resort of justice	Final project conference, 6 April 2017
NF-CZ15-PDP-3-002-01-2014	Projects for vulnerable groups and further education of employees of the Prison Service	Final projects' conference, 29 – 30 March 2017, Prague, participants include DNCS, probably CoE
NF-CZ15-PDP-4-004-01-2014	Increasing the effectiveness of preparation of prisoners before release from Nové Sedlo Prison	
NF-CZ15-PDP-5-005-01-2014	Increasing the effectiveness of preparation of female prisoners before release from Opava Prison	
NF-CZ15-PDP-6-006-01-2014	Construction of a production and educational hall for retraining courses for prisoners before their release in Přeborn Prison	
NF-CZ15-PDP-7-007-01-2014	Increased effectiveness in treating young inmates in Kuřim Prison	
BFB (not approved yet)	International conference – open prisons	
CZ15 Programme	Final conference	09/2017 (tbc), Prague, agenda shall include: introduction of the Programme, results of PDP projects, contribution from partners, lessons learnt, presentations from selected projects, outputs from the evaluation of Programmes