



# **Annual Programme Report No. 1 Norway Grants 2009-2014**

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

**Reporting period: 15.6.2013 – 31.12.2013**

**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.....	2
3. Reporting on Programme outcome.....	3
3.1. Progress on horizontal concerns.....	3
4. Reporting on outputs.....	4
5. Project selection.....	4
6. Progress of bilateral relations.....	5
6.1. Complementary action.....	7
7. Monitoring.....	7
8. Need for adjustments.....	7
9. Risk management.....	8
10. Information and publicity.....	8
11. Cross - cutting issues.....	9
12. Attachments to the Annual Programme Report.....	10
Annex 1: Risk assessment of the programme.....	10
Annex 1: Risk assessment of the programme.....	12

## 1. Executive summary

Programme CZ 15 was approved by the Donors on 15 June 2013 after settlement of all requests for additional information to the Programme Proposal. The Programme agreement between the Norwegian Ministry of Foreign Affairs and the Ministry of Finance of the Czech Republic was signed on 31 October 2013. Within 4<sup>th</sup> quarter 2013 and 1<sup>st</sup> quarter 2014 the representatives of pre-defined projects (PDP) have been gradually requested by the PO to submit their PDP applications for verification.

In January 2013, the president of the Czech Republic announced an amnesty, which had a direct effect on the number and structure of the prison population. This fact was taken into account during the selection of prisons to be reconstructed within the Programme. Decreasing of the number of inmates does not pose a risk to achievement of programme objectives as the main goal of the projects within the priority area 32 is not only dealing with prison overcrowding but particularly addressing problems connected with poor condition of prisons and lack of programmes for treating prisoners and increasing demands on Prison Service staff qualifications.

The Programme implementation is in its initial stage. In the year 2013, the activities focused mainly on finalisation of the management and implementation set-up, drafting of manuals and guidelines, development of information systems. One of the key documents, the PO manual, was at the final stage of preparation at the end of the reporting period. Due to current status of the Programme, no specific results regarding Programme outputs and outcomes, horizontal concerns or monitoring could be provided in this report.

Enhancement of bilateral relations is strongly promoted within the CZ 15 Programme. Partnership on the Programme level was established with the Council of Europe as a Donor Programme Partner (DPP). Partnerships on the PDP level have been gradually established with several Norwegian institutions, e.g. the Norwegian Correctional Services Directorate, Akershus Probation Office, Ullersmo Prison and the Correctional Service of Norway Staff Academy (KRUS). So far three Cooperation Committee meetings with the DPP and the Programme Partner (PP), the Ministry of Justice were held. In order to identify and set up partnerships within PDPs, the PP in co-operation with the DPP, PO and potential Norwegian partners organised a contact seminar in Prague and subsequent working meeting in Oslo. Three bilateral indicators were set within the CZ 15 Programme and it seems very likely that they will be either fulfilled or even exceeded.

A risk analysis has been elaborated in cooperation with the PP. The time delay in the Programme implementation and set-up of the Programme implementation system were identified as the main risks in this monitoring period. The mitigating actions include immediate finalisation of all necessary manuals and guidelines by the PO as well as drafting and submission of good quality PDP applications.

## 2. Programme area specific developments

On 1 January 2013, using his constitutional rights, the president of the CR announced an **amnesty** to mark the 20th anniversary of the Czech Republic's independence (so called Velvet Revolution). The amnesty took effect on 2 January 2013 and it applied to convicts with low suspended or prison sentences and elderly convicts. Besides, it halted criminal prosecution if it had lasted for more than eight years, and if the maximum prison sentence that could be imposed in such cases did not exceed ten years. Such decision had an imminent effect on the composition of the prison's population in some prisons. Before amnesty, the average occupancy of prisons was up to 114 %, in some places up to 130 %



with the average number of inmates amounting to approximately 23 000. Following the amnesty more than 6 400 persons were released and the current average occupancy is around 80 %. In connection with the amnesty and a significant decrease in the number of inmates two prisons were closed. The Evaluation Committee responsible for the selection of the PDPs within the priority area 32 had to take into account above mentioned circumstances and during the evaluation process had to re-consider and recommend only the most appropriate prisons in order to effectively meet the Programme's needs.

