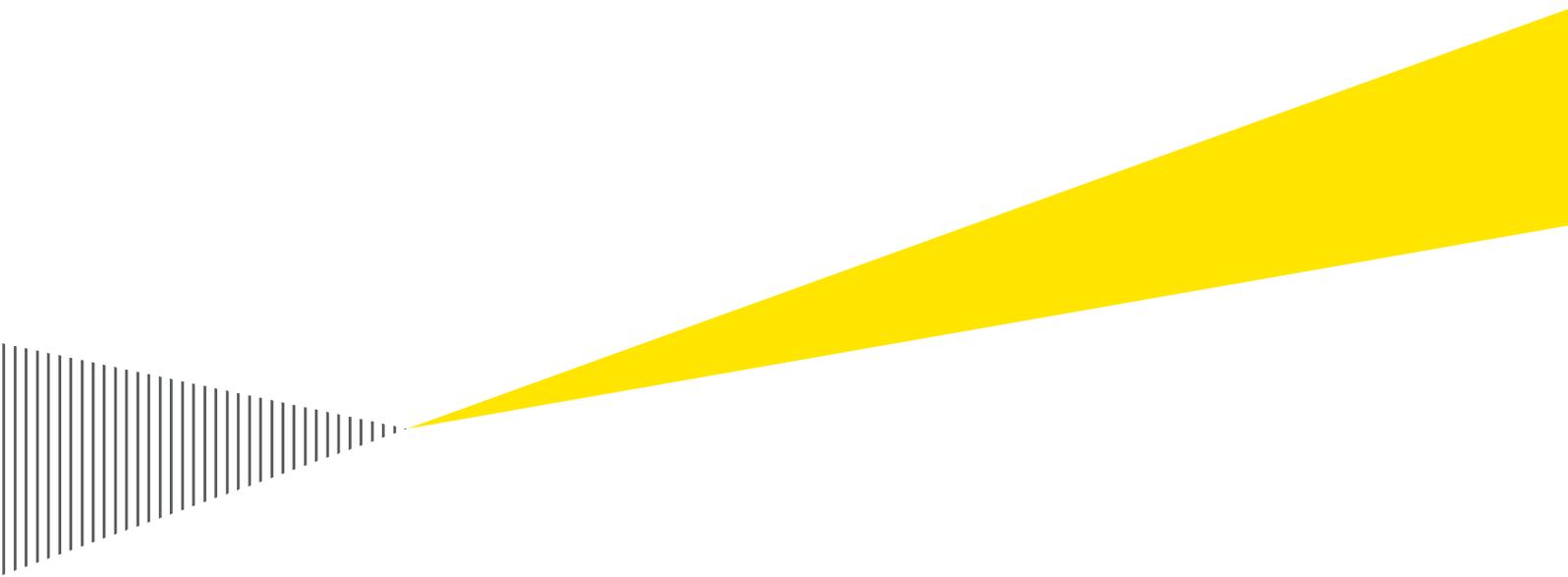


**ANALYSIS OF BILATERAL
COOPERATIONS BETWEEN ENTITIES
FROM THE CZECH REPUBLIC AND
ENTITIES FROM DONOR STATES IN THE
CONTEXT OF EEA AND NORWAY GRANTS
2009-14**

27 January 2015



Building a better
working world

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List of Abbreviations

BFNL	FUND FOR BILATERAL RELATIONS AT NATIONAL LEVEL
BFPL	FUND FOR BILATERAL RELATIONS AT PROGRAMME LEVEL
CR	CZECH REPUBLIC
DZS	DŮM ZAHRANIČNÍCH SLUŽEB (CENTRE FOR INTERNATIONAL COOPERATION)
EU	UROPEAN UNION
EY	ERNST & YOUNG
IS	INFORMATION SYSTEM
MF	MINISTRY OF FINANCE
OSF	OPEN SOCIETY FUND

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1. Introduction

This Final Report is the deliverable of the project “*Analysis of bilateral cooperations between entities from the Czech Republic and entities from donor countries in the context of EEA and Norway Grants*” (the “Project”). The Project was carried out based on a contract for the preparation of an analysis dated 22 September 2015 between the Czech Ministry of Finance (the “Contracting Authority”) and the company Ernst & Young, s.r.o. (“EY”). The aim of the Project was to evaluate bilateral cooperations between Czech entities and entities from donor states in the period from 18 June 2011 to 31 May 2015. Bilateral cooperation were evaluated within two types of partnerships: (i) partnerships at the programme level and (ii) partnerships at the project level.

The Final Report provides an overview of:

- ▶ **procedures and tools** used to collect information from individual respondents (Section 1.1),
- ▶ **outcomes / evaluations of the performed survey** among respondents at the project and programme levels (Section 2),
- ▶ **examples of good practice** identified during the survey (Section 3),
- ▶ **findings and recommendations** ensuing from the performed survey (Section 4).

Project context

The EEA and Norway Grants emphasize the development of bilateral cooperations between beneficiary states (the CR) and donor states (Iceland, Liechtenstein, Norway). To this end, **partnerships were established at (i) the programme level and (ii) the individual project level** within the framework of financial mechanisms. A total of ten partnerships was negotiated at the programme level, with seven of these having a direct partner from the donor states. Individual partnerships were then established at the project level (in some programmes, the establishment of a partnership is a mandatory condition for award of the grant). Beyond the scope of project-based activities, the *bilateral cooperation fund at the programme level* (“BFPL”) and *bilateral cooperation fund at the national level* (“BFNL”) were also established with the aim of supporting the creation and development of bilateral cooperations (partnerships).

1.1. EY approach to the Project

Given the nature of the Project, **a set of evaluation questions was chosen as the starting point for its performance**. Individual evaluation questions focused on key areas of the project / programme cycle in conjunction with the principle of partnership: specifically, (i) partnership creation, (ii) partnership progress in the course of project / programme execution, and (iii) partnership development subsequent to completion of project / programme activities¹. Individual evaluation questions were then further developed using specific questions asked in the interview survey or direct questioning of selected respondents, thus enabling EY to obtain the information necessary to make its conclusions.² **The formulation and subsequent use of the evaluation questions thus enabled the targeted acquisition of necessary information yielding the required benefit for the Contracting Authority and any other stakeholders.**

The following table provides an overview of individual evaluation questions used for the Project.

¹ Given the low number of completed projects, activities connected with non-project-related partnerships were also assessed.

² Individual questions were approved by the Contracting Authority before use.

Evaluation question categories	Description of evaluation category aim and list of evaluation questions
Creation of partnership	<p>This category's aim was to (i) identify and evaluate methods used to seek out partners at the programme and project level, (ii) describe the ways in which cooperation was established and the final form of the partnership that was agreed, and (iii) identify problematic areas at the time of partnership creation. The following evaluation questions were formulated for these purposes:</p> <ul style="list-style-type: none"> A. How were potential partners identified / selected? B. How were mandatory / predetermined partners selected? C. How was cooperation with a partner established? D. What were the problem areas in the search for partners? E. What were the problem areas in negotiating partnerships?
Execution of partnership during project implementation	<p>This category's aim was to (i) evaluate the benefits and adverse effects of partnership (at the programme and project level) during project and programme implementation, (ii) evaluate partnership execution and partner involvement, and (iii) identify problem areas during project / programme implementation. The following evaluation questions were formulated for these purposes:</p> <ul style="list-style-type: none"> A. What was the manner of partner cooperation during project / programme implementation? B. What were the benefits of partner cooperation during project / programme implementation? C. What were the most common obstacles / problem areas of partner engagement?
Development of partnership after project completion / independent of project implementation	<p>This category's aim was to (i) evaluate partnership continuation once the grant is exhausted, (ii) identify and evaluate aspects of the partnership going beyond the project / programme framework, (iii) identify reasons / obstacles limiting further cooperation with the partner beyond the project / programme framework. The following evaluation questions were formulated for these purposes:</p> <ul style="list-style-type: none"> A. How does the partnership continue on projects / programmes after the grant is exhausted? B. What are the reasons for ending the partnership after the grant is exhausted? C. What is the partnership benefit beyond project / programme implementation?

The individual evaluation questions were then answered based on the results of (i) the CAWI and the findings identified during (ii) individual interviews with selected respondents.

The CAWI was sent to 167 end beneficiaries and 155 project partners, including BFPL and BFNL.³ The survey response rate was 127 responses from beneficiaries, i.e. 76% and 78 responses from foreign partners, i.e. 50%. All grant beneficiaries who had a partner in a donor state – and all their partners – were contacted.⁴ Specific questions were formulated for individual respondents⁵ based on the above described evaluation questions. Individual survey questions were thus formulated as:

- ▶ **Closed** – respondent could only answer by choosing preselected values
- ▶ **Semi-closed** – respondent could answer by choosing preselected values or could select other/additional and provide his/her own answer
- ▶ **Open** – respondent answered questions in his/her own words at his/her own discretion (did not receive a selection of prepared answer options).

³ An overview of contacted respondents is provided in Annex no. 3

⁴ The Contracting Authority provided the list of respondents

⁵ An overview of questions is provided in Annex No. 1

Most of the questions were formulated as closed and semi-closed. Individual questions were interconnected and linked based on requirements, thus ensuring that questions only pertaining to certain respondents were not posed to the non-relevant respondents.

The CAWI was completed by representatives from all programmes. The following table presents the actual numbers of respondents in individual programmes.

Table 1 Breakdown of interview survey respondents by programme:

Programme name and number	Number of responses	Expressed as a percentage
CZ02 - Biodiversity and ecosystem services / Monitoring and integrated planning and control of the environment / Adaptation to climate change	12	11%
CZ03 - Non-governmental organizations	11	10%
CZ04 - Vulnerable children and youth	1	1%
CZ06 - Cultural heritage and contemporary art	41	39%
CZ07 - Interschool cooperation and scholarships	5	5%
CZ08 - Pilot studies and research of technologies for carbon capture and storage	3	3%
CZ09 - Czech-Norwegian research programme	14	13%
CZ10 - Building capacities and cooperation among institutions with Norwegian public institutions, local and regional authorities	1	1%
CZ11 - Public health initiatives	6	6%
CZ12 - Give women a chance	8	8%
CZ13 - Domestic and gender-based violence / Mainstreaming equal opportunities for men and women and promoting the reconciliation of work and private life	1	1%
CZ15 - Building capacities and cooperation in justice / Correctional services including alternative sentencing	2	2%

Number of survey respondents ("n") among beneficiaries = 105

The majority of respondents provided answers concerning a project that was ongoing (92%), only 8 responses were for completed projects. Respondents from donor states provided more responses for completed projects, i.e. 14 out of 74 responses (19%) pertained to completed projects. Of all the 105 responses from grant beneficiaries, one fourth had also received a Bilateral Cooperation Fund grant (26 respondents).

For BFPL 8 respondents provided answers (projects with no following project) and for BFNL only 13 respondents (beneficiary country) provided answers in a separate survey.

Structured interviews were conducted with the following respondent representatives:⁶

- ▶ Project operator
- ▶ Czech programme partners
- ▶ Donor state programme partners
- ▶ Beneficiaries (20 selected beneficiaries)
- ▶ Partners of beneficiaries in donor states (20 selected partners)

⁶ An overview of respondents is provided in Annex No. 3.

- ▶ National Focal Point
- ▶ The Norwegian Embassy in Prague.

The questions for direct questioning were also formulated based on the individual evaluation questions taking into account the scope of the information obtained in the CAWI. Semi-structured questions were used for the direct questioning. Specific questions, broken down by respondent group, are provided in Annex No. 2.

2. Evaluation of bilateral cooperation based on evaluation questions

The evaluation of bilateral cooperations is based on individual evaluation questions broken down based on project / programme lifecycle (see Chapter 1.1).

The following sections provide results of individual evaluation questions in these areas:

- ▶ Creation of partnership (Section 2.1)
- ▶ Execution of partnership during project implementation (Section 2.2)
- ▶ Development of partnership after the project completion / beyond the scope of the project (Section 2.3).

The Figures in this section were created based on the interview survey and represent the opinions of end grant beneficiaries, where not otherwise indicated. Assessment of evaluation questions is stated for the following groups:

- ▶ Beneficiaries
- ▶ Programme partners
- ▶ BFPL
- ▶ BFNL

2.1. Creation of partnership

The Project's aim as regards "*Creation of partnership*" was to (i) evaluate the manner in which partners were sought at the project and programme level, (ii) describe the manner in which cooperation was established and the final form of the partnership was agreed, and (iii) to identify problem areas at the time of partnership creation both in the search for a partner at the project and programme level and when negotiating the form of project partnership prior to project application submission.

In the following sections, these "*Creation of partnership*" category evaluation questions are answered:

- ▶ How were potential partners identified / selected?
- ▶ How was the cooperation with a partner established?
- ▶ What were the problem areas in the search for partners?
- ▶ What were the problem areas in negotiating partnerships?

The findings and recommendations associated with individual questions are presented in Section 4.

2.1.1. Creation of partnership - beneficiaries

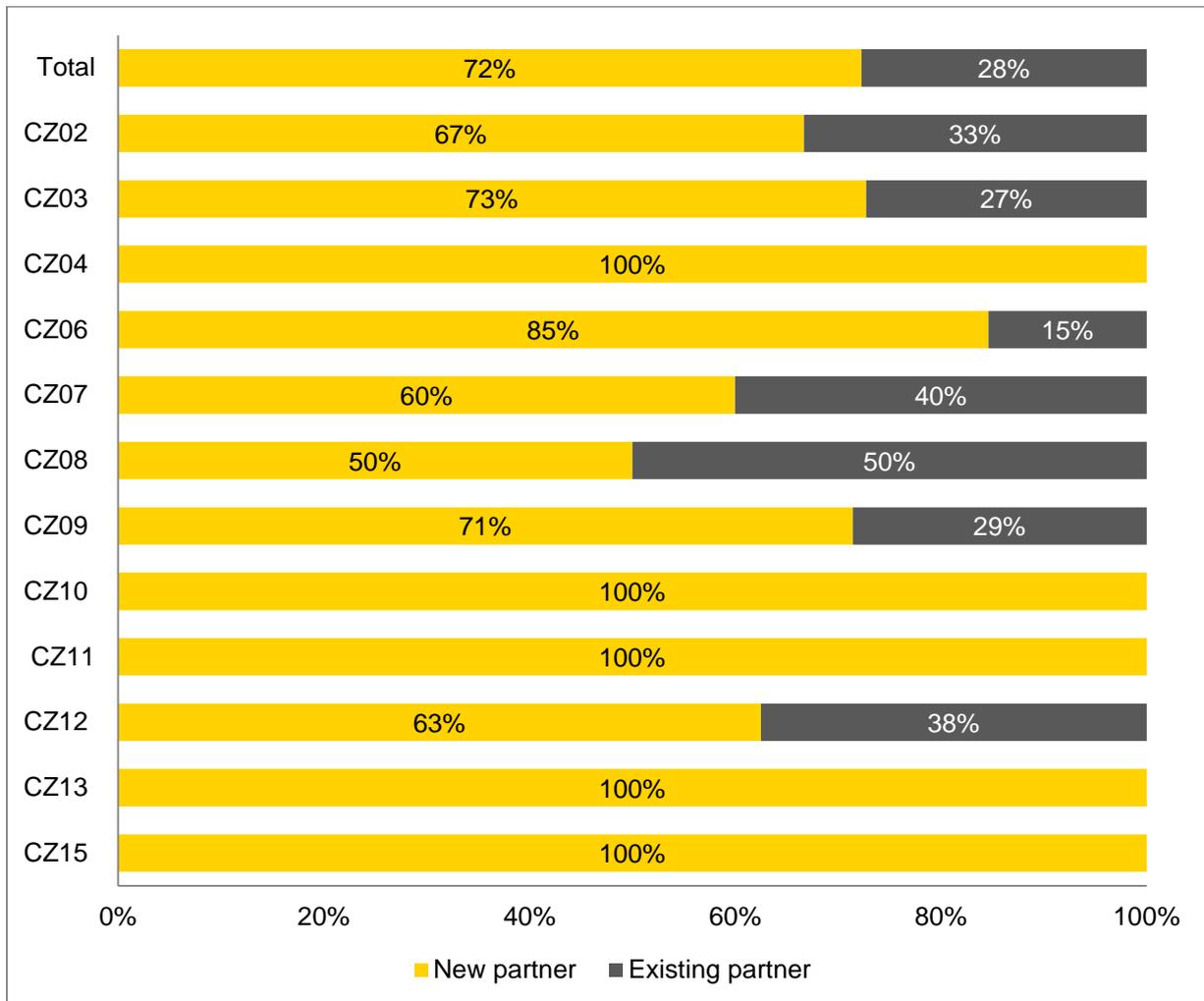
2.1.1.1 How were potential partners identified / selected?

Most applicants entered into project partnerships with a new partner; just 28% of partnerships constituted a continuation of earlier cooperation between a beneficiary and a partner from a donor state.⁷ In the majority of cases of projects in which a partnership arose based on prior cooperation, the beneficiary and partner worked on an entirely new project; in only 18% of cases was the supported project the continuation of an earlier joint project.

⁷ A similar percent ratio occurred in responses from partners from donor states (70% of projects with a new partnership, 30% of projects continuing with previous cooperation)

Figure 1 provides a ratio breakdown of cases in which new partnerships were created and cases that represent the continuation of earlier cooperation according to individual programme.

Figure 1 Cooperation was established with (by programme):



n beneficiaries= 101, n CZ02= 12, n CZ03= 11, n CZ04= 1, n CZ06= 39, n CZ07= 5, n CZ08= 2, n CZ09= 14, n CZ10=1, n CZ11= 6, n CZ12= 8, n CZ13= 1, n CZ15= 1

The survey results indicated that in most cases the Czech beneficiaries took the initiative to enter into the cooperation (72%). Nearly one fourth of respondents entered into a partnership based on a bilateral initiative and only 5% of respondents were contacted by a partner from a donor state (for more, see **Figure 2**). The premise that the primary initiator of partnership creation was a Czech beneficiary was confirmed in structured interviews and questionnaires of project partners from donor states. Their responses concerning who initiated cooperation corresponds, as a percentage, to the beneficiary responses, see **Figure 2**.

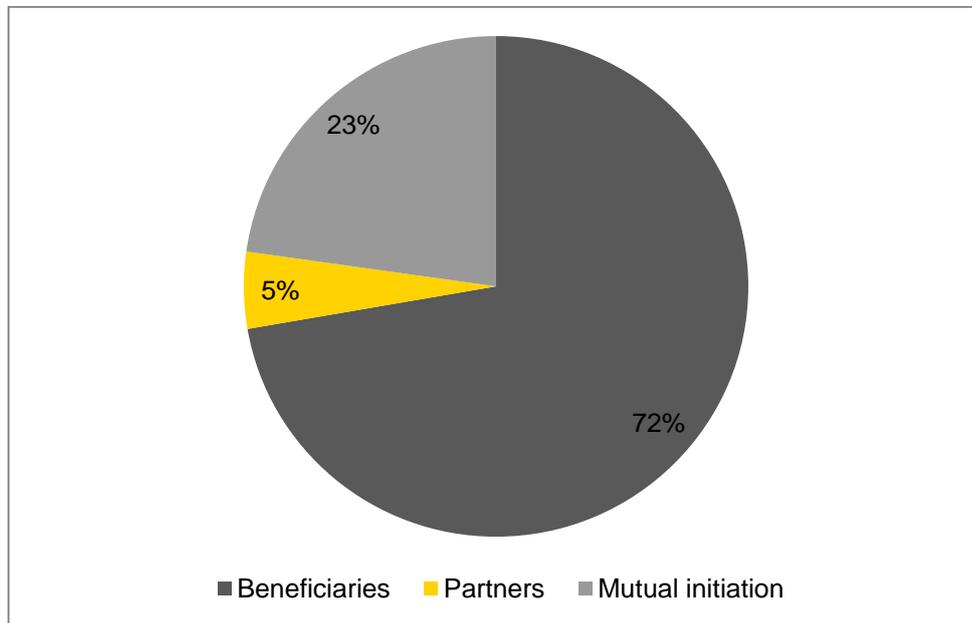
We can identify the following facts arising from the structured interviews as key reasons behind the **lesser degree of activity of partners from donor states in initiating cooperation for project preparation**:

- ▶ Insufficient awareness of the relevant organizations and individuals in donor states about opportunities for using EEA and Norway Grants.
- ▶ Insufficient capacity of potential partners from donor states to actively seek out new partners.
- ▶ Competition from other states involved in the EEA and Norway Grants (the negative impacts of competition may have been exacerbated by the fact that some Czech calls for applications were

issued later than those of other states, meaning the capacities of partners in donor countries will already have been exhausted).

- ▶ Availability of other grant categories having greater appeal for partners from donor states (e.g. in education, specifically student exchanges).