Nevertheless, in line with the point 3.3 Relevance of the Programme of the Programme Proposal, except of the overcrowding of the prisons (which does not present current problem but due to the unsystematic approach in decreasing the prison's population it might be identified as the problem again in the future) the main objective of the Programme, to contribute to increased quality of justice, improvements to the Czech prison system and development of Probation and Mediation Services (PMS) activities, remained the same and will be pursued. The Programme is in line with the national Strategy of Effective Public Administration and Friendly Public Services for 2007 - 2015.

### **3. Reporting on Programme outcome**

The Programme Agreement, which stated Programme's expected outcomes and outputs, was signed on 31 October 2013. As the Programme implementation was started in the 4Q/2013 and thus no projects were realized during this reporting period, there was no progress towards the expected Programme outcomes.

Based on the annual risk analysis of the Programme, there were identified two main risks that could endanger successful fulfilment of Programme outcomes. As the most crucial risk appeared the time risk in relation to the possible delay in implementation of the projects and thus timely achievement of Programme's objectives. Taking into consideration current situation and possibilities, the risk may be mitigated by immediate finalization of all necessary manuals and guidelines and by submission of PDP proposals in sufficient quality and without delays.

The second most crucial identified risk, which influences the above mentioned time risk is the Programme implementation set-up whereas all manuals and guidelines related to the binding rules for the Project Promoters need to be issued. Towards the end of the year 2013 almost all manuals and guidelines were issued, however, there are still few remaining to be finalised and approved, especially the PO's manual and the Project Promoters manual.

#### **3.1. Progress on horizontal concerns**

The CZ 15 Programme by its focus generally addresses horizontal concerns such as respect of human rights, promoting of tolerance, promoting of multicultural dialogue or integration of minorities.

In general, increased focus on vulnerable groups in prisons, especially on foreign inmates, will have a positive impact on promoting tolerance in the society. Activities within the CZ 15 Programme, such as translation of materials for imprisoned foreigners in different languages as well as legal consultancy for imprisoned foreigners, will definitely have positive influence on promoting multicultural understanding among Czech and foreign prisoners likewise prisons staff that will be trained to be better capable in treating foreign prisoners. Indeed, from this point of view, the Programme will contribute towards respect for the rights of minorities.

Furthermore, education of the PMS employees related to increasing the quality and efficiency of the justice system in the area of alternative forms of criminal proceedings and alternative sentencing, will



contribute towards promoting tolerance among the ordinary population in the country and inmates. Focus of the Programme on improving and developing services in prisons as well as focus on reconstructions which will lead to improving conditions of prisoners, will conduce to the improving the correctional services system in compliance with relevant international human rights instruments and respect for the human rights. Proposed activities within the Programme such as The Further Education System of the PMS will also contribute towards above mentioned overall horizontal concern, improvement of the rights of the victims of crime.

CZ 15 Programme and namely programmes for prisoners will conduce to the process of reintegration of prisoners into the society and thus, the Programme can contribute towards combating hate speech in the society.

#### **4. Reporting on outputs**

With respect to the stage of implementation no achievements in Programme outputs can be reported so far. In December 2013, representatives of PDPs no. 1 – 3 (“soft projects”) were officially requested to submit project applications for verification. It is expected that representatives of PDPs no. 4 – 7 (“hard projects”) will be officially asked for submission of applications within 1<sup>st</sup> quarter of 2014 after finalisation of the study of PDPs’ economic and technical feasibility and subsequent finalisation of their overall budgets.

It is expected that in line with Section III of Annex II to the Programme Agreement, the Donor Programme Partner will receive for comments the PDPs no. 2 – 7 prior to their verification by the PO. Also economical and technical feasibility of projects no. 4 – 7 will be assessed by the independent expert at the beginning of 2014.