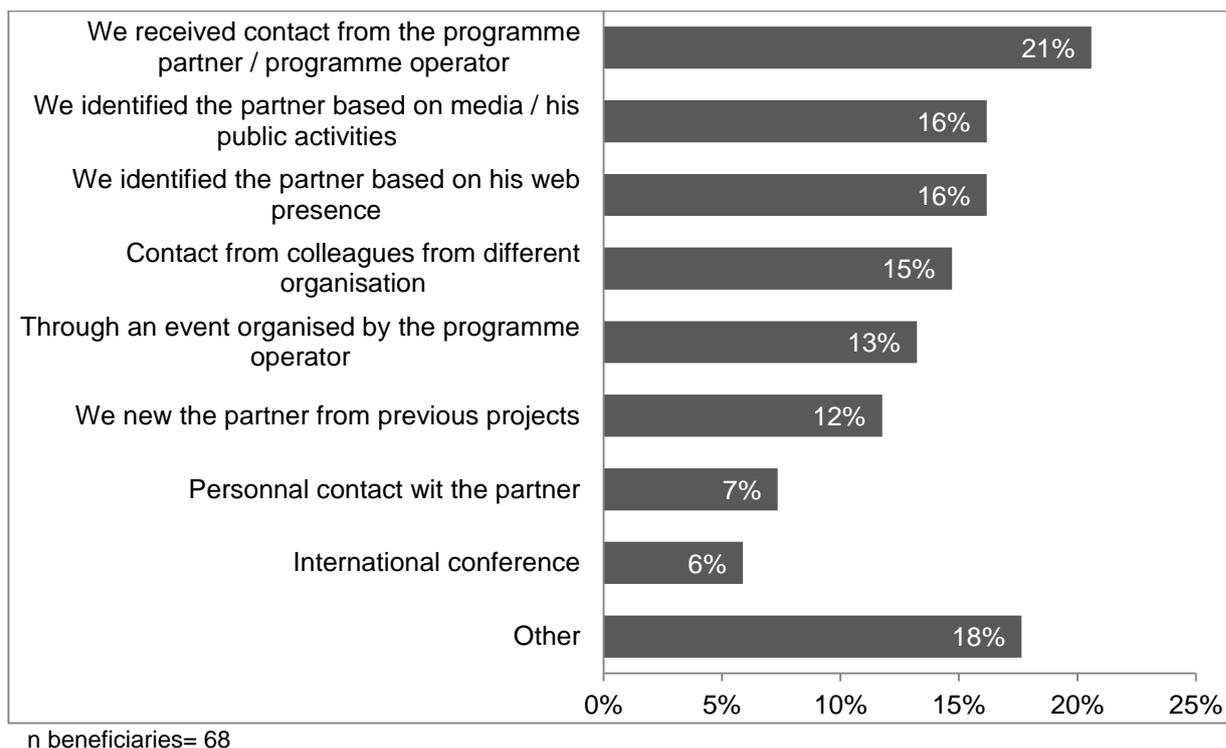
Figure 2 Breakdown of initiators of cooperation on project preparation:



n beneficiaries= 101

According to CAWI beneficiary responses, beneficiaries primarily identified new partners through **the programme operator or programme partner. The websites of individual partners from donor states and contacts obtained from colleagues or acquaintances constituted another key source of information, see Figure 3.** In many cases, personal contacts between beneficiary / partner representatives obtained at conferences, trade fairs and similar events were a valuable resource in identifying suitable partners. This manner of partner identification predominated in the interview survey responses in the item *Other*.

Figure 3 Breakdown of ways in which potential partners were identified:



Beneficiaries expressed the belief that events designed to support partnerships were very helpful in the partner search. According to the responses of programme partners and beneficiaries during structured interviews, however, in some cases participation at such events by potential partners from donor states was low as compared to the interest of Czech beneficiaries; thus, such events were only of limited benefit as regards making contact with potential partners.

According to beneficiary responses, **in most cases a period of one to three months** elapsed from partner search commencement to cooperation agreement, see **Table 2**. Only a small number of beneficiaries spent more than 3 months searching for a partner and no beneficiary indicated that the process had taken more than half a year. The partner search period was, to a great extent, influenced by the project application deadline.

Table 2 Finding a new partner took:

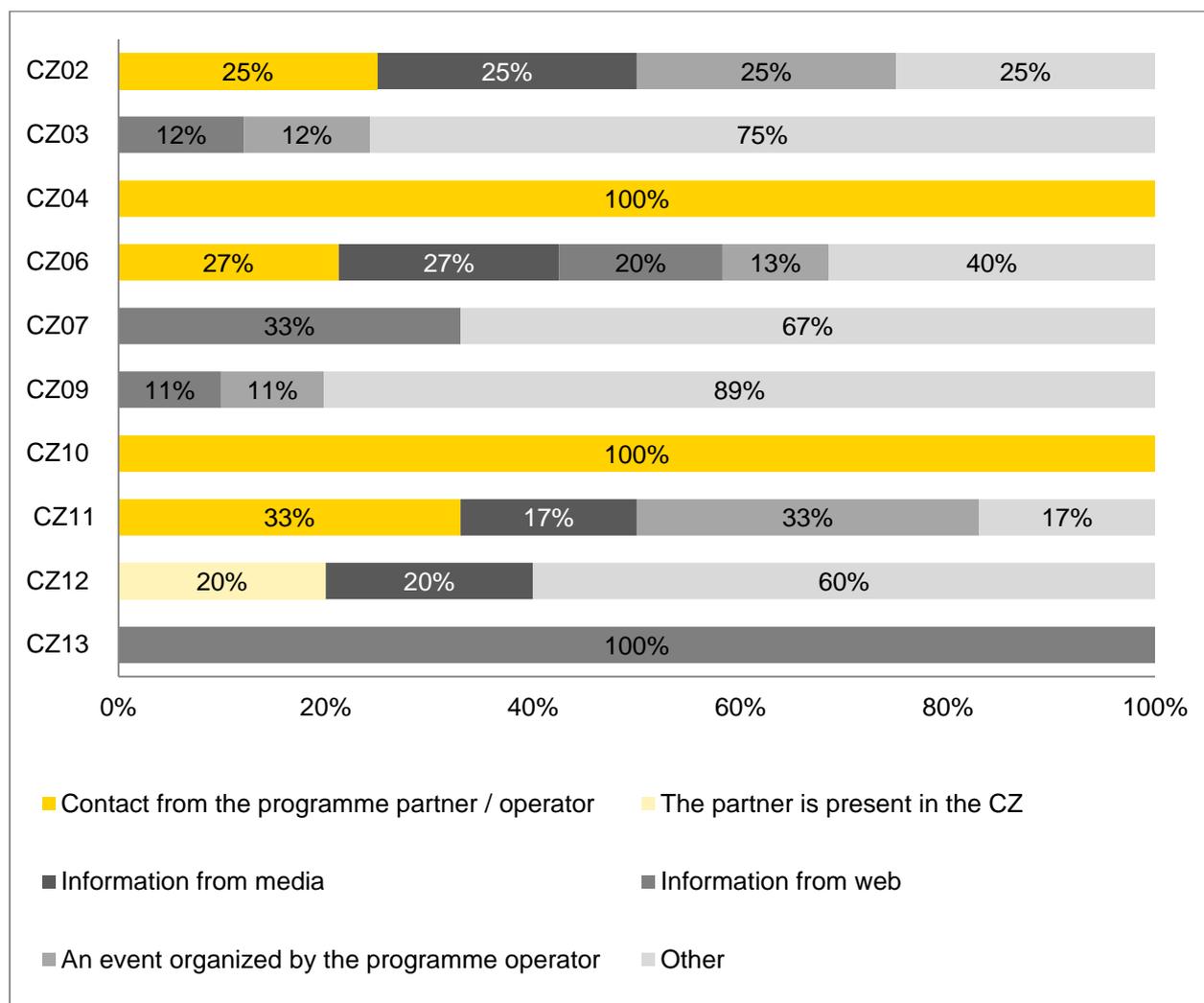
	Responses in percentage
Up to 2 weeks	37 %
2 - 4 weeks	24 %
1 - 3 months	27 %
3 - 6 months	12 %

n beneficiaries= 68

In a detailed summary of responses broken down by programme, beneficiaries did not significantly deviate from the average responses – see **Figure 4**. As there were no responses for programme CZ08 and CZ15 in the interview survey, it was not included in the Figure. Many answers in the Figure fall within the “Other” category in which beneficiaries specified a manner of partner identification. The most common

beneficiary responses included familiarity of a partner from previous projects or obtaining a contact from another organization.

Figure 4 Manner of identifying potential partners (breakdown by programme):

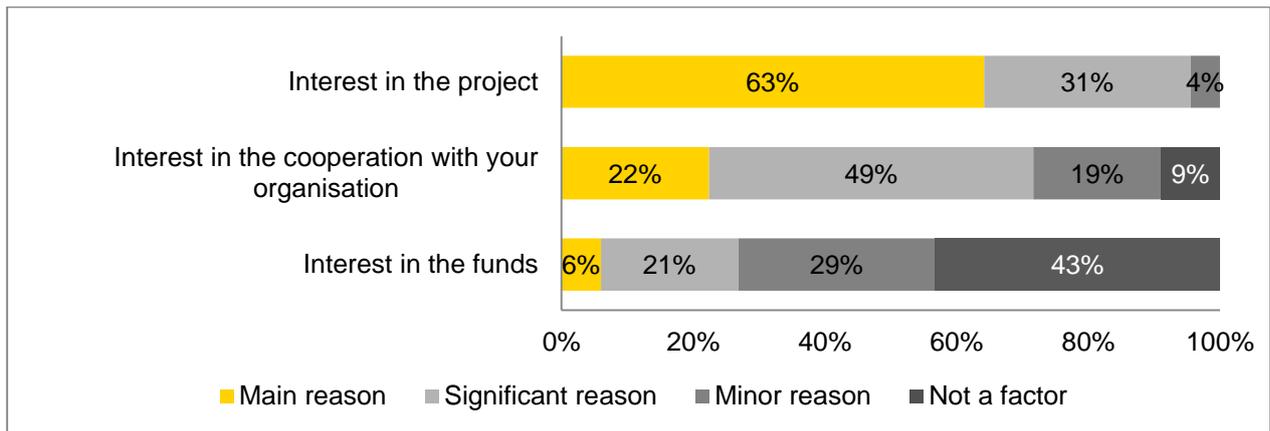


n beneficiaries= 68, n CZ02= 4, n CZ03= 8, n CZ04= 1, n CZ06= 30, n CZ07= 3, n CZ09= 9, n CZ10=1, n CZ11= 6, n CZ12= 5, n CZ13= 1

2.1.1.2 How was cooperation with a partner established?

Respondents cited **interest in the proposed project** as the main reason for a partner from a donor state to agree to cooperation (96% of respondents gave this as a main / important reason) – see **Figure 5**. Another significant reason was **the partner’s interest in cooperating with the beneficiary’s organization** (77% of respondents gave this as a main / important reason). In contrast, cooperation based solely on access to provided grants was not a common reason for agreeing to cooperate (30% of respondents gave this as a main / important reason). In the questionnaire, respondents furnished other reasons for agreeing to cooperate such as a willingness and ability to share experience, heightened organizational prestige due to cooperation on an international project or personal acquaintance or a personal recommendation for cooperation. In the structured interviews, interest in the proposed project was also given as the main reason.

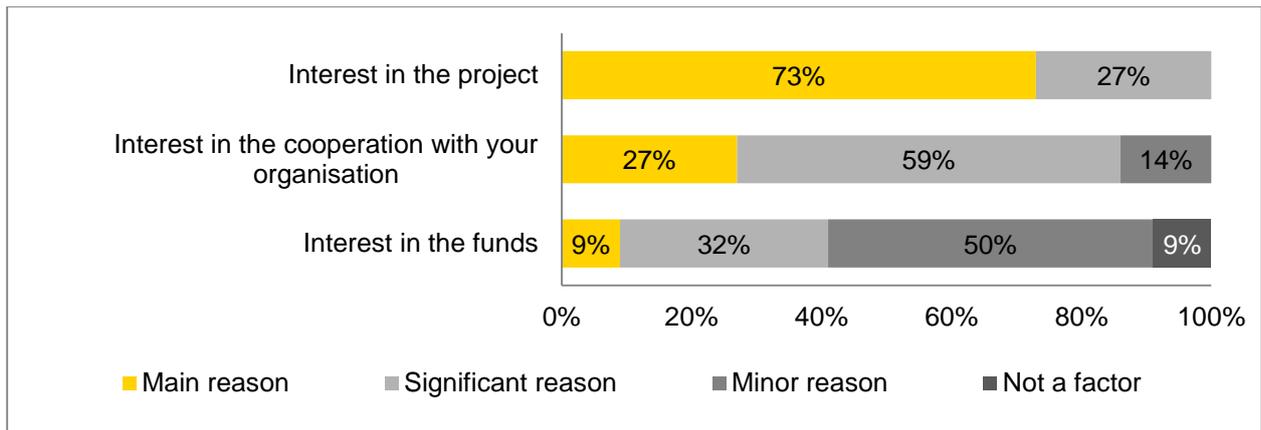
Figure 5 Main reasons for partner agreement to cooperate as perceived by the beneficiary:



n beneficiaries= 67

In the interview survey, project partners confirmed the most significant reasons for cooperation were interest in the proposed project as well as interest in cooperating with the Czech organization – see Figure 6. In contrast to the Czech beneficiaries, partners more often cited interest in Norway and EEA Grants as the reason for cooperation (2% of partners gave it as the main reason, 32% as an important reason and 50% as a less important reason, while for only 9% of partners was interest in access to grants not a factor in their decision).

Figure 6 Main reasons for agreement to cooperate (according to partners of beneficiaries):

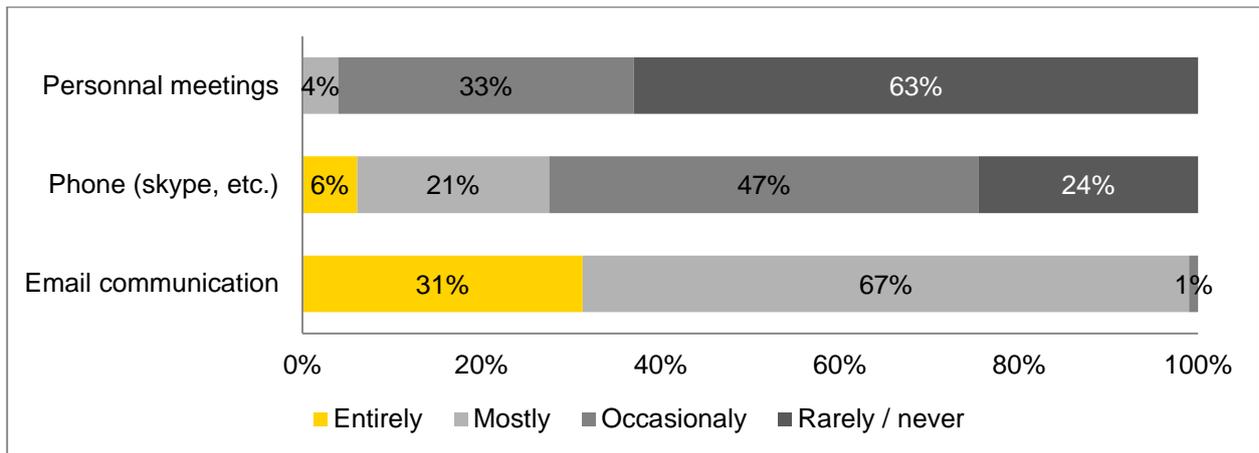


n partners= 22

As with the CAWI, in the structured interviews foreign partners gave interest in the proposed project as the main reason. In programmes in which the CR has a high profile (culture, science and research), respondents also mentioned interest in cooperating with a specific beneficiary.

According to the respondents, the most common form of communication in setting up a partnership was e-mail. This was followed by telephone calls and, in a very few cases, by face-to-face meetings – see Figure 7. Manner of communication was primarily a question of the distance between the partner and the beneficiary.

Figure 7 Manner in which setting up cooperation was communicated:



n beneficiaries = 97

The structured interviews confirmed that face-to-face meetings were more beneficial in establishing relationships than e-mail or telephone. According to respondents, establishing personal relationships in the early stages of cooperation proved to be beneficial in the later course of project implementation.

2.1.1.3 What were the problem areas in the search for partners?

According to respondents in the survey, **partnerships were established with the majority of potential partners from donor states who were contacted (69%)**; only 31% of contacted potential partners rejected cooperation.

The structured interviews revealed that **insufficient capacity of a partner from a donor state** was the most common reason for rejecting cooperation (for more information see Section 4.1). Insufficient capacity of partners in the donor states was in part the result of the bad timing of calls for applications in the CR, as some Czech programmes were launched later than similar programmes of other states receiving grants. According to the representatives of beneficiaries and partners at the programme and project level and the Norwegian Embassy, this resulted in the exhausting of capacities of partners from donor states by other countries (e.g. Poland).

It was mentioned repeatedly in the individual interviews that another problem in finding a partner was the overly brief period to find a suitable partner provided by calls for submissions. In many cases, the time available to find a new partner and handle all the formalities related to the partner's involvement in a project (formal conditions of the application) was less than 3 months, which in the view of some respondents does not provide enough time to dispatch all the required tasks. In the case of available information about the need for partner involvement (obligation / point bonus) in a project that provided a sufficient lead time, potential applicants were able not only to find partners willing to enter into cooperation, but also partners more suitable for the given type of project (for more, see Section 3.3 – Examples of good practice in bilateral relations in programme CZ06).

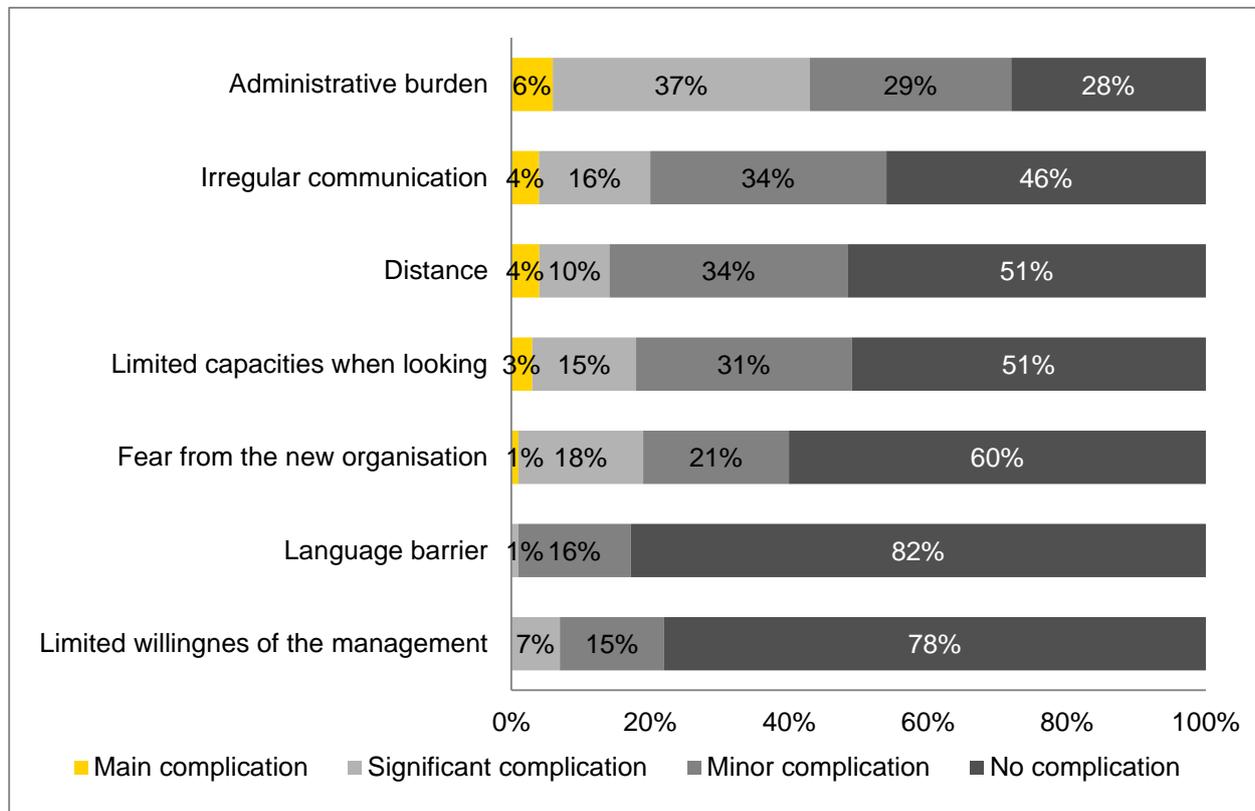
The most common causes of complications in the search for a partner identified in the interview survey was the **administrative burden** of the programme⁸ (43% of respondents gave it as the main or a significant complication), **erratic communication on the part of the potential partner from a donor state and partner concerns about entering into cooperation with a new organization** – see **Figure 8**. The structured interviews indicated that, in many cases, administrative burden discouraged a potential partner from participating in a project owing to an assumption of the **project's high administrative demands**. Other problem areas in the search for a partner mentioned by respondents in

⁸ This fact was further confirmed in partner responses at the level of projects from donor states.

the interview survey were **insufficient capacities of potential partners** and the obligation of the partner to commit to the project before grant approval.

Beneficiaries did not identify a language barrier as an obstacle in the search for a partner. In contrast, the project partners from donor states more often mentioned in the structured interviews that the language barrier was a common source of misunderstanding and cause of slower agreement on the part of Czech organizations.

Figure 8 Problem areas in the search for a potential partner:



n beneficiaries = 68

Table 3 illustrates key complications (i.e. those cited as a main and significant reason in the interview survey) in a detailed breakdown by individual programme. There were no responses for programme CZ08 and CZ15 in the interview survey; therefore, it was not included in the table.