Upon verification and approval of the project proposals, the PO will review and eventually revise the output indicators. In line with section 2, point 9 of Annex I to the Programme Agreement, the reviewed indicators will be submitted to the NMFA for approval prior to the first disbursement to the projects.

#### **5. Project selection**

The CZ 15 Programme is composed of 7 PDPs, therefore no open calls for applications will be realised. The PO has set up rules and procedures for appraisal (verification) of the PDPs and has developed IS CEDR, which will be used for administration of all projects. The project applicants are officially requested for submission of PDP applications to the IS CEDR for verification. The applications must be submitted to the IS CEDR within 3 months from the issue of the request. The PO verifies the application within 6 to 8 weeks from the submission of the application.

Upon submission of PDP applications, experts appointed by PO/PP will appraise PDPs in order to examine their quality. The expert nominated by the PO will be an expert in the field of project management. The expert nominated by the PP will be a specialist in the sector of focus of the PDP (this expert can be PP employee, provided that a potential conflict of interest between the applicant and the expert is avoided).

The appraisal of PDPs will include appraisal of the PDP quality with regard to criteria defined by the PO, appraisal of PDP contribution to the objectives of the CZ 15 Programme, check of PDP budget and its compliance with project activities, readiness of the project for implementation, time schedule feasibility, evidence concerning the co-financing of the project, on site visit.

In line with the outcomes of the appraisal, the PO will decide on approval of the submitted application and on awarding of the grant.

## 6. Progress of bilateral relations

Enhancement of bilateral relations is strongly promoted within the CZ 15 Programme. Partnerships were or are going to be set up on both Programme and PDP levels.

The **Donor Programme Partner** is the Council of Europe. Its role within the Programme is mainly advisory. In this reporting period, the DPP has cooperated on preparation of the programme area 32 and on setting up of partnerships on the PDP level. The DPP has provided consultations during preparation of the Programme Proposal.

The Ministry of Finance (PP), the Ministry of Justice (PP) and the Council of Europe (DPP) have established the **Cooperation Committee (CoC)** in 2012. Since then there have already been three CoC meetings (2 took place in Prague on 2 February 2012 and 29 January 2013, 1 took place in a form of videoconference on 22 November 2013). The main focus of the CoC so far has been clarification of roles of the partners and their expected input to the successful preparation and implementation of the Programme, discussion and advising on the actual state of preparation of the Programme and PDPs and advising on possible project partners and means of cooperation.

In order to ensure better and more efficient functioning of the CoC, the PO proposed several amendments to the Status of the CoC. The revised Status was sent to the DPP for comments. It is expected that the modified status will be approved at the next CoC meeting at the latest.

In order to further encourage cooperation among institutions on the project level, the bilateral fund was set up within the Programme. It consists of two parts, measure A and measure B.

**Bilateral Fund at Programme Level – Measure A (BFA)** - search for partners for donor partnership projects prior to or during the preparation of a project application, the development of such partnerships and the preparation of an application for a donor partnership project

PO issued Guidelines for BFA with delegated power to the PP. PP was responsible for the operation of the BFA. Two initiatives were realised within this reporting period:

### 1. Contact seminar in Prague, 13– 15 August 2013:

The 3 days contact seminar presented the opportunity for the PMS staff as well as the prison staff of the Czech Republic (CR) to meet with the potential Norwegian partners. On the basis of previous discussions during the CoC where the representatives from the Directorate of Norwegian Correctional Service (DNCS) were invited to participate, ideas of the particular PDPs were introduced to them. It enabled the representatives from the DNCS to identify possible areas of the bilateral cooperation and subsequently to identify the most appropriate Norwegian partners to be invited to participate in the contact seminar. Thus, on 13 – 15 August, representatives from following institutions met in Prague: Directorate of Norwegian Correctional Service , Akershus Probation Office, Ullersmo Prison, the Correctional Service of Norway Staff Academy (KRUS), Council of Europe (DPP), Ministry of Justice of the CR (PP), Probation and Mediation Service of the CR, The Prison Service of the CR, and Ministry of Finance of the CR (PO).