Table 3 Problems areas in the search for a potential partner (breakdown by programme, main and significant complications):

Programme	Number of respondents	Distance	Fear from cooperation with a new organization	Language barrier	Limited capacities when looking for a new partner	Limited willingness of management to support new cooperation	Irregular communication	Administrative burden
CZ02	4	0 %	25 %	0 %	0 %	0 %	25 %	50 %
CZ03	8	25 %	12 %	0 %	25 %	0 %	62 %	38 %
CZ04	1	0 %	0 %	0 %	0 %	0 %	0 %	0 %
CZ06	30	17 %	23 %	3 %	20 %	7 %	16 %	50 %
CZ07	3	33 %	0 %	0 %	33 %	0 %	0 %	0 %
CZ09	9	11 %	0 %	0 %	11 %	0 %	22 %	33 %
CZ10	1	0 %	0 %	0 %	0 %	0 %	0 %	0 %
CZ11	6	17 %	34 %	0 %	17 %	17 %	17 %	50 %
CZ12	5	0 %	20 %	0 %	0 %	20 %	0 %	40 %
CZ13	1	0 %	100 %	0 %	100 %	0 %	0 %	100 %

2.1.1.4 What were the problem areas in negotiating partnerships?

In the CAWI survey, beneficiaries most often cited the **partnership negotiation period** (from start to application submission) of **1 – 3 months** (39%); they cited a shorter period, i.e. up to 1 month (up to 2 weeks, 10%, 2 – 4 weeks, 32%), just as often, see **Table 4**.

Table 4 How long did it take to agree on cooperation from initial communication to project application submission:

	Responses in percentage
Up to 2 weeks	10 %
2 - 4 weeks	32 %
1 - 3 months	38 %
3 - 6 months	13 %
Up to 2 weeks	6 %

n beneficiaries = 97

In the interview survey, partners from donor states cited a longer period to agree on cooperation, see **Table 5**. Again, respondents most often cited a period of 1 – 3 months to reach agreement; in contrast to Czech grant beneficiaries, however, they more often cited a longer period, i.e. of 3 – 6 months (25% of partners) and or more than half a year (22% of partners). This is consistent with the beneficiaries' and partners' differing perceptions of the time needed to establish cooperation. Another reason for deviation may have been the differing sample of respondents among beneficiaries and partners.

Table 5 How long did it take to agree on cooperation from initial communication to project application submission (by donor state partner):

	Responses in percentage
Up to 2 weeks	0 %
2 - 4 weeks	13 %
1 - 3 months	41 %
3 - 6 months	25 %
Up to 2 weeks	22 %

n partners= 69

According to the beneficiaries, the process of agreeing on cooperation occurred **primarily or entirely by e-mail** (exclusively or primarily in 99% of cases); 47% of respondents identified the telephone as an occasional means of communication, while face-to-face meetings were used rarely or never in 63% of cases. A breakdown by programme identified no material difference in the use of communication channels compared to the all-programme average. Projects partners from donor states cited the same frequency distribution of used communication channels.

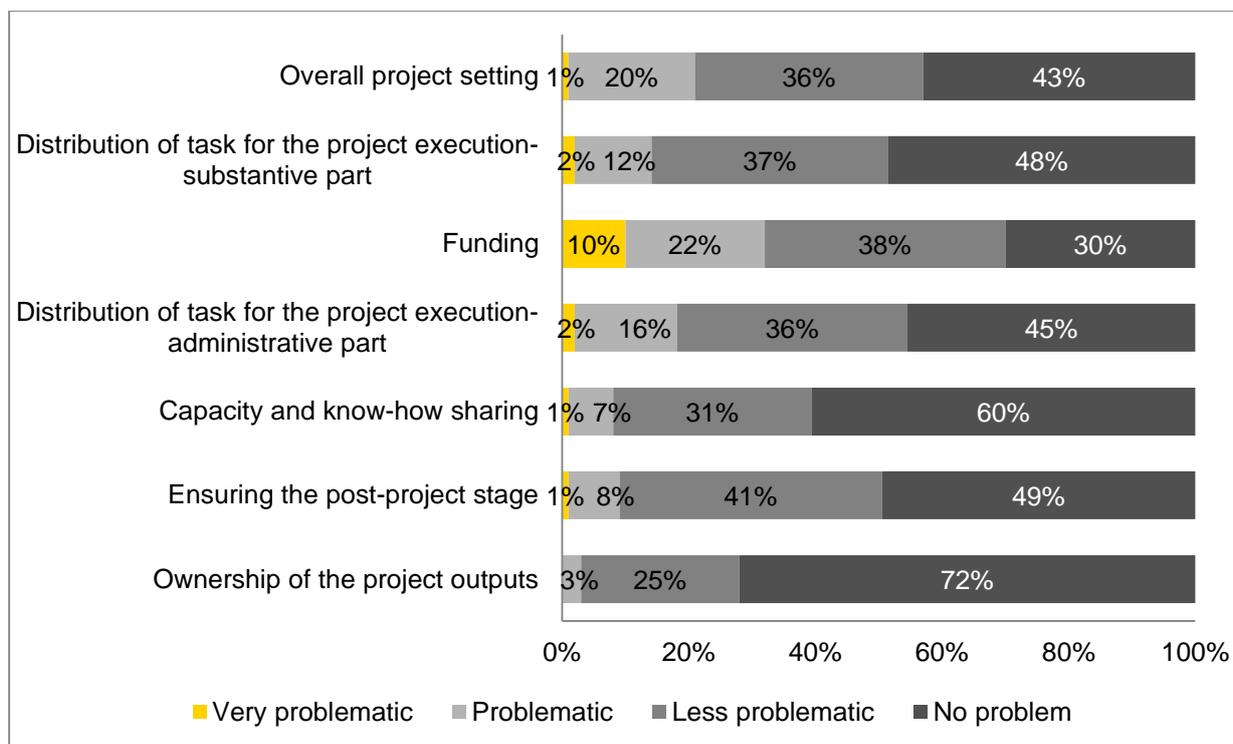
In the structured interviews, the beneficiaries again often stated that face-to-face meetings were commonly an important complement to e-mail, the most often used means of communication, when

agreeing on a partnership prior to application submission, as face-to-face contact made it easier to address any problem areas and achieve consensus on the project preparation process.

In the questionnaires, the beneficiaries most often cited **project financing as a highly problematic and demanding area** during project negotiation (10% of respondents identified it as highly problematic and 22% as problematic) – see **Figure 9**. **Overall project set-up** was also mentioned often as a problematic and demanding aspect of negotiations (20% of respondents identified it as problematic) as was **the administrative allocation of project tasks** (2% identified it as highly problematic and 16% as problematic). Less problematic aspects of negotiations cited in the responses were agreement on the ownership of created outputs (72% of respondents identified it as non-problematic) and the sharing of capacities and know-how (60% of respondents identified it as non-problematic). Other areas mentioned by the beneficiaries in the questionnaires included inadequate methodological support in English and limited capacity of beneficiaries to agree on cooperation.

The structured interviews confirmed funding as the most common problem area, particularly in view of the **different approaches taken by the CR and the donor state to reporting project costs**. Reporting requirements in the CR, or for EEA and Norway Grants, are in many respects stricter / more administratively demanding than in donor states (especially in stipulating the duty to provide transparent reporting of demonstrably incurred eligible costs).

Figure 9 Aspects of partnership that proved most demanding to negotiate:



n beneficiaries = 97

The CAWI survey of the project partners from donor states confirmed the same problem areas in negotiating partnerships as were identified by beneficiaries. Other problem areas mentioned by the partners in questionnaires included **changes in deadlines, inadequate communication on the part of the programme partner, agreement on partnership without personal knowledge of the beneficiary and insufficient time to prepare cooperation**.

Table 6 shows the most problematic partnership negotiation areas (cited in the interview survey as highly problematic and problematic). Programme CZ15 is not included in the table as none of the beneficiaries responded for this programme. The first line presents average values,⁹ i.e. aggregated for all programmes.

⁹ The weighted average is used.

Table 6 Aspects of partnership that proved demanding to negotiate (breakdown by programme, highly problematic and problematic areas):

Programme	Number of respondents	Overall project setting	Distribution of task for the project execution	Funding	Administrative distribution of task for the project execution	Capacity and know-how sharing	Ensuring the post-project stage	Ownership of the project outputs
Total	97	21 %	14 %	32 %	18 %	8 %	9 %	3 %
CZ02	12	17 %	17 %	25 %	33 %	0 %	8 %	0 %
CZ03	11	0 %	9 %	27 %	18 %	0 %	0 %	0 %
CZ04	1	0 %	0 %	0 %	0 %	0 %	0 %	0 %
CZ06	36	22 %	20 %	30 %	11 %	11 %	11 %	6 %
CZ07	5	40 %	0 %	80 %	40 %	0 %	40 %	0 %
CZ08	2	0 %	0 %	0 %	0 %	0 %	0 %	0 %
CZ09	14	29 %	0 %	28 %	14 %	14 %	0 %	7 %
CZ10	1	100 %	0 %	0 %	0 %	0 %	0 %	0 %
CZ11	6	50 %	50 %	17 %	33 %	0 %	0 %	0 %
CZ12	8	0 %	12 %	50 %	12 %	24 %	25 %	0 %
CZ13	1	0 %	0 %	100 %	100 %	0 %	0 %	0 %

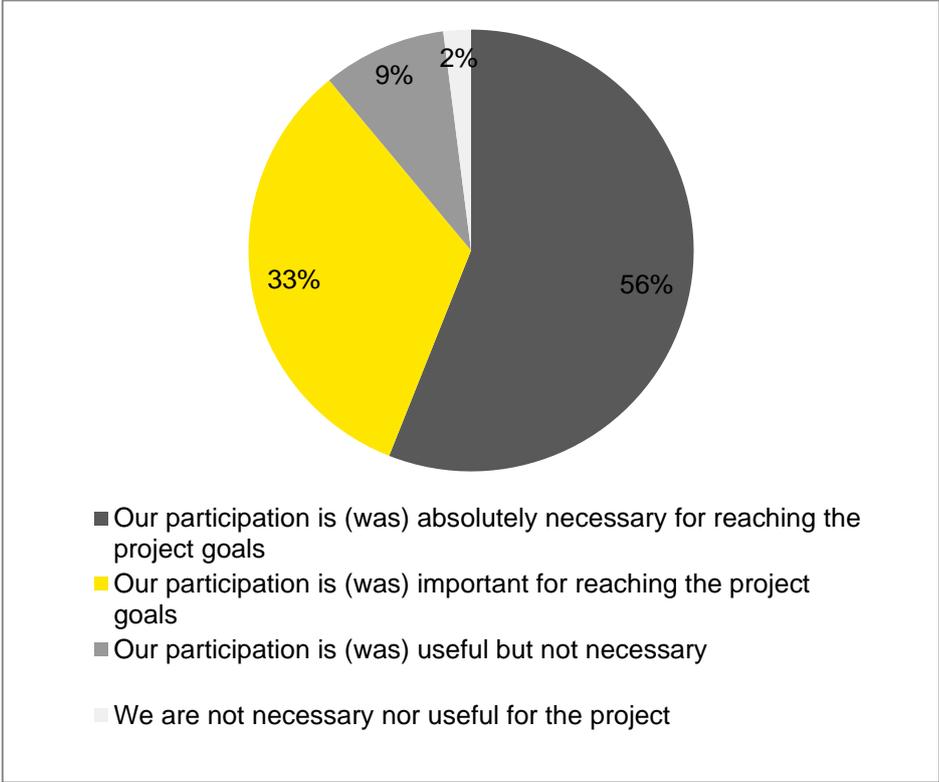
The structured interviews with the project partners from donor states confirmed that assigning responsibility for project administration and clarifying funding were the most problematic areas in the partnership negotiation.

Documentation scope and quality was not cited as a significantly problematic area in the interview survey in which **the beneficiaries most often mentioned that the documentation for the needs of project preparation or partner engagement were adequate** and had only minimal shortcomings (56% of respondents) – see **Figure 10**.

Some 33% of respondents cited fewer shortcomings, but generally adequate support (from the perspective of a description of the manner in which partnerships are set up) in the documentation, while **11% of respondents identified the documentation as inadequate**. Key specific documentation shortcomings cited by beneficiaries were an inadequate description of administrative, accounting and legal differences between the CR and donor states (e.g. f foreign exchange, work reporting, VAT), excessively complex manuals and a lack of documentation in English (mainly contract templates and manual).

In the interview survey, the project partners from donor states evaluated documentation scope and quality much like the beneficiaries, citing **the lack of translations of some documents into English, their excessive complexity and length** as shortcomings of the documentation. The structured interviews revealed that specific descriptions and translations are regularly updated and the majority of respondents in the interview survey responded just after program launch, when the number of translated documents was still small. According to the MF representatives, the vast majority of the documentation should be now available in both language versions.

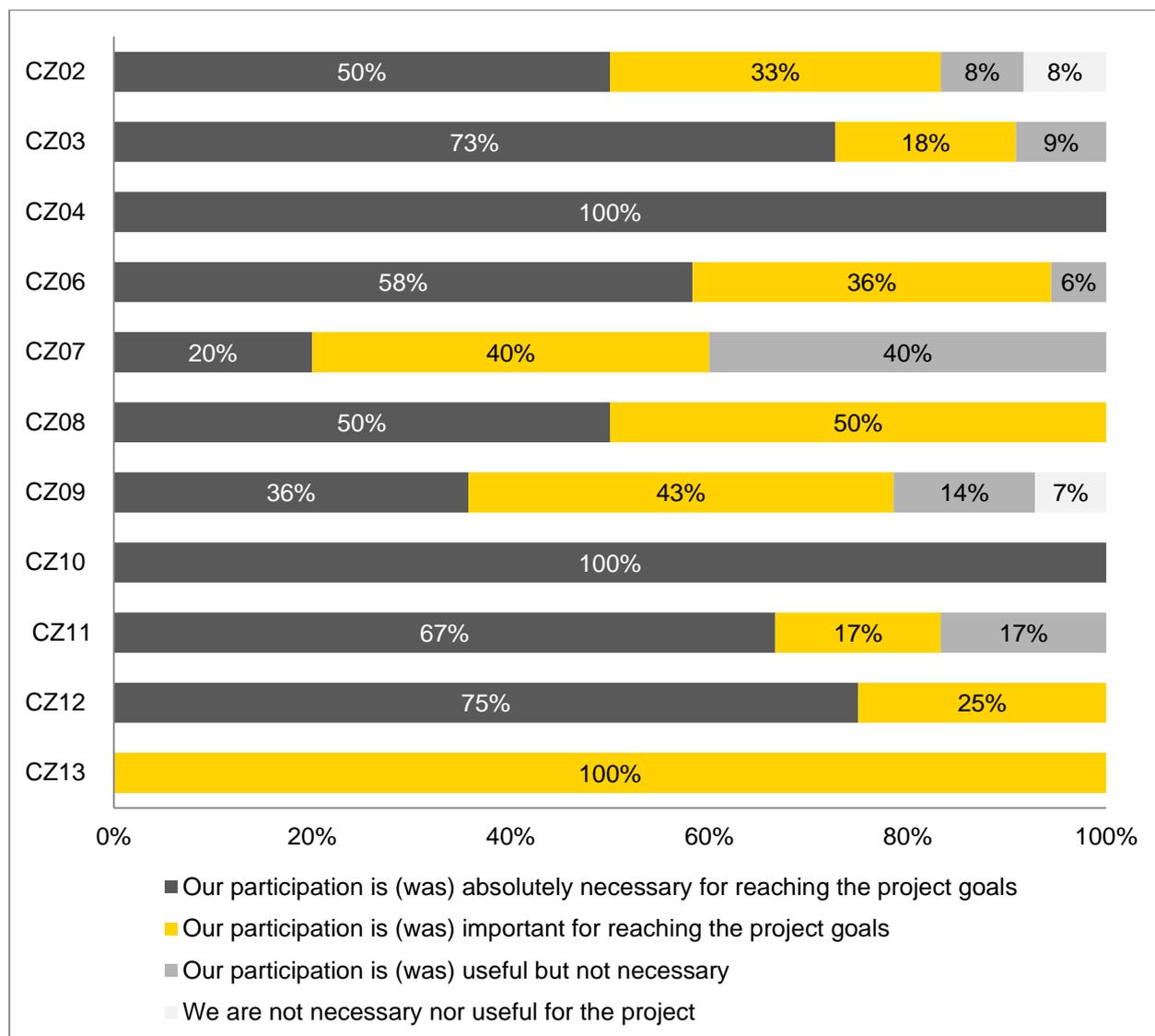
Figure 10 Are the Rules, Methodology and Guidelines detailed enough for the cooperation set-up?:



n beneficiaries= 97

Figure 11 illustrates the distribution of responses to the interview survey by individual programmes. The only two programmes regarding which respondents support that **documentation is entirely inadequate are programmes CZ02 and CZ09**. In programme CZ07, 40% of respondents deemed the supporting documentation inadequate. Responses for other programmes did not deviate from the averages for all programmes. Programme CZ15 is not included in the table as none of the beneficiaries answered for this programme. Like translations, controlled documentation was continually updated and expanded. Program representatives stated in structured interviews that the current documentation covers the majority of necessary areas for the purpose of drafting project applications.

Figure 11 Are the Rules, Methodology and Guidelines detailed enough for the cooperation set-up (divided according to the programmes)?:



n beneficiaries= 97, n CZ02= 12, n CZ03= 11, n CZ04= 1, n CZ06= 36, n CZ07= 5, n CZ08= 2, n CZ09= 14, n CZ10= 1, n CZ11= 6, n CZ12= 8, n CZ13=1

On several occasions, partners of beneficiaries from donor states mentioned in the structured interviews that they sometimes played a very small role in agreeing on and preparing partnerships and they felt they had too little opportunity to have a say in project objectives and set-up (for more information see Section 4).

2.1.2. Creation of partnership – Programme partners

2.1.2.1 How were potential partners identified / selected?

In a given programme, individual partners were preselected primarily based on experience from the previous programme period. At the programme level, Czech representatives had no influence over the selection of programme partners from donor states or had these partners assigned to them.

2.1.2.2 How was cooperation with a partner established?

Cooperation with the programme partner was established on formal basis (see chapter 2.2.2.1) and the most common form of communication in setting up a partnership was e-mail followed by telephone calls and face-to-face meetings.

2.1.2.3 What were the problem areas in the search for partners?

Not relevant regarding the selection of partners.

2.1.2.4 What were the problem areas in negotiating partnerships?

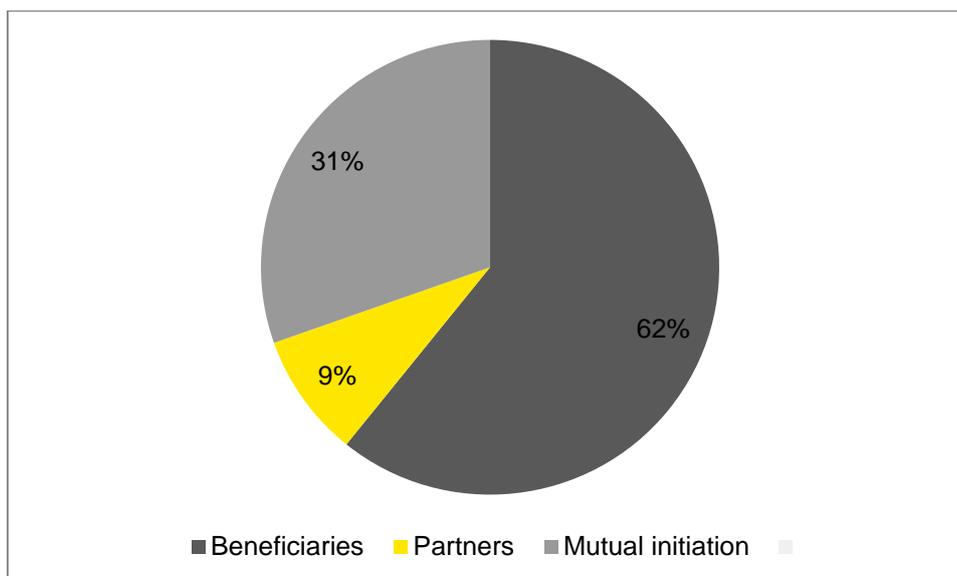
According to the individual interviews the lack of detailed definition of competencies of relevant partners turned out to cause different views on the process of creating individual programmes. Representatives of The Norwegian Embassy confirmed the limited capacity on the side of the donor countries. Nevertheless the added value of applying the partnership principle is still well recognized.

2.1.3. Creation of partnership – BFNL

2.1.3.1 How were potential partners identified / selected?

Likewise in the case of beneficiaries of individual programmes the survey results indicated that in most cases Czech beneficiaries took the initiative to enter into cooperation with the partner from donor country (see **Figure 12**).

Figure 12 Breakdown of initiators of cooperation on project preparation:

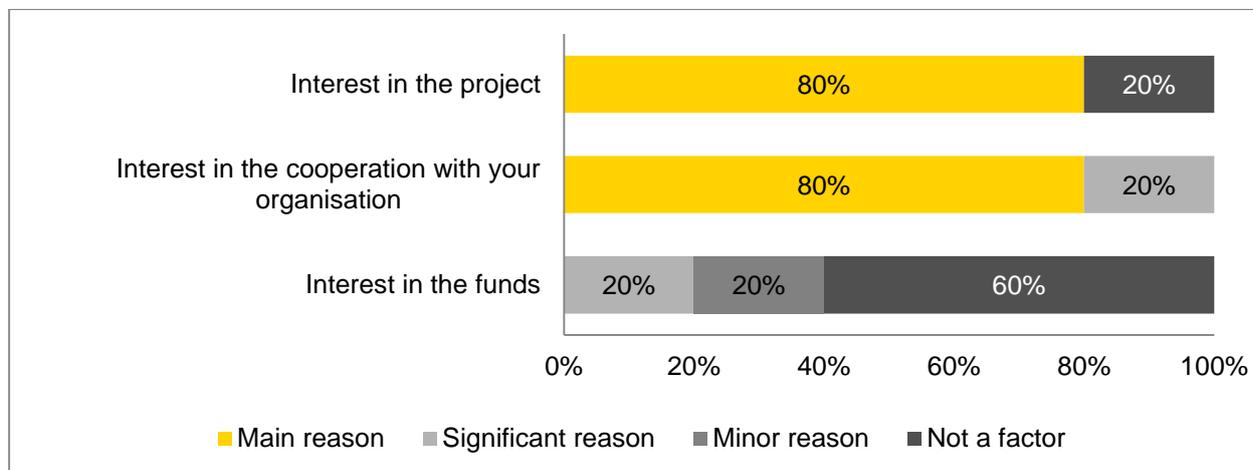


n beneficiaries BFNL= 13

2.1.3.2 How was cooperation with a partner established?

Respondents cited interest in the proposed project as the main reason for a partner from a donor state to agree on cooperation (see **Figure 13**). Another significant reason was the partner's interest in cooperating with the beneficiary's organization.

Figure 13 The main reasons for agreeing on the partnership (view of the BFNL beneficiaries)?:

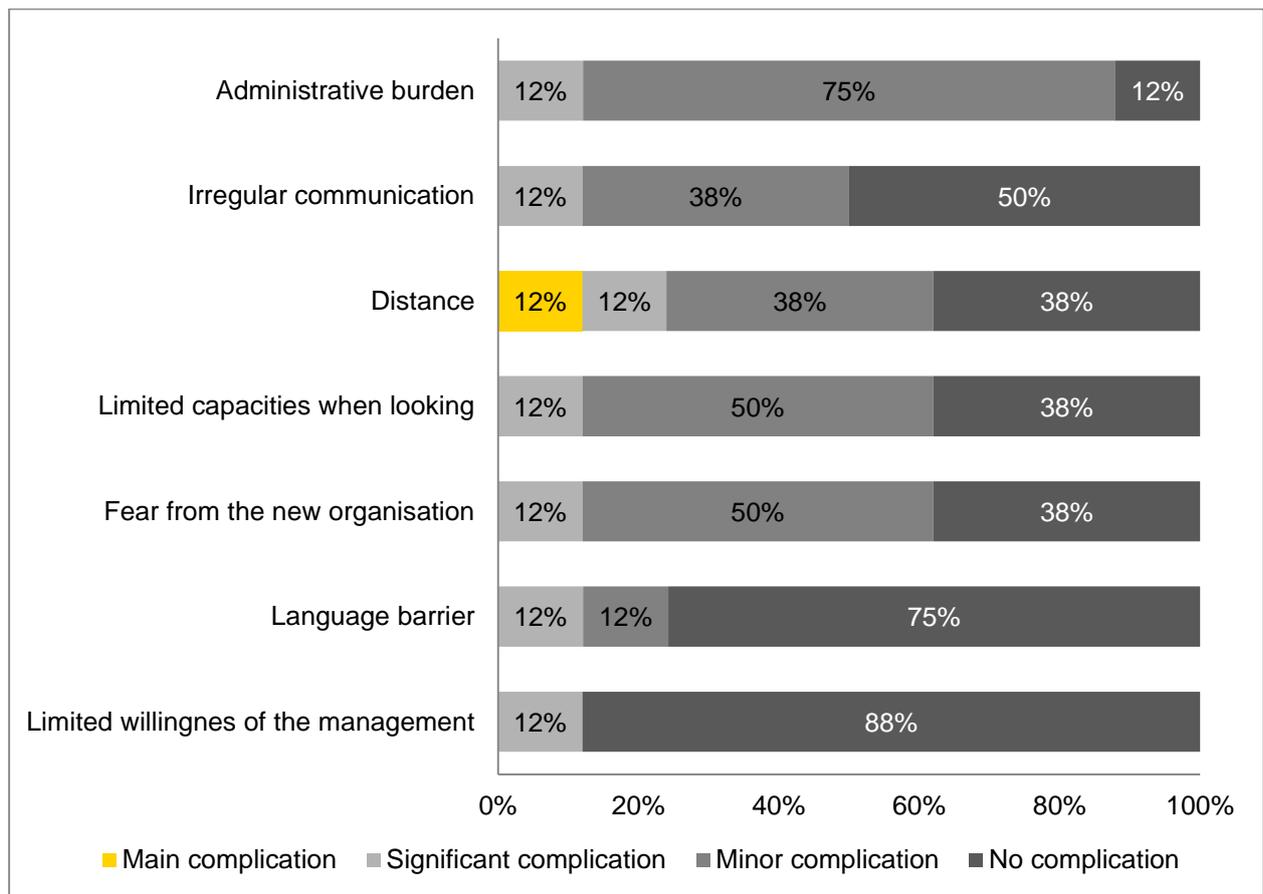


n beneficiaries BFNU= 5

2.1.3.3 What were the problem areas in the search for partners?

Figure 14 depicts areas of partnership, which were perceived as the most problematic. During the individual interviews these areas have been confirmed. During the implementation of the programmes a significant progress in the reduction of administrative burden can be identified for the beneficiaries and their partners from donor country (e.g. the scope of programme guidelines / documentation available in both Czech and English is constantly growing).

Figure 24 What were the complications when looking for a new partner (BFNL beneficiaries)?:

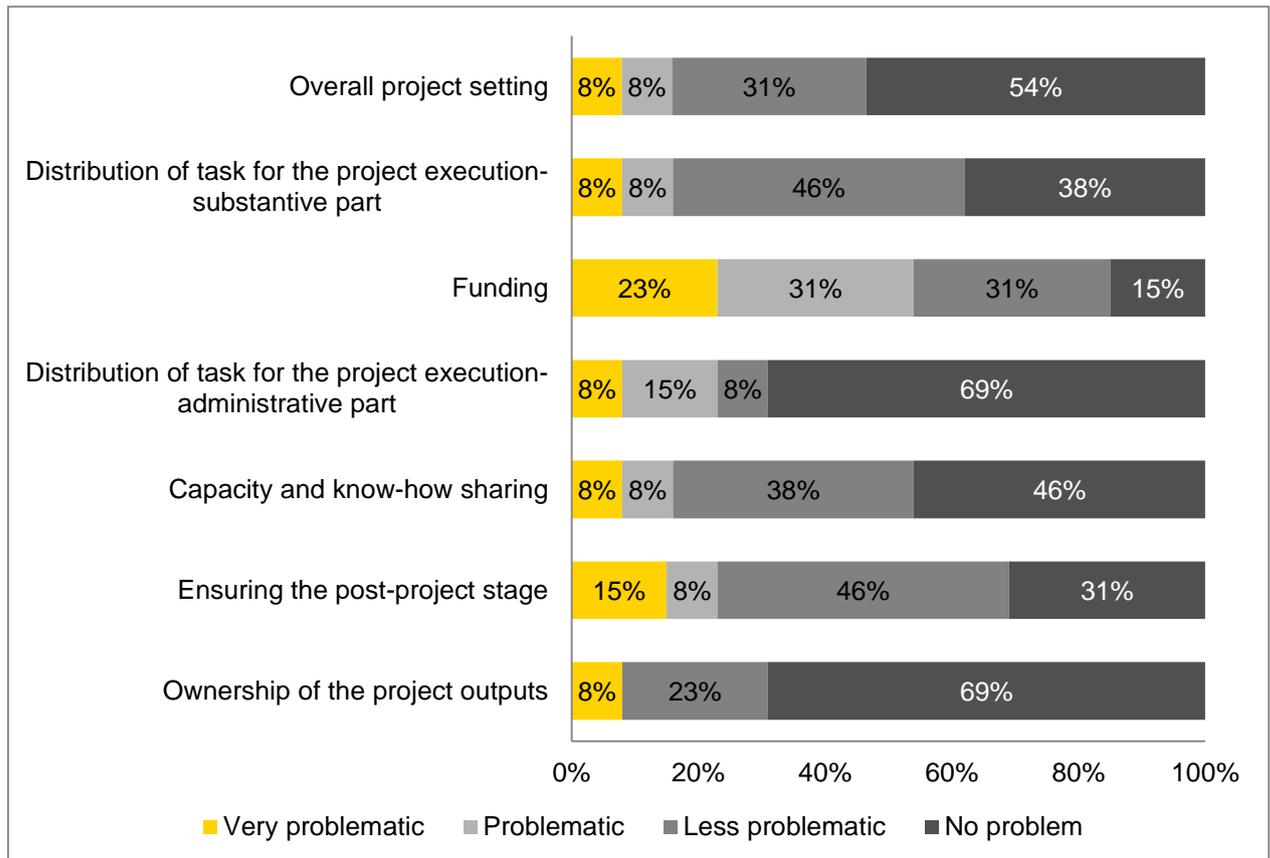


n beneficiaries BFNL= 8

2.1.3.4 What were the problem areas in negotiating partnerships?

BFNL beneficiaries identified more problematic areas, especially financing of the project. The BFNL beneficiaries cited the sustainability of project activities after the end of project financing as problematic (15 % of the respondents). As the least problematic area the selection of competencies in the project was cited.

Figure 35 Areas of the partnership that turned out as the most complicated / problematic during negotiations (BFNÚ beneficiaries)?:



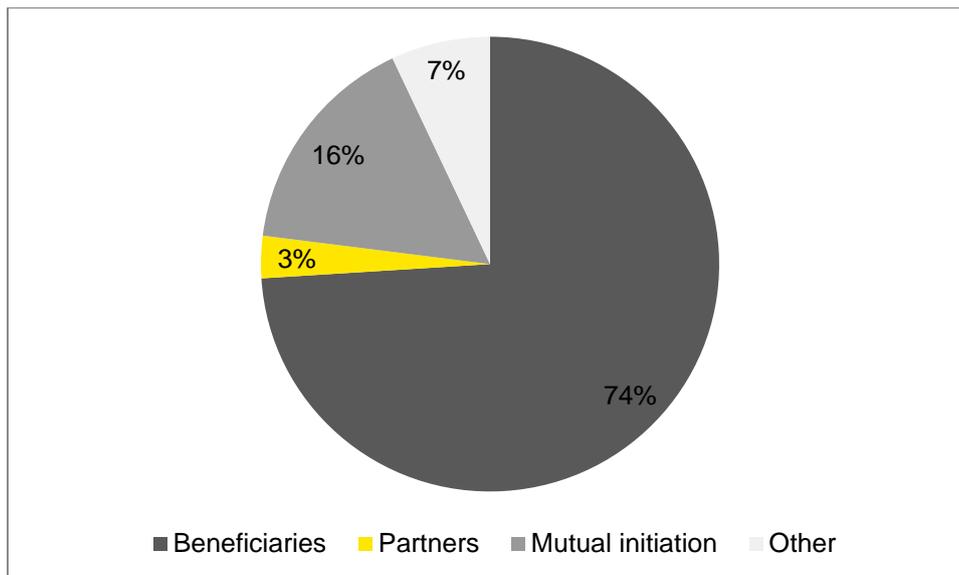
n beneficiaries BFNL= 13

2.1.4. Creation of partnership – BFPL

2.1.4.1 How were potential partners identified / selected?

Likewise in the case of other beneficiaries the survey results indicated that in most cases Czech beneficiaries took the initiative to enter into cooperation with the partner from donor country (see **Figure 16**).

Figure 46 Initiators of the cooperation (beneficiaries received additional support in the Fund for bilateral cooperations at programme level, hereinafter referred to as 'BFPU'):

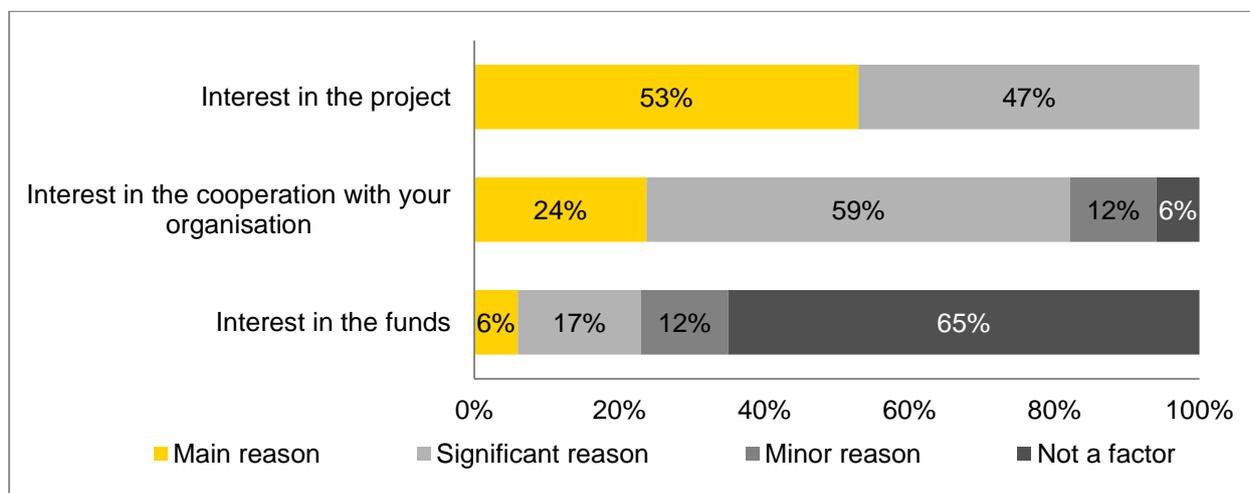


n beneficiaries BFPL= 31

2.1.4.2 How was cooperation with a partner established?

The respondents cited interest in the proposed project as the main reason for a partner from a donor state to agree on cooperation (see **Figure 17**). Another significant reason was the partner's interest in cooperating with the beneficiary's organization. This result of the CAWI was confirmed during the individual interviews.

Figure 57 The main reasons for agreeing on the partnership (view of the BFPL beneficiaries)?:

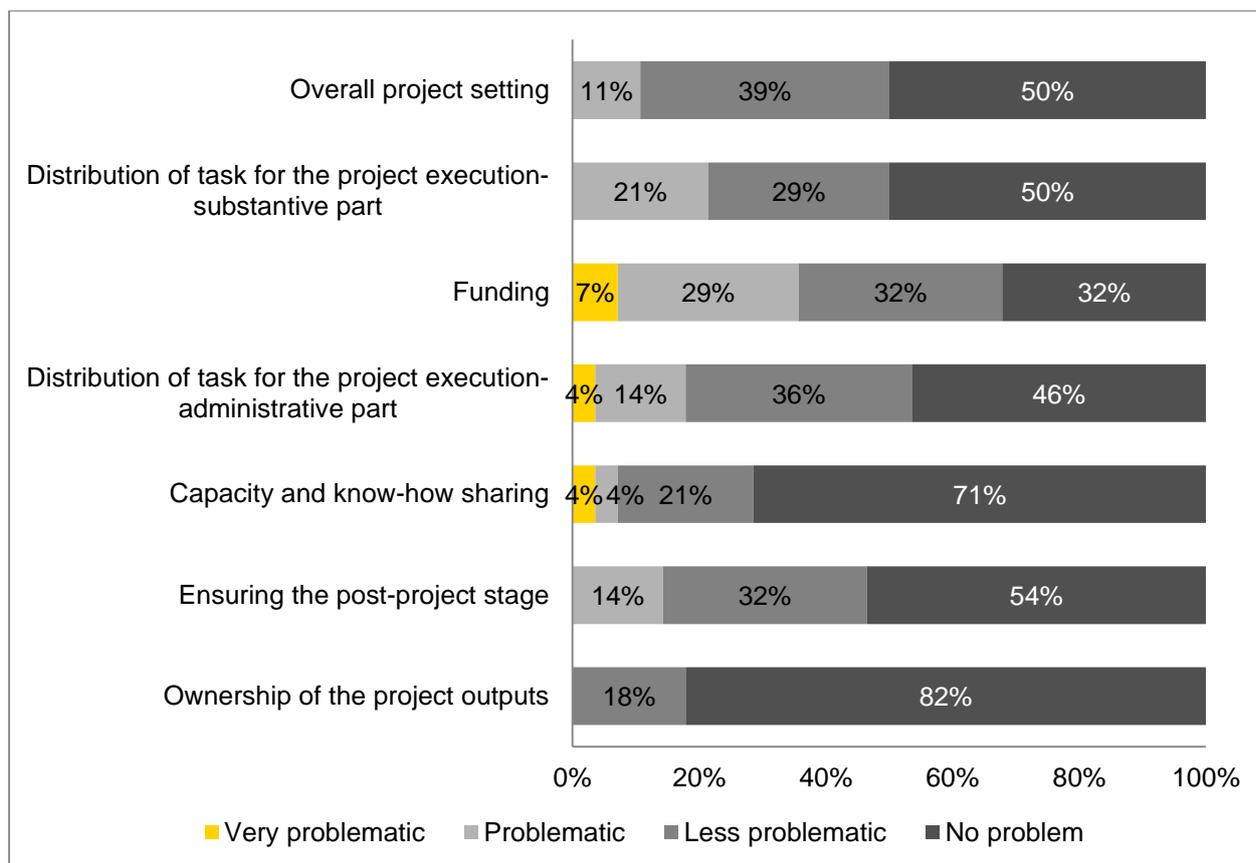


n beneficiaries BFPL= 17

2.1.4.3 What were the problem areas in the search for partners?

According to the CAWI results, negotiating partnerships was less complicated for BFPL beneficiaries than the average cited by beneficiaries in all programmes – see **Figure 18**. The most demanding areas were funding and administrative allocation of project tasks.

Figure 68 What were the complications when looking for a new partner (BFPL beneficiaries)?:



n beneficiaries BFPL= 28

2.2. Execution of partnership during project implementation

These evaluation questions in the “*Execution of partnership during project implementation*” evaluation category are answered in the following sections:

- ▶ What was the manner of partner cooperation during project / programme implementation?
- ▶ What were the benefits of partner cooperation during project / programme implementation?
- ▶ What were the most common obstacles / problem areas of partner engagement?

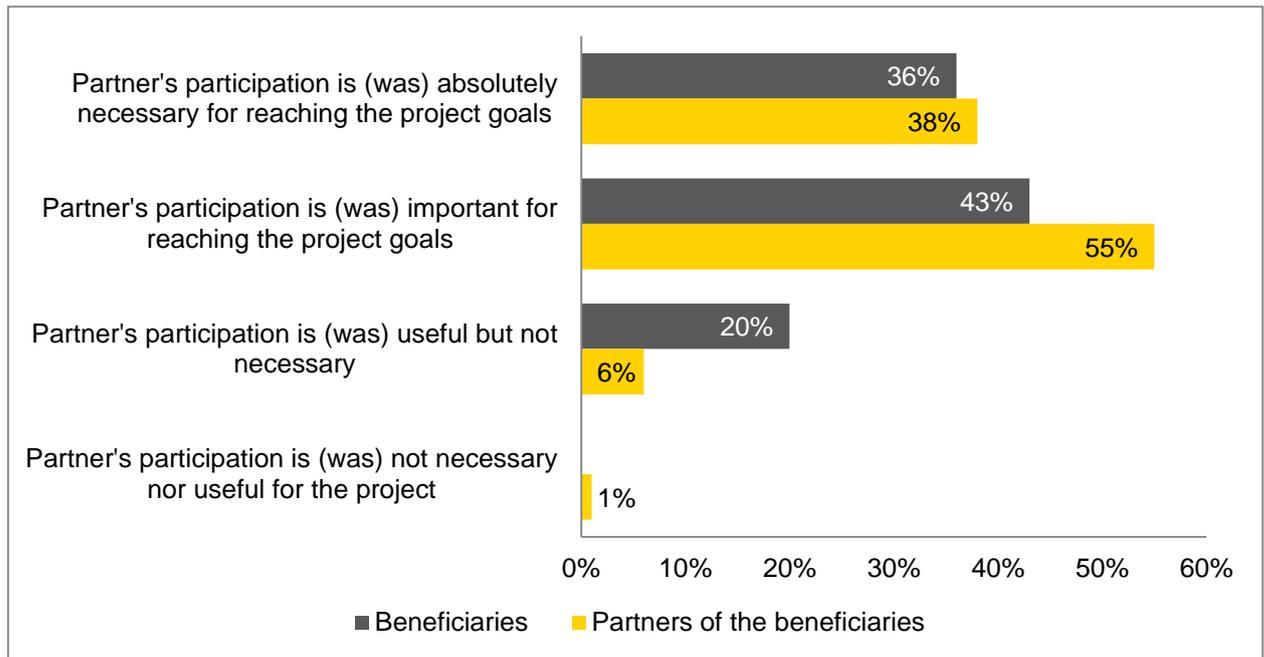
Findings and recommendations pertaining to individual evaluation questions are presented in **Section 4**.