The main goal of the seminar was sharing the information and exchange of the views on the Czech and Norwegian system within the correctional services, their common and different approaches,



introduction of the 6 PDPs (the programme area 31 as well as 32) and search of the common ground for the possible areas of bilateral cooperation. Other issues discussed were e.g. education of staff, possible use of the bilateral funds at national and programme level, the procedure of grants application from the bilateral funds. On the last day of the meeting, on-site visit to the Přeborn prison was arranged.

Outcomes of the seminar:

The meeting was very useful in the sense of first face-to-face meeting with the potential partners, identification of the possible areas of cooperation and agreement to organise other meeting in Oslo in order to further discuss mutual cooperation.

## 2. Working group meeting in Oslo, 21 – 23 October 2013

The working group meeting followed up on the outcomes of the seminar held in Prague. There were present participants from the following institutions: The Directorate of Norwegian Correctional Service, The Correctional Service of Norway Staff Academy (KRUS), Ullersmo prison, Akershus Probation office, Ministry of Justice of the CR (PP), Probation and Mediation Service of the CR, Prison Service of the CR, and Ministry of Finance of the CR (PO).

Topics of discussion: education of the staff of the correctional services in Norway, possible areas of know how exchange in education, searching for exact areas of possible cooperation.

Priority area 31 - Capacity building and cooperation in the justice system, PDP 2

Outcome: Mutually agreed plan to organize following activities:

2 workshops with the areas of the discussion such as probation, cooperation between institutions, half way houses, electronic monitoring, work with victim etc.

3 study trips with the possible focus on mediation, work with victims, parole boards etc.

Possible identified partners: The Directorate of Norwegian Correctional Service - Akershus Probation office, KRUS

Priority area 32 – Correctional services, including alternative sentencing - PDP 3 - 7

Outcome: Areas of possible cooperation and interest - foreign inmates, treatment of violent offenders, anger management, and drug addicts

Possible identified partners: The Directorate of Norwegian Correctional Service, Ullersmo prison, Ringerike prison, Ila prison, KRUS

**Bilateral Fund at Programme Level – Measure B (BFB)** - networking, exchange, sharing and transfer of knowledge, technology, experience and best practice between Project Promoters and entities in the Donor States

PO finishes Guidelines for applicants and promoters within BFB. Implementation set-up should be sent to the DPP for comments during January 2014. The implementation set-up will be subject to the approval of the CoC.

The BFB within the CZ 15 programme will support also activities initiated by the PO or DPP, which contribute to the objective of the Programme with the primary aim of strengthening cooperation between the PO or the designated partner and similar entities within the Czech Republic, other states benefiting from Norway Grants and the donor states, and exchanging experiences and best practices related to the implementation of the Programme.

After approval of the first PDP a permanent call for proposals within BFB will be launched.

**Other activities related to the bilateral cooperation but not financed from the fund:**

There were also other opportunities to strengthen established bilateral contacts. In November 2013 representatives from the Ullersmo Prison visited Pankrac prison in Prague. Moreover, on 21 November 2013 representatives from the Prison Service of the CR gave a presentation of the Czech correctional system to the members of the Southwest Region Administration of the Norwegian Correctional Service, also in Prague.

Altogether **three bilateral indicators** were set within the Programme and they were communicated and approved by the DPP. The indicators show the number of project partnership agreements in the public sector, number of new practises adopted in a beneficiary state, as a result of transfer of knowledge from a donor state partner and number of articles published in one country about the other partner country. Taking into account current status of discussions on possible partnerships between project applicants and their potential Norwegian partners, it is very likely that all indicators will be fulfilled and maybe even exceeded.

### **6.1. Complementary action**

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

## **7. Monitoring**

No monitoring activities were realized during this reporting period. With regard to the status of the Programme implementation mentioned above the monitoring plan will be produced for the year 2015.