2.2.1. Execution of partnership - beneficiaries

2.2.1.1 What was the manner of partner cooperation during project / programme implementation?

In the interview survey, **all the beneficiaries stated that partner involvement in a project was useful** – see **Figure 19**. According to respondents, partner participation was necessary in 36% of projects; according to partners, this was true in 38% of projects. In contrast, partner involvement was deemed useful, but not necessary, in 20% of projects. **No beneficiary stated that partner involvement in a project was without benefit.**

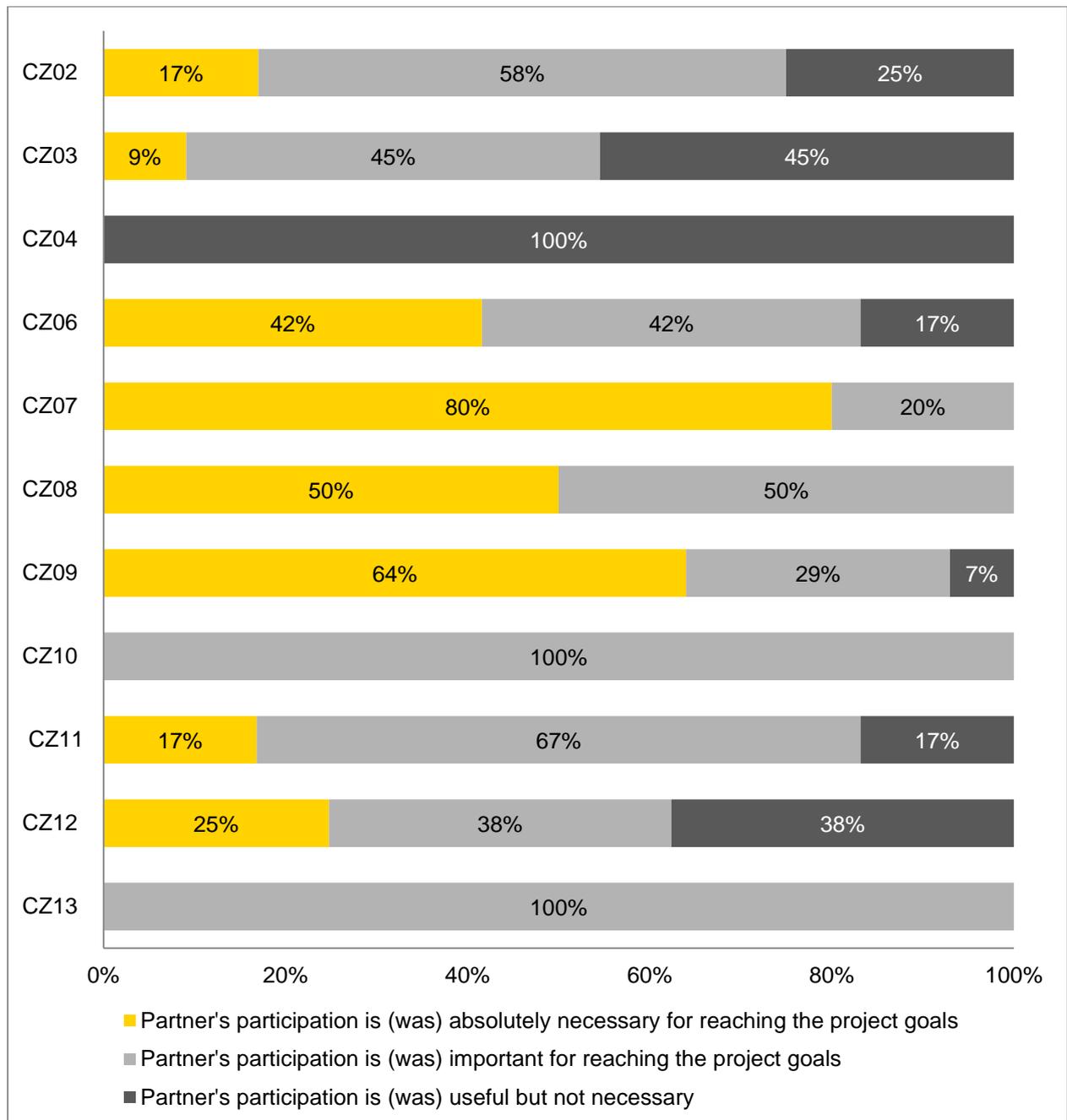
Figure 19 How do you rate partner involvement (so far) as regards the achievement of project outcomes:



n beneficiaries = 97, n partners= 70

A detailed analysis of partner involvement in projects by programme indicated that partner involvement was extraordinarily important in programme CZ07 projects (80% of respondents cited partner involvement as essential for successful project outcomes) and programme CZ09 projects (64% of respondents cited partner involvement as essential for successful project outcomes) – see **Figure 20**. Programme CZ15 is not included in the table as none of the responded for this programme.

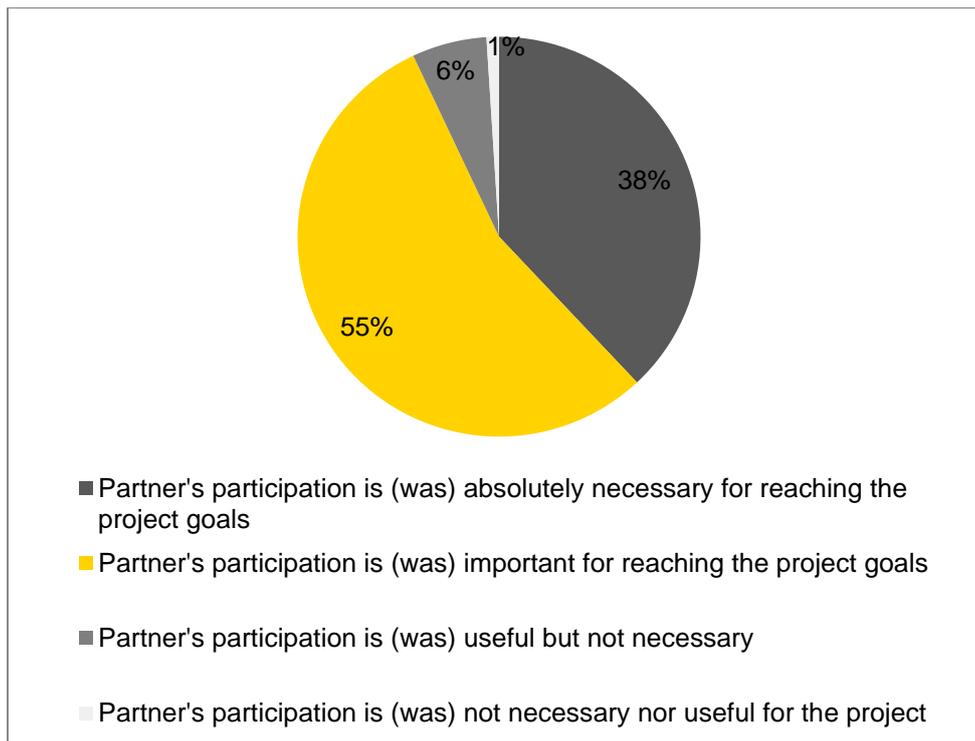
Figure 20 What was the importance of partner involvement in a project as regards the achievement of project outcomes (breakdown by programme):



n beneficiaries= 97, n CZ02= 12, n CZ03= 11, n CZ04= 1, n CZ06= 36, n CZ07= 5, n CZ08= 2, n CZ09= 14, n CZ10= 1, n CZ11= 6, n CZ12= 8, n CZ13= 1

The project partners from donor countries perceived the importance of their involvement in projects to be greater than did the grant beneficiaries – see Figure 21. As compared to the beneficiaries, 38% of respondents perceived their involvement as absolutely necessary to project success, 55% of respondents perceived their involvement as important to project success (compared to 44% of beneficiaries) and only 6% of partners perceived their involvement to be useful, but not necessary (compared to 20% of beneficiaries).

Figure 21 How do you rate partner involvement (so far) as regards the influencing of project outcomes (by project partners from donor countries):



n partners= 70

As with negotiating cooperation, **e-mail was also the most commonly used means of communication** in project implementation. According to the interview survey responses of beneficiaries, it was the only form of communication for 27% of respondents. Telephone communication was used less, but still played a major role in project implementation (33% of respondents primarily used the telephone, 46% used it occasionally). In the questionnaire comments and the structure interviews, **face-to-face meetings** (61% cited face-to-face communication as an occasional form of communication) were **mentioned as a key element of cooperation** without which it would have been more complicated to reach agreement. According to the structured interviews with beneficiaries and their partners from donor states, face-to-face meetings enabled them more easily and effectively to solve problems and resolve complications that arose in the course of project execution. It should be noted, however, that such meetings were limited in number due to project budget constraints. Respondents stated in the CAWI survey that there was more interaction with the partner during project set-up than during implementation – see **Table 7**. While cooperation was being set up, communication most often occurred once a week on average (34% of respondents). During project implementation, communication most often occurred once or twice a month (41% of respondents).

Table 7 How frequent is (was) communication / interaction during a project:

	Several times a week	Once a week on average	1 – 2 times a month on average	Less than once a month	Less than once in 6 months	Not relevant
Project set-up	20 %	34 %	28 %	7 %	4 %	8 %
Implementation of the project activities	16 %	27 %	41 %	7 %	2 %	6 %
Project conclusion	2 %	9 %	16 %	4 %	4 %	64 %

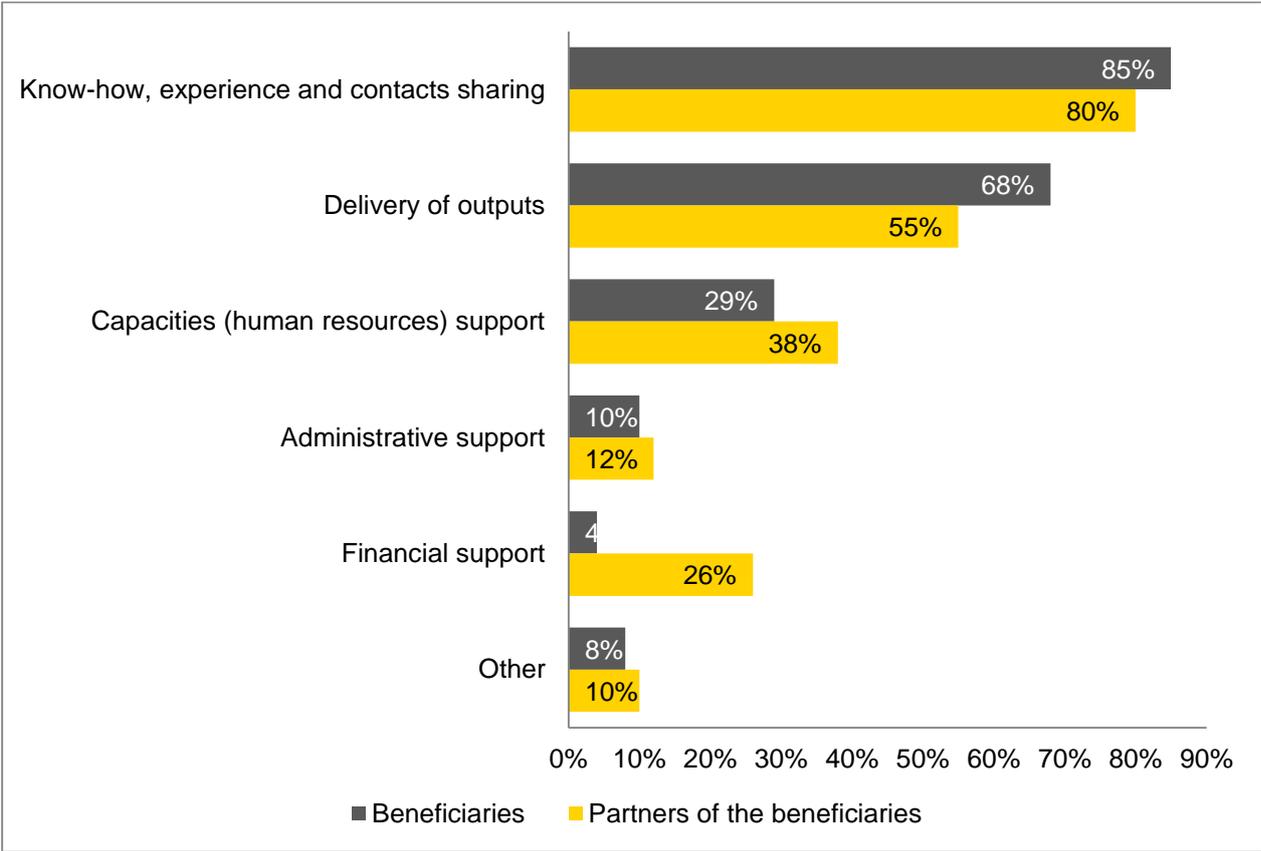
n beneficiaries= 97

A detailed look at project outcomes by programme reveals that outcomes are consistent with average responses for all programmes. Similarly as in the partnership set-up phase, in the project implementation phase, too, face-to-face meetings in programme CZ03 occurred less than the all programme average (73% of interview survey respondents from programme CZ03 stated that face-to-face meetings took place rarely / never). Partners from donor states cited a virtually identical frequency of communication in the interview survey.

According to the CAWI survey, in the majority of projects **cooperation primarily took the form of sharing know-how, experience and contacts** (the partner played a major role here according to 85% of respondents), see **Figure 22**. **The creation of outputs** was another key partnership activity (68% of beneficiaries stated the partner played a major role). Support in the form of capacities and human resources was another important component in many projects (29% of respondents cited it as an important component of cooperation).

In the CAWI survey, project partners indicated the nature of their project involvement somewhat differently than grant beneficiaries – see **Figure 22**. According to the responses, partners played a lesser, though still key, role in sharing know-how and experience (80% of respondents). Partners thought they played less of a role in the creation of outputs than did beneficiaries. In contrast, partners (as opposed to beneficiaries) perceived their involvement in ensuring capacity support to be greater (38% of respondents).

Figure 22 In which activities was the partner most involved:

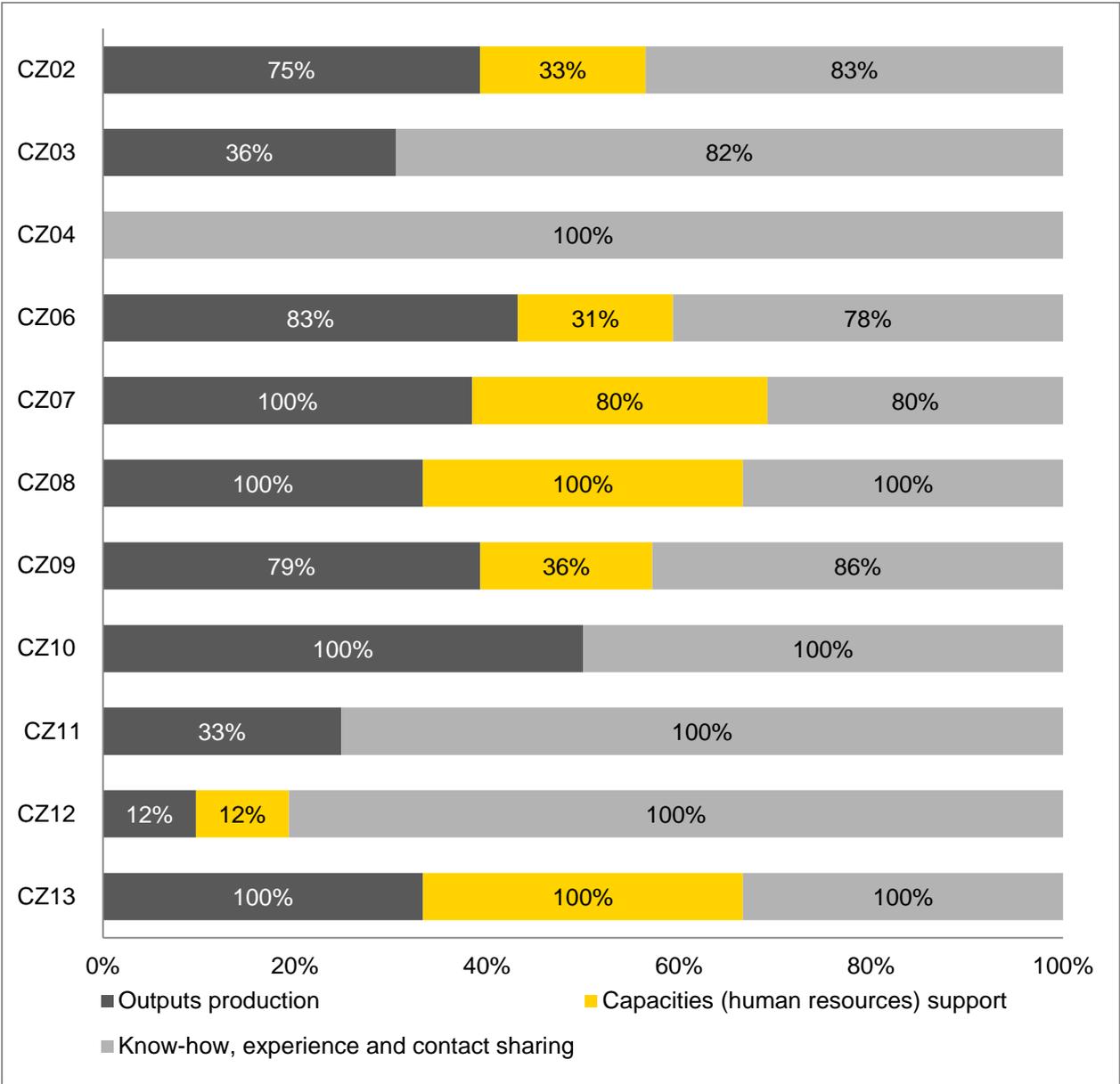


n beneficiaries= 97, n partners= 69

In a detailed analysis by programme, the majority of beneficiary interview survey responses are consistent with the all-programme average – see **Figure 23**. For greater clarity, the Figure only includes the three areas of cooperation that were cited most often. Programme CZ11 and programme CZ12 respondents cited greater partner involvement in sharing know-how, experience and contacts (for both programmes, all beneficiaries cited significant partner involvement). Project partners played the largest role in outputs in programme CZ07 (all respondents cited partner involvement in creating outputs). On the

other hand, project partners in programmes CZ03, CZ11 and CZ12 have little involvement in output creation (partner involvement in output creation in programme CZ03 was cited by only 36% of respondents, in programme CZ11, 33% and in programme CZ12, only 12% of respondents). Programme CZ15 is not included in the table as no beneficiary responded to the question in the interview survey.

Figure 23 In which activities was the partner most involved (breakdown by programme)?:



n beneficiaries= 97, n CZ02= 12, n CZ03= 11, n CZ04= 1, n CZ06= 36, n CZ07= 5, n CZ08= 2, n CZ09= 14, n CZ10= 1, n CZ11= 6, n CZ12= 8, n CZ13= 1

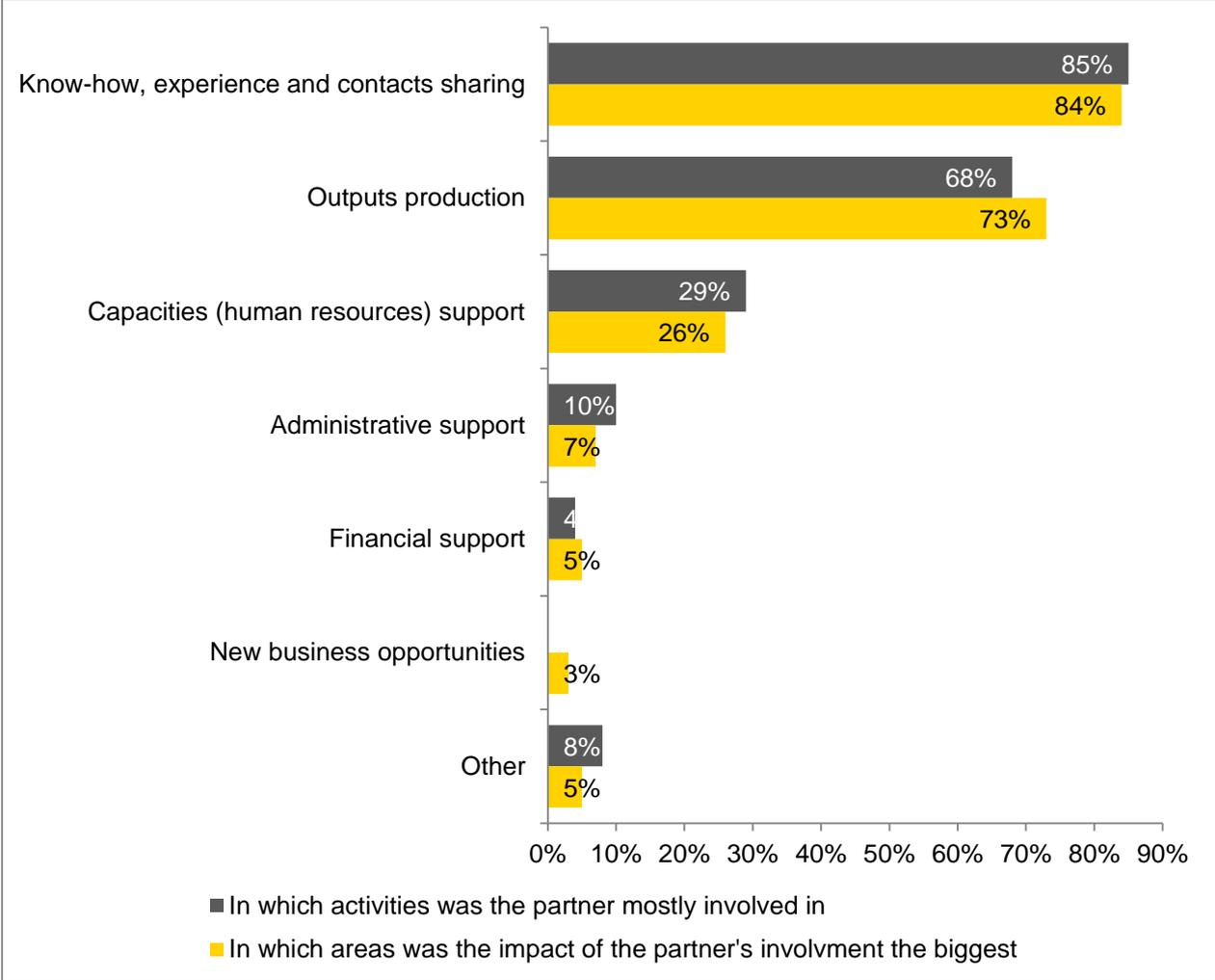
Findings and recommendations pertaining to individual evaluation questions are present in Section 4.

2.2.1.2 What were the benefits of partner cooperation during project / programme implementation?

According to the interview survey responses, partner involvement yielded the greatest benefit in the **sharing of know-how, experience and contacts, as stated by 84% of respondents** – see **Figure 24**. The Figure compares the areas in which partners were most involved and the areas in which their involvement had a favorable impact, as indicated by beneficiaries in the interview survey. **Output creation was cited as another important area** in which partner presence and cooperation had a

favorable impact, as stated by 73% of beneficiaries. For 26% of respondents, support in the area of capacities and human resources was also an area where the favorable impact of partner involvement was very evident.

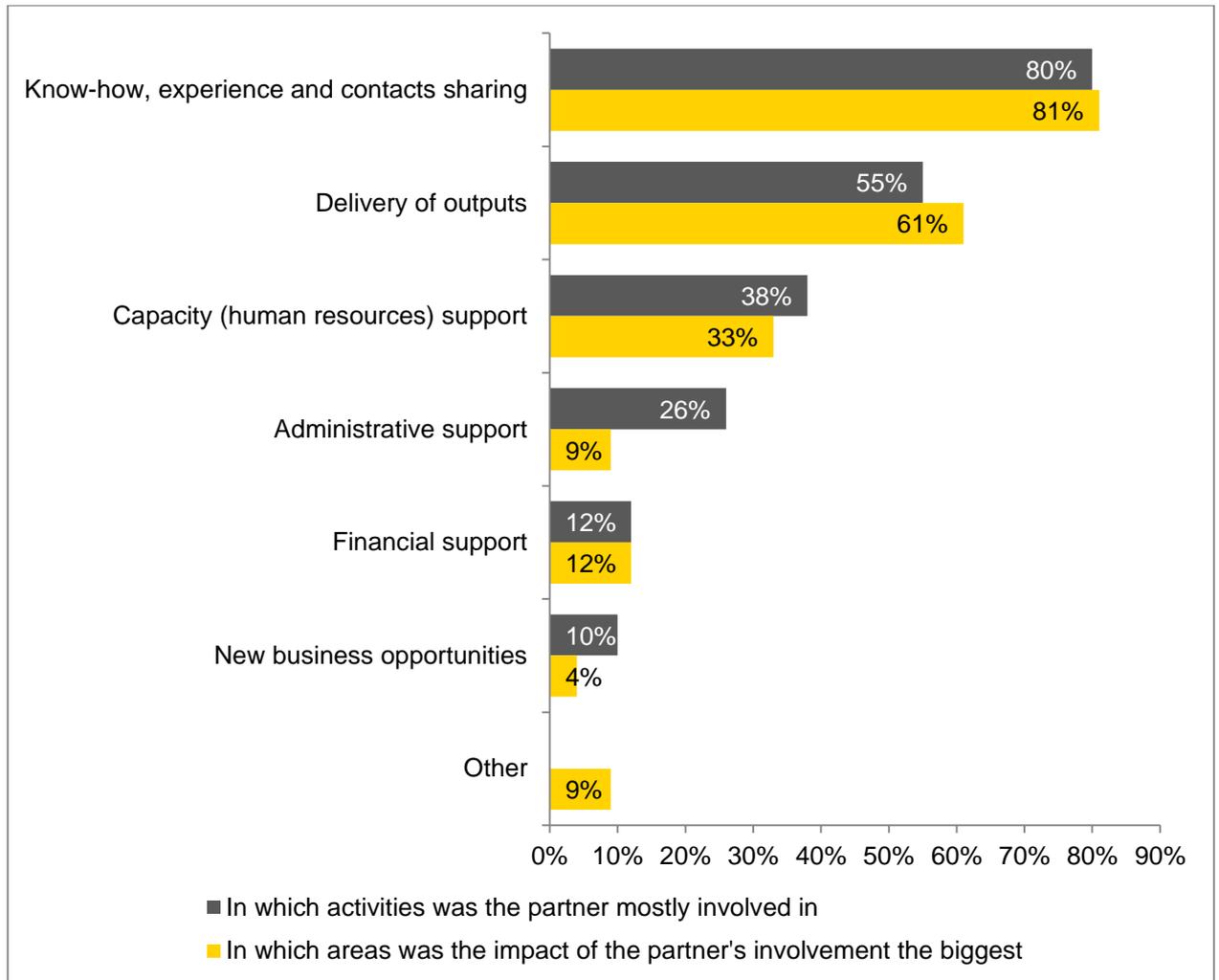
Figure 24 In what areas was the favorable impact of partner involvement most evident?:



n beneficiaries= 97

Project partners from donor states perceived their involvement and its favorable impact in much the same way (interview survey) – see **Figure 75. Know-how, experience and participation in output creation** were again identified as the areas in which partners were most involved and in which they perceived their involvement to be useful.

Figure 75 In what areas was the favorable impact of partner involvement most evident (by project partners from donor states)?:

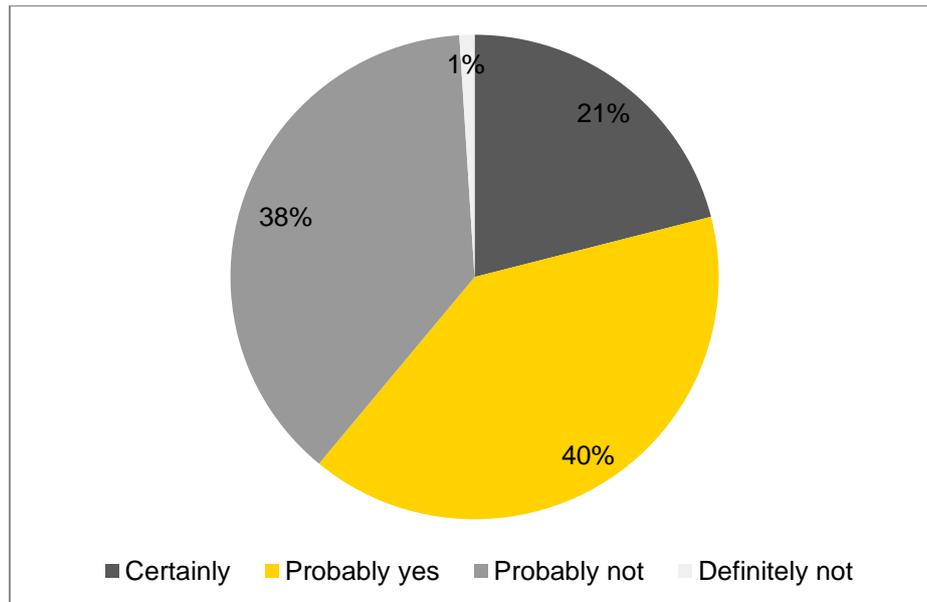


n partners= 70

Opinion among respondents varied as to whether greater partner involvement would have had a favorable impact on achieving project outcomes – see **Figure 86**. The opinion that **greater partner involvement would have had a favorable impact on achieving project outcomes was expressed by the majority of beneficiaries in the**, i.e. a total 61% of respondents. Just 1% of beneficiaries felt that greater partner involvement would not have had a favorable impact on project outcome.

The responses of project partners in the interview survey as regards their greater project involvement were very similar to those of their Czech partners.

Figure 86 Would greater partner involvement in a project have had a favorable impact on achieving outcomes?:



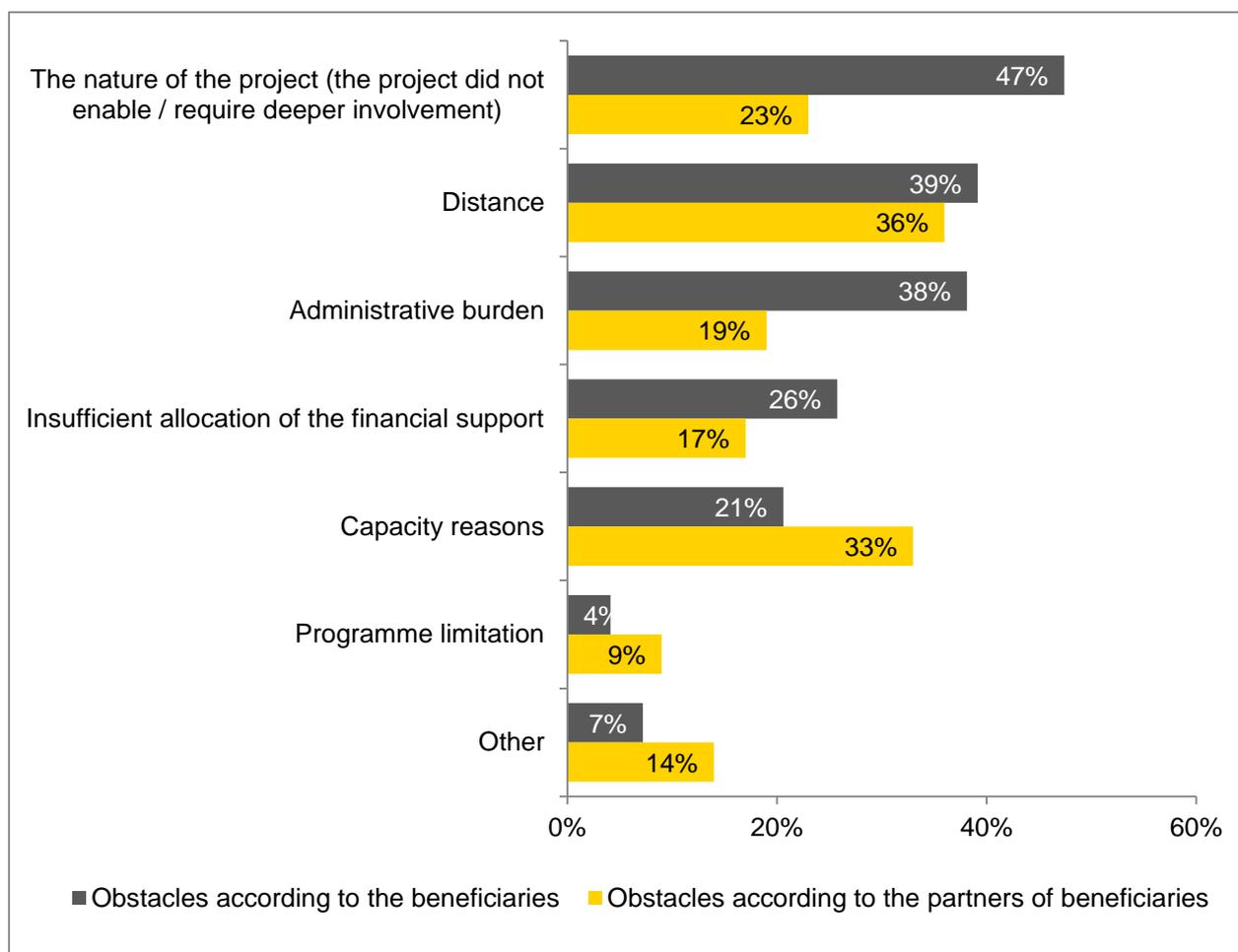
n beneficiaries= 97

2.2.1.3 What were the most common obstacles / problem areas in partner involvement?

Given the nature of projects, it was not always possible or necessary for a partner to be more involved (for 47% of respondents) – see **Figure 97**. Interview survey respondents cited **distance** (problematic for 40% of beneficiaries), **administrative burden** (problematic for 39% of beneficiaries) and **inadequate financial support** (problematic for 26% of beneficiaries) **as being among the most problematic areas in greater partner involvement in a project**. Insufficient human resources within the organization was another problem area mentioned by respondents in the interview survey (problematic area for 20% of beneficiaries).

Differences in the perception of the beneficiaries and the project partners regarding obstacles to greater partner involvement are illustrated in **Figure 97**. According to the project partners, the biggest obstacles to their greater involvement were distance and capacity. In contrast to the beneficiaries, only 23% of respondents **did not consider the nature of the project to be a significant obstacle**.

Figure 97 What were the biggest obstacles to greater partner involvement in a project?:



n beneficiaries= 97, n partners= 70

Insufficient partner capacities for project implementation in both the preparatory and implementation phases were cited as a problem area in the structured interviews with beneficiaries. According to respondents, insufficient capacity in the partner organization resulted in less frequent communication and, on occasion, late delivery of reports and other outputs. Project partners from donor states confirmed that under-capacity on both sides was one of the problem areas in cooperation.

Other obstacles mentioned by partners in structured interviews included too little time for project implementation, different settings and accounting systems between countries and the language barrier. In interviews, partners also mentioned a lack of face-to-face contact as a possible obstacle to better communication and resolving misunderstandings during project preparation and implementation.

Table 8 shows how interview survey respondents (by programme) answered the question of what the biggest obstacles to greater partner involvement in a project were. The responses do not show significant differences as compared to the average survey-wide responses. The greatest deviations from the average are highlighted in bold. **The nature of the project was most often an obstacle to greater partner involvement** for beneficiaries in programme CZ12 (75% of respondents cited it as an obstacle). For beneficiaries in programmes CZ03 and CZ09 the biggest obstacle was the **insufficient allocation of finances** (cited by 45% and 43% of respondents). **Distance** was more problematic than for the majority of beneficiaries for programme CZ03 (cited by 64% of respondents from this programme). **Programme limitations in terms of its set-up and rules** was an obstacle for beneficiaries in programme CZ07 (cited by 20% of beneficiaries). **Administrative burden** was a bigger obstacle for beneficiaries in programme CZ02 (cited by 67%). **Lack of capacity** as an obstacle to partner involvement in a project was cited more often than usual by beneficiaries in programme CZ11 (cited by 50%). Programme CZ15 is not included in the table as no responses in the interview survey pertained to this programme.

Table 8 What were the biggest obstacles to greater partner involvement in a project (breakdown by programme)?:

Programme	Number of respondents	The nature of the project (the project did not enable / require more involvement)	Insufficient allocation of the financial support	Distance	Programme limitation	Poor communication and relationship with the partner	Language barrier	Administrative burden	Change of partners' priorities during the project	Capacity reasons	Other
CZ02	12	50 %	25 %	33 %	8 %	0 %	0 %	67 %	0 %	17 %	8 %
CZ03	11	64 %	45 %	64 %	0 %	0 %	0 %	27 %	0 %	9 %	9 %
CZ04	1	100 %	0 %	100 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
CZ06	36	53 %	22 %	42 %	3 %	0 %	3 %	36 %	3 %	19 %	3 %
CZ07	5	0 %	20 %	20 %	20 %	0 %	0 %	20 %	0 %	20 %	0 %
CZ08	2	50 %	0 %	50 %	0 %	0 %	0 %	50 %	0 %	0 %	50 %
CZ09	14	29 %	43 %	14 %	0 %	0 %	0 %	36 %	0 %	29 %	7 %
CZ10	1	100 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
CZ11	6	17 %	0 %	50 %	0 %	0 %	0 %	33 %	0 %	50 %	17 %
CZ12	8	75 %	25 %	50 %	12 %	0 %	0 %	38 %	0 %	12 %	12 %
CZ13	1	0 %	0 %	0 %	0 %	0 %	0 %	100 %	0 %	100 %	0 %

2.2.2. Execution of partnership – Programme partners

2.2.2.1 What was the process of cooperation with the partner during the implementation of the projects / programs?

The cooperation at the level of the programs differed significantly among individual programs. The most important difference was the extent of involvement of foreign partners in the implementation of the program. Cooperation in the course of implementation the programs was developed mainly in the following areas:

- ▶ Setup of the subject-matter of the program
- ▶ Preparation of calls (focus and specific terms of the calls)
- ▶ Support for search of the partners in donor countries
- ▶ Dissemination of results of the programs / projects

In the course of the individual interviews, we noted different approaches of the partners from donor countries during their involvement in the implementation of the program. Cooperation with the Czech partner was affected particularly by the capacity of the foreign program partner. During the analysis, we identified cases of rather formal partner's involvement (his lower participation in the implementation of the program) up to highly active partner's involvement in the implementation of the program (e.g. in program CZ06).

2.2.2.2 What were the benefits of cooperation with the partner in the implementation of the projects / programs?

According to the individual interviews, the benefits of cooperation from the foreign partner's part for the implementation of the programs may be identified as follows:

- ▶ Setup of the subject-matter of the programs or calls
- ▶ The partner's assistance in the search for partners at the project level

As regards setup of the program (definition of its subject-matter) and setup of individual calls, the foreign partner participated namely in the subject-matter definition of the areas which will be supported as a part of the program, taking into account priorities of the donor country. With regard to the change of the approach of EEA and the Norwegian Funds and the use of program management, this approach represented a significant change as opposed to the previous programming period.

One of the aspects that may be considered crucial in respect of the contribution made by the foreign partner from the donor country at the program level was the assistance in the search for partners in donor countries. Such assistance consisted of (i) the program partner's activities in the dissemination of information among the relevant entities in the donor country about the possibility of cooperation in the projects, and (ii) cooperation in the search for suitable project partners in the donor country. In the individual interviews, the Czech beneficiaries mentioned that they addressed in some cases directly the program partner, who mediated for them contacts to suitable foreign partners. The program partner in the donor country also participated in the organization of seminars held with the purpose of identifying partners from the donor and from the beneficiary country. These seminars were held in the Czech Republic and in the donor country.

2.2.2.3 What were the most frequent obstacles / problematic areas of involvement of the partners?

The following areas may be designated as the key obstacles of cooperation of the partners at the program level:

- ▶ Different perception of priorities in the setup of the programs and use of the partnership principle in the projects
- ▶ Limited capacities of the foreign partner
- ▶ Changes in program setup

Different perception of priorities in the setup of the programs and use of the partnership principle in the projects

One of the problematic aspects of the partnerships at the program level which was referred to during the individual interviews was the different view of the need for selected intervention types in the programs and of priorities on which the program should be focused. It was identified during the individual interviews that the intervention areas took into account in a number of aspects the priorities and objectives of the foreign partner, without a detailed knowledge of the current needs in the relevant country, or of the concurrence of the support with other potential sources of the support, such as the structural / ESI funds. Disputes in a number of areas concerned the need for use of the foreign partners in the projects for selected intervention types. With regard to limited capacities (relevant partners in donor countries are very difficult to find e.g. in the field of heritage protection), such conflict could cause problems in search for suitable project partners in the donor country.

During discussions with the representatives of the Norwegian embassy in Prague, it was mentioned that the setup of the programs is based on the knowledge of the needs in the Czech Republic. However, no detailed analysis of the situation was prepared for the programs. On the other hand, the programs are set up sufficiently broadly, giving sufficient space for various projects.

Limited capacities of the foreign partner

The limited capacities of the foreign partner were manifested at both the project and the program level. Such limited capacities resulted namely from the large number of the states with which the relevant organization acted as a program partner. The limited capacities gave rise particularly to the following problems:

- ▶ Insufficient assistance in the identification and targeted search for project partners in the donor country
- ▶ Limited ability to proactively promote EEA and the Norwegian Funds in the donor country and to increase by such promotion the capacity of the donor partners at the project level
- ▶ Limited ability of performing other informative /activation activities.