Within the year 2014, PDPs will be only in early implementation phase. Based on this assumption, all projects will be primarily monitored through the “formal monitoring” procedures (i.e. regular monitoring by the PO in interim project reports) as described in chapter 3.12 Monitoring of the Programme Proposal.

The risk analysis for on site monitoring visits for all projects as described in chapter 3.12 Monitoring of Programme Proposal will be carried out following the submission of the first interim project reports approximately at the break of the years 2014 - 2015. The risk analysis will be the basis for decision as to which projects shall be monitored on-the-spot.

## **8. Need for adjustments**

No needs for adjustments to the Programme were identified during this reporting period.



## 9. Risk management

The NFP developed a unified risk analysis methodology for all EEA/Norway Grants programmes. The first risk analysis of individual programmes was made by the PO and relevant Programme Partners at the end of the year 2013. The results of the analysis are provided in Annex I to this report.

As described under point 3. Reporting on Programme outcome, main risks that could endanger fulfilment of Programme outcomes relates to the time delay in Programme implementation and to the Programme implementation set-up. The most important steps to mitigate these two risks are immediate finalization of all manuals and guidelines by the PO and good quality PDP proposals allowing for their smooth verification and thus awarding of the grant in reasonable time.

The risk related to bilateral relations is of middle importance. The partnership with the Council of Europe on the Programme level was developing through the year 2013 as the roles and expectations of the partners have been gradually set and clarified. Creation of partnerships at project level was enhanced through organisation of a contact seminar in Prague and a working group meeting in Oslo. The prospects for future partnerships are very good.

As concerns operational risks, besides the already mentioned Programme implementation set-up, the other risk that shall be mentioned in relation to the current reporting period is the Information system risk. The PO has developed an information system CEDR, which shall be used for administration of the whole Programme from selection of projects and through the whole implementation phase. The IS CEDR has been gradually completed and its individual parts put to operation. However, to ensure smooth programme implementation and monitoring, it is necessary to ensure operation of the whole system as soon as possible.

Other risks mentioned in Annex I are considered minor as concerns this reporting period, though some of them are rated as of medium importance.

## 10. Information and publicity

The Programme publicity is ensured by the PO in close cooperation with Programme Partner, Ministry of Justice. In accordance with the requirements of donor states the website informing about Norway Grants 2009 – 2014 in the Czech Republic ([www.norwaygrants.cz](http://www.norwaygrants.cz)) was developed. The PO ensures publication of all relevant information on this website both in Czech and English. Information about the Programme CZ 15 is presented also on the website of the Programme Partner ([www.justice.cz](http://www.justice.cz)). The PO also uses other means of mass communication, like Twitter, Facebook or YouTube.

On 7 October 2013 the PO in cooperation with the PP organized the Launch conference which officially commenced the implementation of Programme CZ 15. This event was organized in the Judicial Complex in Prague and it was attended by representatives of Embassy of Norwegian Kingdom in Prague, the FMO, Council of Europe, Ministry of Justice, and Ministry of Finance, Judges, state prosecutors, project promoters and other stakeholders. The event was published on the following websites:

- <http://www.eeagrants.cz/en/programmes/norway-grants-2009-2014/cz15-cooperation-in-justice>;

- <http://www.facebook.com/EHPaNF>;
- <https://twitter.com/ehpanf>;
- YouTube channel.

In line with the Communication plan the PO had created and distributed promotional materials to participants of the Conference.

During the working group visit in Oslo, delegates from the Czech Republic used the opportunity to meet with the Czech ambassador in Oslo and inform him about the established bilateral cooperation with their Norwegian colleagues and about the Norway grants in general.

The Programme has been promoted also by potential Norwegian project partners when the Correctional Service of Norway Staff Academy (KRUS) published information about the visit of Czech delegation during the working meeting in Oslo (<http://www.krus.no/czech-delegation.5325567.html?showtipform=2>).