Changes of program setup

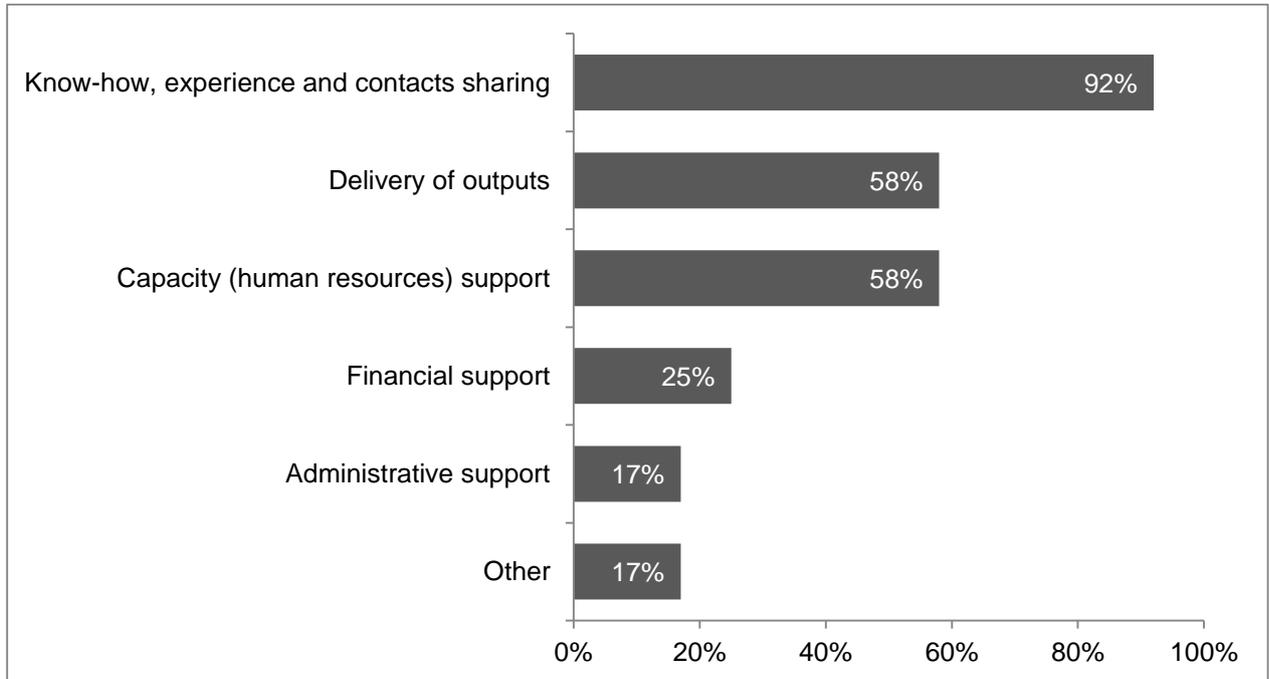
Changes in the perception of priorities (such as the introduction of mandatory support levels to socially excluded groups of the population, e.g. the Roma), which occurred during the negotiations about the final shape of the program, led to an increase of administrative requirements on the part of the implementing structure.

2.2.3. Execution of partnership – BFNL

2.2.3.1 What was the process of cooperation with the partner during the implementation of the projects / programs?

For the national level bilateral cooperation fund (BFNL) beneficiaries, the greatest amount of cooperation was shown to have occurred in the areas of sharing know-how, creating outputs and offering capacity support – see **Figure 28**.

Figure 28 In which activities was the partner most involved (BFNL beneficiaries)?:

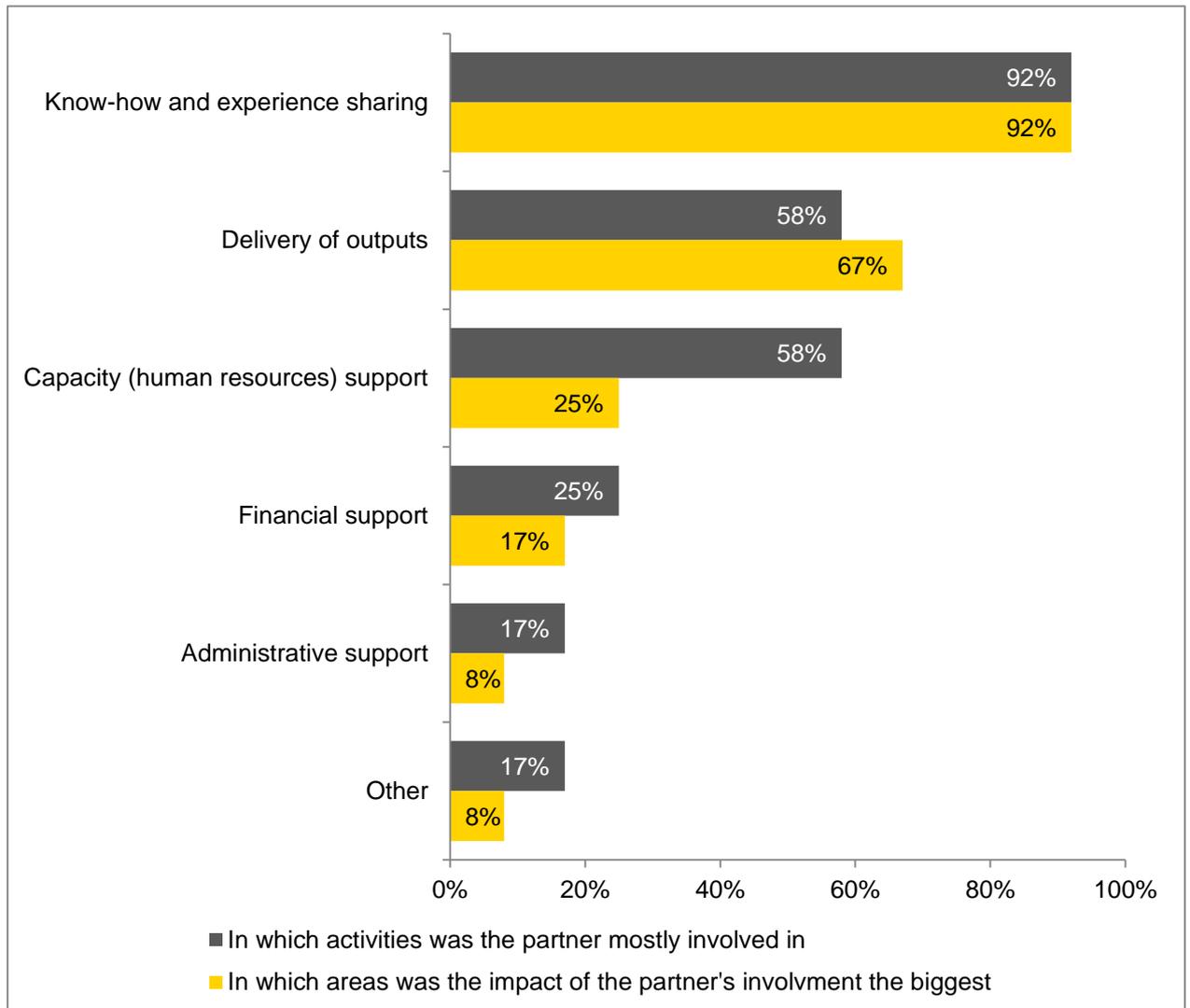


n beneficiaries BFNL= 13

2.2.3.2 What were the benefits of cooperation with the partner in the implementation of the projects / programs?

Figure 29 depicts the key benefits of partnership cooperation during the implementation of the project.

Figure 29 What were the benefits of cooperation with the partner in the implementation of the projects (BFNL beneficiaries)?:

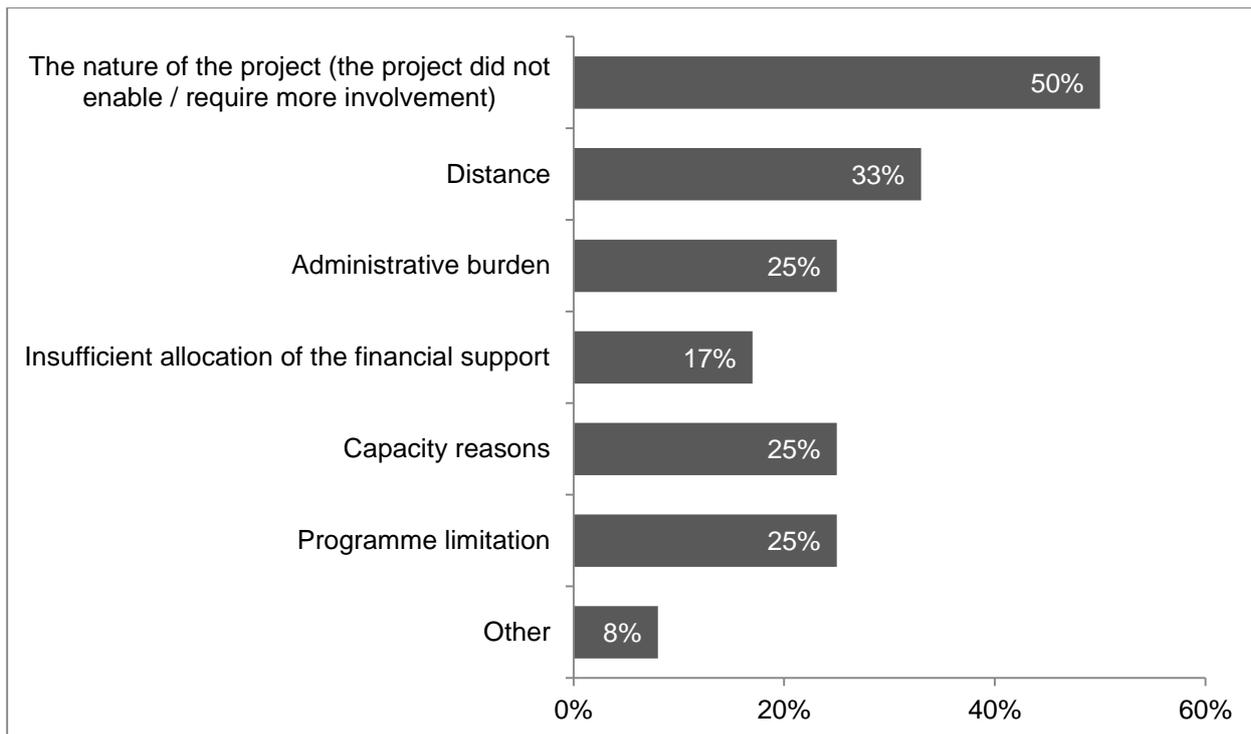


n beneficiaries BFNL= 12

2.2.3.3 What were the most frequent obstacles / problematic areas of involvement of the partners?

Bilateral cooperation projects didn't enable deeper cooperation with the partner from donor country due to their characteristic. Key factor limiting deeper cooperation with the project partner was insufficient capacity on the side of the partner, see **Figure 30**.

Figure 30 What were the most frequent obstacles / problematic areas of involvement of the partners?:



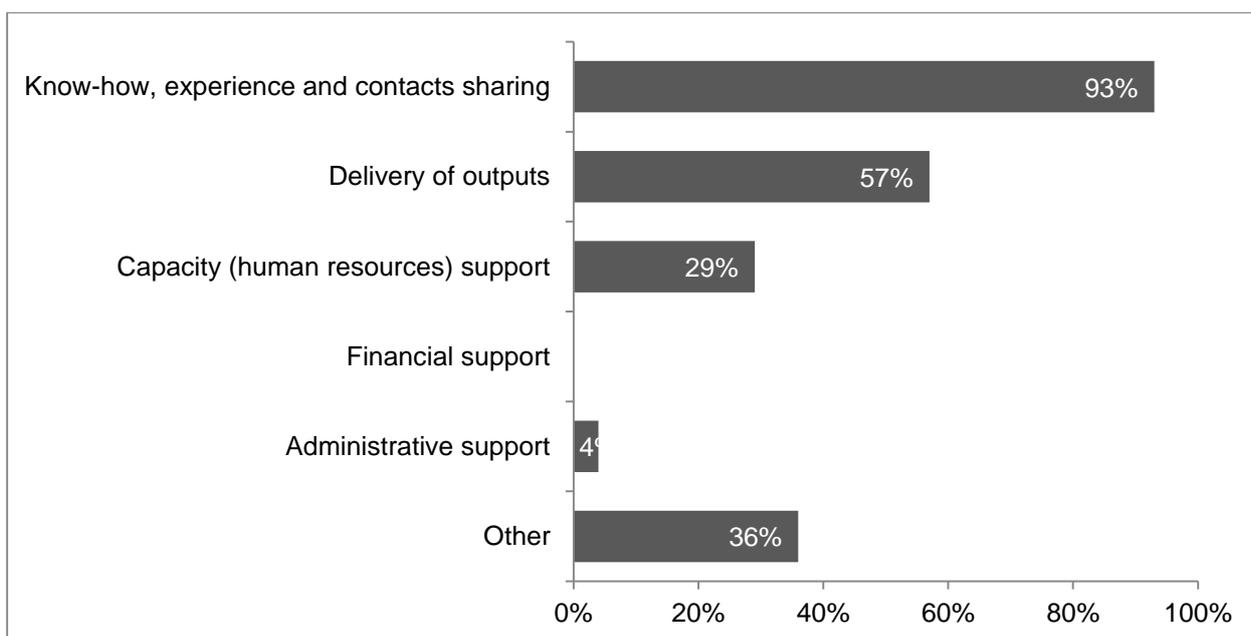
n beneficiaries BFNL= 12

2.2.4. Execution of partnership – BFPL

2.2.4.1 What was the process of cooperation with the partner during the implementation of the projects / programs?

Due to character of BFPL projects the key benefits stated in CAWI and during interviews were know-how / knowledge sharing and sharing of contacts for further possible deepening of the cooperation. Other areas of cooperation are stated in **Figure 31**.

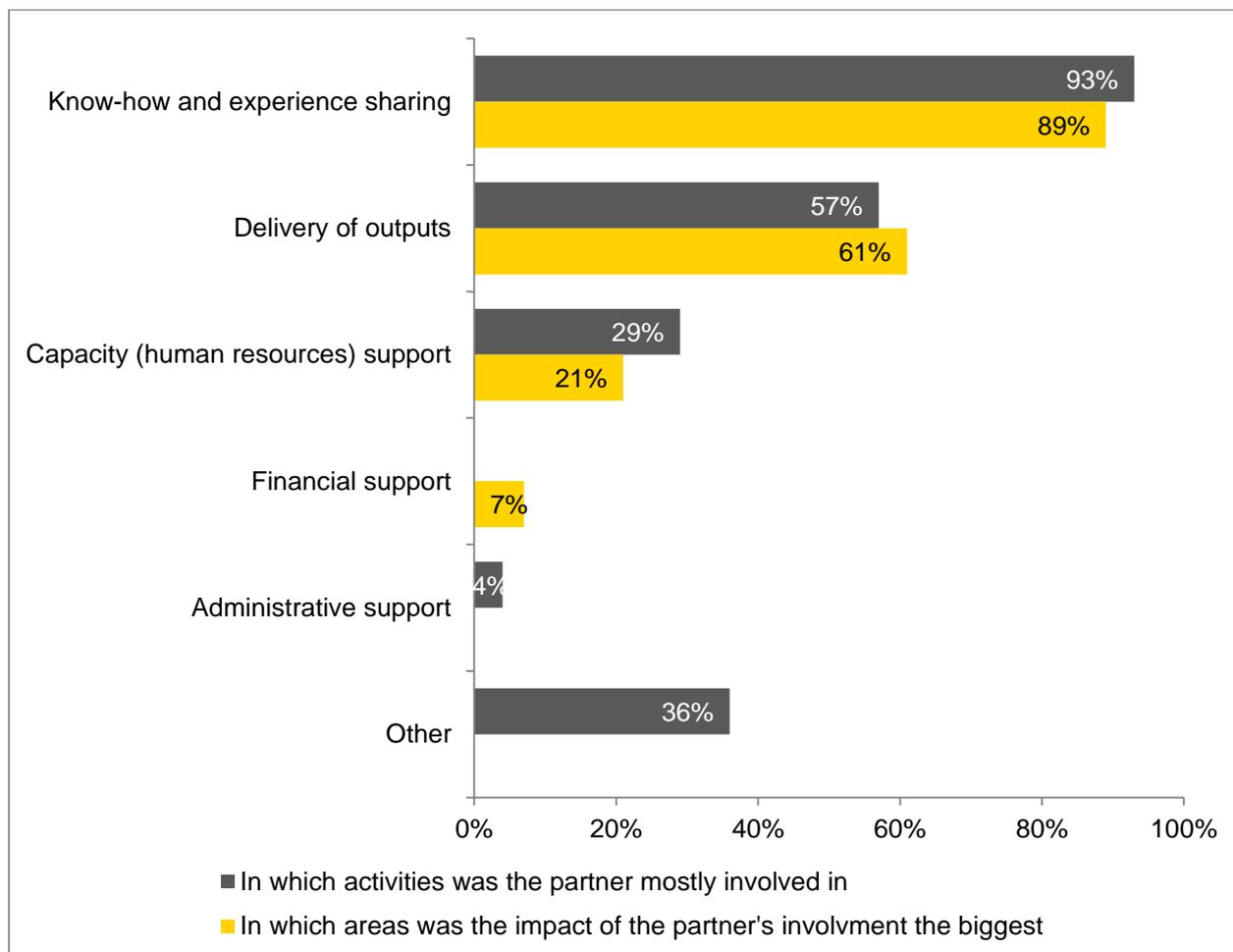
Figure 31 In which activities was the partner mostly involved in (BFPÚ beneficiaries)?:



2.2.4.2 What were the benefits of cooperation with the partner in the implementation of the projects / programs?

The key benefits correspondent with the areas of the activities, the project partner was most involved in, see Figure 32.

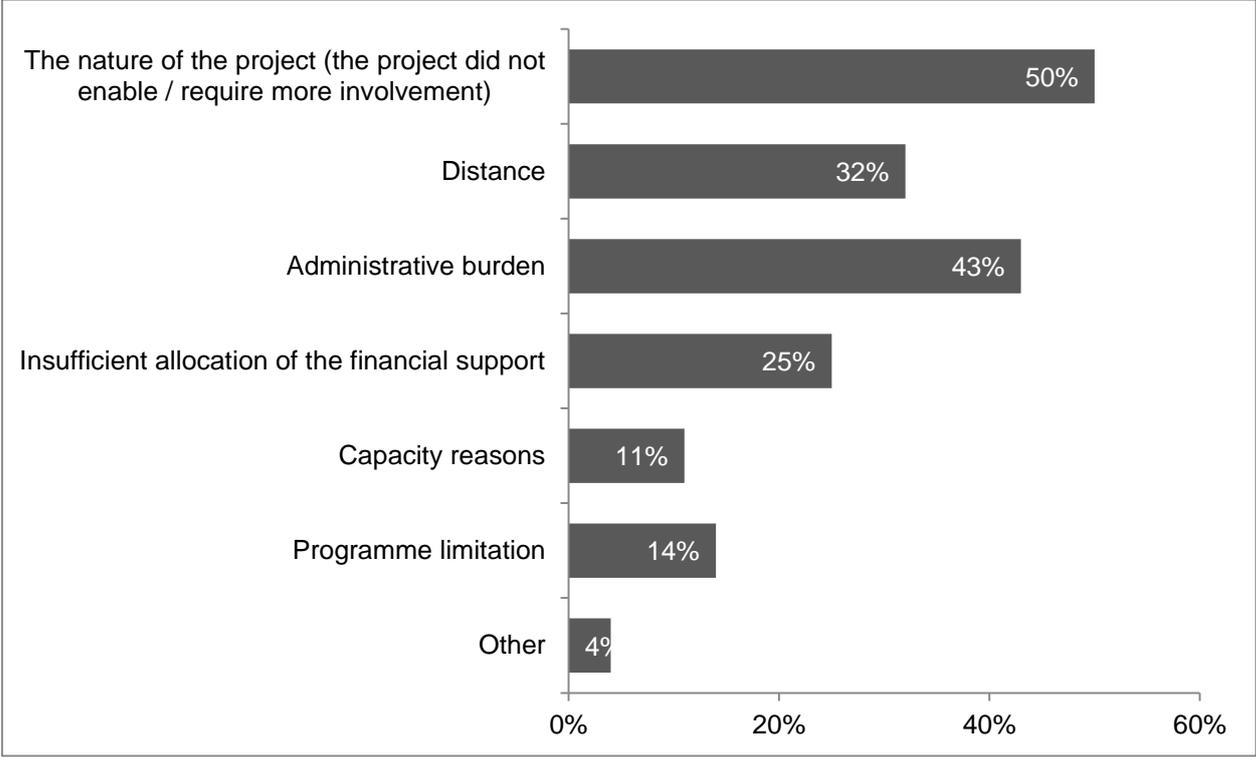
Figure 32 In which areas was the impact of the partner's involvement the biggest (BFPÚ beneficiaries)?:



2.2.4.3 What were the most frequent obstacles / problematic areas of involvement of the partners?

Due to character of the BFPL projects it wasn't many times possible to change the scope of the cooperation. In some cases we could have identified factors, which prevented a deeper cooperation during the project implementation. The key factors stated during the interviews and in CAWI survey were administrative burden and insufficient capacities on the side of the project partner.

Figure 33 What are (were) the biggest (internal and external) obstacles for deeper involvement of the partner in the project (BFPÚ beneficiaries)?:



n beneficiaries BFPL= 28

2.3. Development of partnerships after completion of the implementation of the projects / outside the implementation of the projects

The following evaluation questions relating to the evaluation of functioning of the partnership at the time of implementation of the projects are answered in the following chapters:

- ▶ How does the partnership in the projects / programs continue after the end of provision of the support?
- ▶ What are the reasons for termination of the partnership after termination of the financial support?
- ▶ What are the benefits of the partnership beyond the scope of implementation of the projects / programs?