## 11. Cross - cutting issues

With regard to the status of Programme implementation, mainly the principles of good governance and gender equality were applicable in this monitoring period.

### Good governance

The principles of good governance were observed during planning and drafting of the Programme and setting up of its management and implementation structure. The Programme is managed by a qualified staff that has to a large extent prior experience with managing of similar programmes. Implementation teams responsible for preparation and management of individual PDPs were gradually set up in this monitoring period.

All institutions involved in management and implementation of the Programme are compliant with relevant Czech and EU legislation. All manuals and guidelines drafted by the NFP/PO include transparent procedures and intend to prevent conflict of interests or corruption practices.

Despite it all, the Programme preparation and approval process has been delayed for a number of reasons under as well as out of influence of the NFP/PO. The PO is well aware of the situation and makes the steps to successful actual launch of the Programme, i.e. finalization of all necessary documentation, awarding grants to PDP promoters and commencement of PDP realisation in 2014.

### 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 in the account within the Programme. Personnel policy within the Czech state administration takes into consideration the principles of gender mainstreaming. Gender equality was also taken into account during selection of prisons to be reconstructed within the Programme. One of four selected prisons is woman's high-security prison in Opava. Considering the fact that in Opava Prison women are sentenced to high sentences including life sentence, the provision of their employment possibility is very important.



The principles of **sustainable development** shall also be observed both during Programme implementation and after its closure. The attention is paid to efficient and economical use of resources and energy and proper waste management. Environmental sustainability will be observed mainly within the projects aimed at reconstruction of prisons, where significant building works are expected. As for the economic sustainability, all projects require higher initial investments that shall be covered mainly from the Norway grant. However, maintenance of project results shall not be as costly, and will be provided by the end recipients' existing staff and financed by their budgets. End recipients will also make efforts to obtain funding from other resources (i.e. EU funds) for possible follow-up projects. Social sustainability shall be ensured by the employees of the end recipients 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.


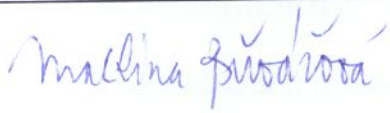
## **12. Attachments to the Annual Programme Report**

### **Annex 1: Risk assessment of the programme**

**SIGNATURE:**

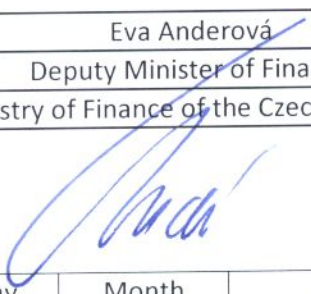
**For Programme Operator**

*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.*

					<i>Optional second signature</i>		
<b>Name</b>	Zuzana Kudelová			Martina Bečvářová			
<b>Position</b>	Deputy Head of the Department of International Relations			Head of the Monitoring Unit			
<b>Organisation</b>	Ministry of Finance of the Czech Republic			Ministry of Finance of the Czech Republic			
<b>Signature</b>							
<b>Date</b>	Day	Month	Year	Day	Month	Year	
	17	02	14	10	02	2014	

**For the National Focal Point**

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

					<i>Optional second signature</i>		
<b>Name</b>	Eva Anderová						
<b>Position</b>	Deputy Minister of Finance						
<b>Organisation</b>	Ministry of Finance of the Czech Republic						
<b>Signature</b>							
<b>Date</b>	Day	Month	Year	Day	Month	Year	
	13	02	2014				



## Annex 1: Risk assessment of the programme

Type of objective <sup>1</sup>	Risk	Description of risk in the reporting period	Likelihood <sup>2</sup>	Impact <sup>3</sup>	Importance <sup>4</sup>	Mitigation planned/done
Cohesion (Programme) outcomes:	Programme absorption capacity	The PRG is composed of 7 PDPs. Absorption capacity of the PRG is expected to be high if all PDPs are implemented in line with the plan. The risk was not relevant in this monitoring period as the PRG and PDPs were in preparation stage.	Low	High	Low	<ul style="list-style-type: none"> <li>- good quality proposals of PDPs with realistic budgets</li> <li>- oversight of actual state of project realisation</li> <li>- timely information on any changes and efficient use of potential savings</li> </ul>
	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	Medium	Low	<ul style="list-style-type: none"> <li>- timely information on any potential legislation changes</li> </ul>
	Time risk - delay in commitment and disbursement of funds	The time risk in this reporting period is high. The PRG approval process was delayed - the PRG was approved in June 2013, the Programme Agreement was signed in October 2013, the applicants were asked to submit PDPs for verification in December 2013. In case of further delays there is a risk that the PRG objectives will not be fulfilled within the set implementation period.	High	High	High	<ul style="list-style-type: none"> <li>- immediate finalization of all necessary manuals</li> <li>- submission of PDPs in sufficient quality and without delays</li> </ul>

<sup>1</sup> 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.

<sup>2</sup> 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)

<sup>3</sup> 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)

<sup>4</sup> 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 <sup>1</sup>	Risk	Description of risk in the reporting period	Likelihood <sup>2</sup>	Impact <sup>3</sup>	Importance <sup>4</sup>	Mitigation planned/done
	High turnover of the Probation and Mediation Service (PMS) employees	The risk was not relevant in this reporting period as the PMS PDP has not started yet.	Middle	Middle	Middle	- introduction of appropriate means for motivation, including further education
Bilateral outcome(s):	Bilateral relations	Partnership is promoted both on the programme and project level. Partnership with the Donor Programme Partner has already been set up. It is expected that several partnerships will be set within the PDPs of PMS and Czech Prison Service, two contact seminars were held in this reporting period. The cooperation will be further enhanced within the bilateral fund on programme level (measure B).	Middle	Middle	Middle	- support of bilateral relations through the websites of all relevant stakeholders - support of the project applicants within the process of setting up of partnerships - clear definition of the roles of the partners, clear specification of common activities (including financing)
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 manual was at the stage of finalization at the end of the reporting period.	Middle	High	Middle	- immediate finalization and approval of PO manual - communication and coordination among NFP, PO, programme partner (Ministry of Justice), PDP applicants and other stakeholders
	Programme implementation set up	Manuals and procedures at national level (i.e. guidelines for applicants, open calls, small-scale tenders, eligibility of expenditures, etc.) were issued. The PO manual is at the stage of finalization.	Middle	Middle	High	- immediate finalization and approval of the PO manual - finalization of the rest guidelines and manuals such as guidelines for project promoters



Type of objective <sup>1</sup>	Risk	Description of risk in the reporting period	Likelihood <sup>2</sup>	Impact <sup>3</sup>	Importance <sup>4</sup>	Mitigation planned/done
	Reports and irregularities within programme	Programme implementation has started just recently; the risk was not relevant in this reporting period.	Low	Middle	Low	<ul style="list-style-type: none"> <li>- regular programme monitoring in line with the plan</li> <li>- clear and comprehensible manuals and procedures</li> <li>- efficient set up of the system of controls and system of reporting on irregularities</li> </ul>
	Programme audits/controls	No audits/controls have been realized so far.	High	Middle	Middle	<ul style="list-style-type: none"> <li>- set up of internal controls</li> <li>- set up of audit and control plans</li> </ul>
	Information system	PO has set up an information system called CEDR for the programme administration. Nevertheless, the system has not been fully operational so far. The system has been gradually completed and its individual parts have been put to operation.	Middle	Middle	Middle	<ul style="list-style-type: none"> <li>- completion and launching of the operation of the whole information system</li> </ul>
	Corruption risk	Programme implementation set-up is transparent, rules and procedures are clearly stated in manuals and guidelines. PDPs selection process was approved within the PRG approval, verification of PDPs is coordinated by the Ministry of Finance – the PO.	Low	Middle	Low	<ul style="list-style-type: none"> <li>- transparent Programme implementation set-up</li> <li>- regular controls</li> </ul>