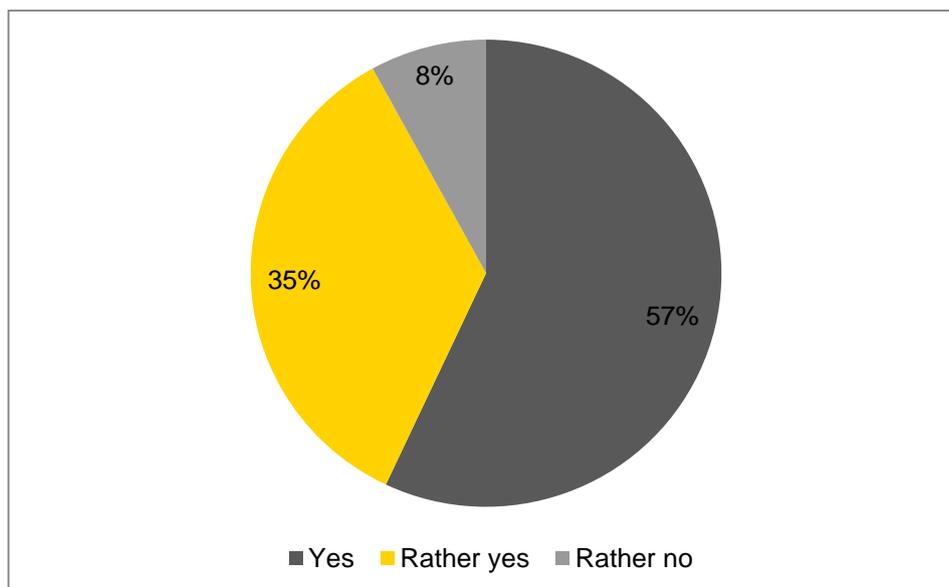
The conclusions and recommendations relating to each evaluation questions are stated in Chapter 4.

2.3.1. Development of partnerships after completion of the implementation of the projects / outside the implementation of the projects - beneficiaries

2.3.1.1 How does the partnership in the projects / programs continue after the end of provision of the support?

In the questionnaire survey, the beneficiaries **very much appreciated the possibility to implement again the project with the same beneficiary**. A total of 92 % of the beneficiaries would implement the project again with the partner under the same conditions - see **Figure 34**. None of the respondents provided any directly negative answer to the question relating to the repeated implementation with the same partner and under the same conditions and only 8% of the beneficiaries would rather not implement the project again.

Figure 34 Would you implement the relevant project again with the same partner and under the same conditions?:



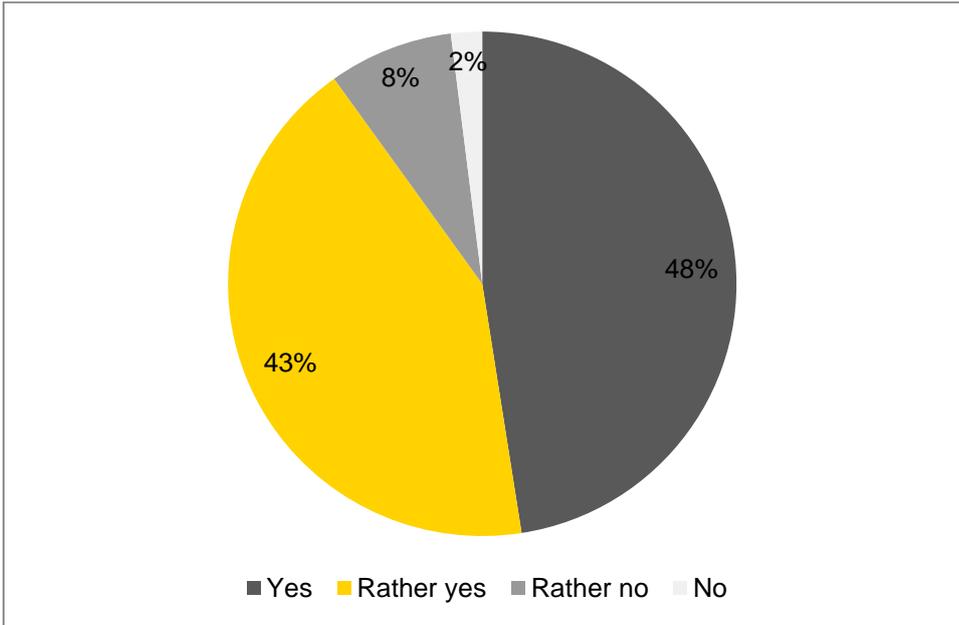
n beneficiaries= 97

Responses of the partners of the projects from donor countries to the question regarding the implementation of the project under the same conditions were very similar to that of the Czech beneficiary.

The great majority of respondents from the questionnaire survey wish **to continue the cooperation** (a total of 90% of the respondents answered that they planned to continue the cooperation) - see **Figure 35**. Most of the respondents were sure that the cooperation would continue (47% of the respondents), a smaller part expected such cooperation (43% of the respondents). Only 10% of the beneficiaries do not plan to continue the cooperation constituted during the implementation of the project.

According to those who do not intend to cooperate with the partner after the end of the project, the main reasons for not continuing the cooperation are **insufficient financial sources** after completion of the project or the **non-recurrent nature of the project**.

Figure 35 Do you plan to continue the cooperation after the termination of the financial support?:

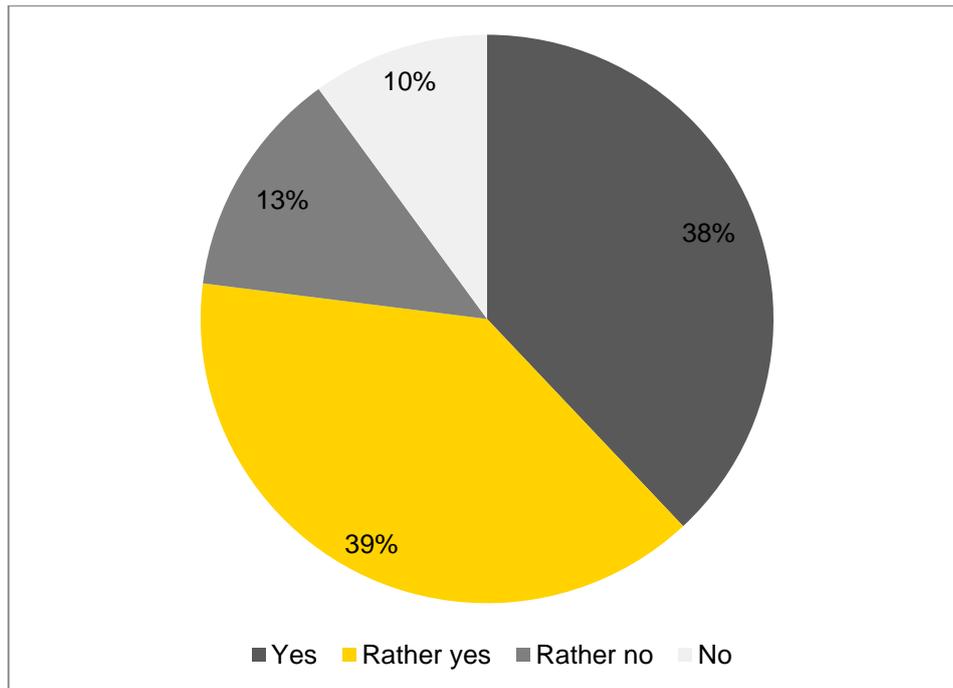


n beneficiaries= 97

Responses of partners of the projects from donor countries to the question regarding continuation of the cooperation **were more pessimistic as regards the continuation of the established cooperation; however, the trend was similar as in the event of the beneficiaries**. 38% of the respondents answered that they would continue the cooperation - see **Figure 23**. A total of 23% of the respondents inclined to the negative response regarding continuation of the cooperation.

According to the responses of the partners, the most frequent reason for not continuing the cooperation is the shortage of capacities and funding and the non-recurrent nature of the project.

Figure 36 Do you plan to continue the cooperation after the end of the financial support (answers of partners of the project)?:

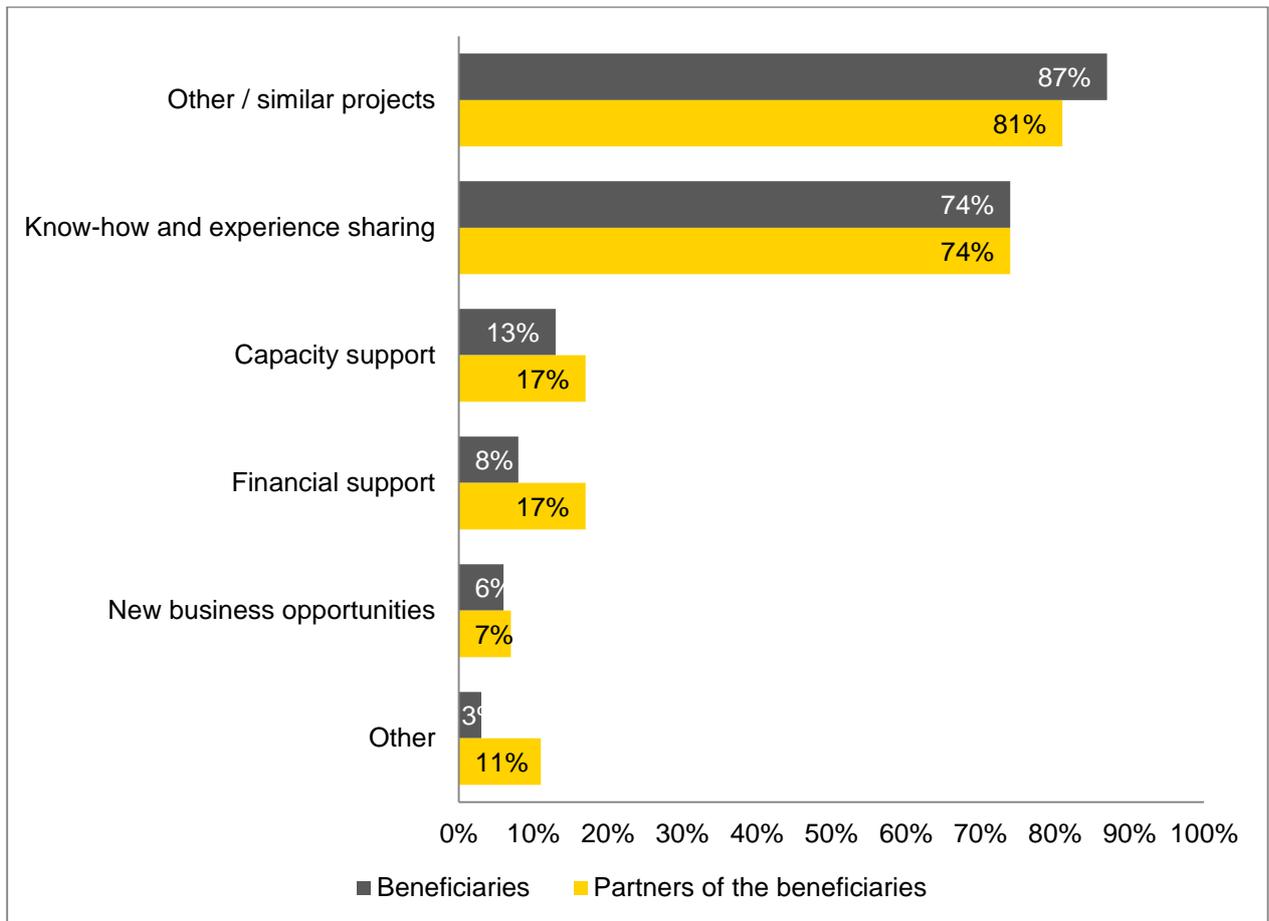


n partners= 69

According to the answers of the respondents of the questionnaire survey who intend to continue the cooperation would like **to continue the cooperation preferably in similar projects** (this was the response of 87% of the respondents) - see **Figure 37. Sharing of know-how and experience is another area where most of the respondents intend to further cooperate** (this opinion was expressed by 75% of the beneficiaries). Less frequently, the cooperation with the partner should be carried on as the capacity support (such response was given by 13% of the respondents), financial support (8% of the respondents) or seeking new business opportunities (6% of the respondents).

According to the questionnaire survey, partners of the projects from donor countries have a very similar opinion on the nature of continuation of the cooperation and their answers correspond with the answers of the support beneficiaries, as shown in **Figure 37**.

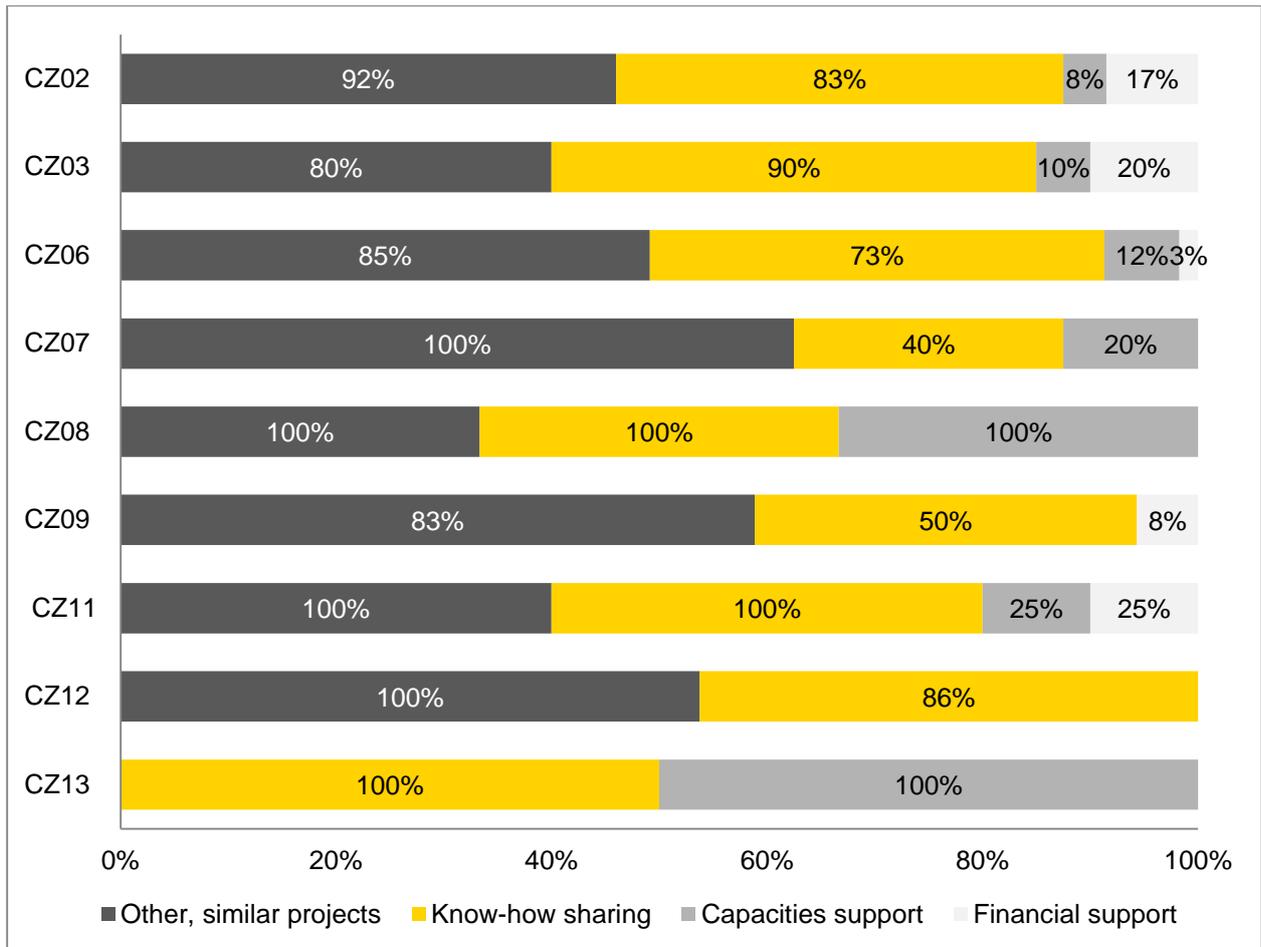
Figure 37 Which are the areas where the partnership should continue?:



n beneficiaries= 86, n partners = 54

A more detailed analysis of the answers concerning the programs indicates that the responses are consistent in respect of most of the programs - see **Figure 38**. For the sake of transparency, only four most important areas in which the cooperation will continue according to the respondents are shown in the figure. The figure does not include the programs CZ04, CZ10 and CZ15, because such questions were not answered by the respondents of the relevant program in the questionnaire survey.

Figure 38 Which are the areas where the partnership should continue (broken down by programs)?:



n beneficiaries= 86, n CZ02= 12, n CZ03= 10, n CZ06= 33, n CZ07= 5, n CZ08= 2, n CZ09= 12, n CZ11= 4, n CZ12= 7, n CZ13= 1

Individual interviews with the beneficiaries of the support and with their partners from donor countries, identified similar areas for potential future cooperation as those identified in the questionnaire survey. Since most of the projects were not completed at the time of the interviews, such areas of cooperation only represent anticipated plans of both parties.

2.3.1.2 What are the reasons for termination of the partnership after the termination of the financial support?

According to the respondents who do not intend to further cooperate with the partner, the key reasons for not continuing the cooperation are **insufficient financial funds after termination of the project or the non-recurrent nature of the project.**

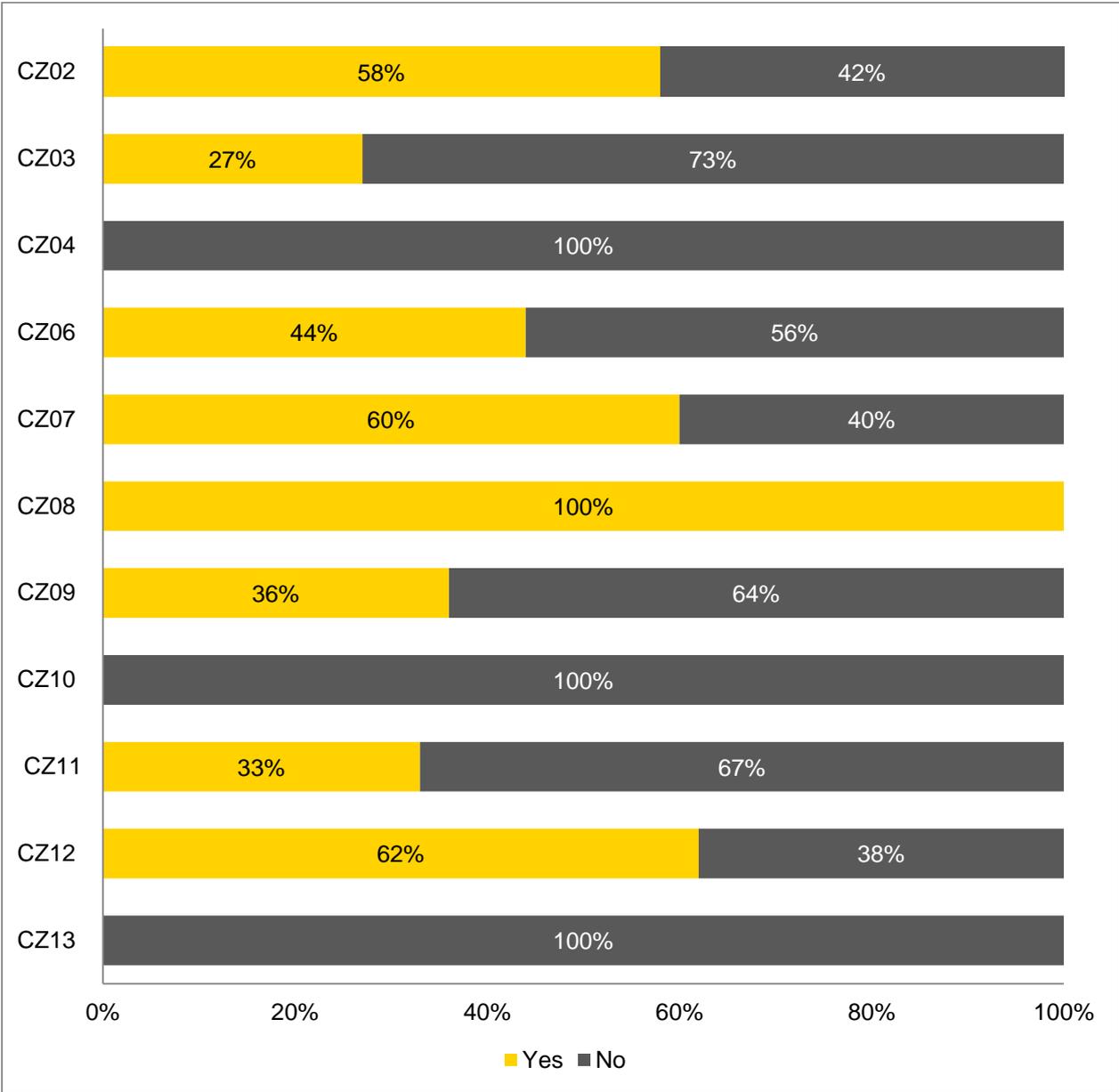
2.3.1.3 What are the benefits of the partnership beyond the scope of implementation of the projects / programs?

Less than one half of the respondents stated in the survey that **they implement other project or perform other activities with the partner beyond the scope of the project (44% of respondents from among the beneficiaries).** The major part of the respondents stated in the survey that they do not cooperate with the partner beyond the scope of the project (56% of respondents from among the beneficiaries).

In a closer look at the results of the questionnaire survey, it is possible to identify a similar trend across all programs - see **Figure 39.** The higher percentage of the projects which perform activities beyond the

scope of the project can be found in the programs CZ02 (58% of the respondents), CZ07 (60% of the respondents), CZ08 (100% of the respondents) and CZ12 (62% of the respondents). The program CZ15 is not included in the table because no response concerning this program was obtained in the survey.

Figure 39 Do you perform further activities with the partner beyond the scope of the project (broken down by programs):



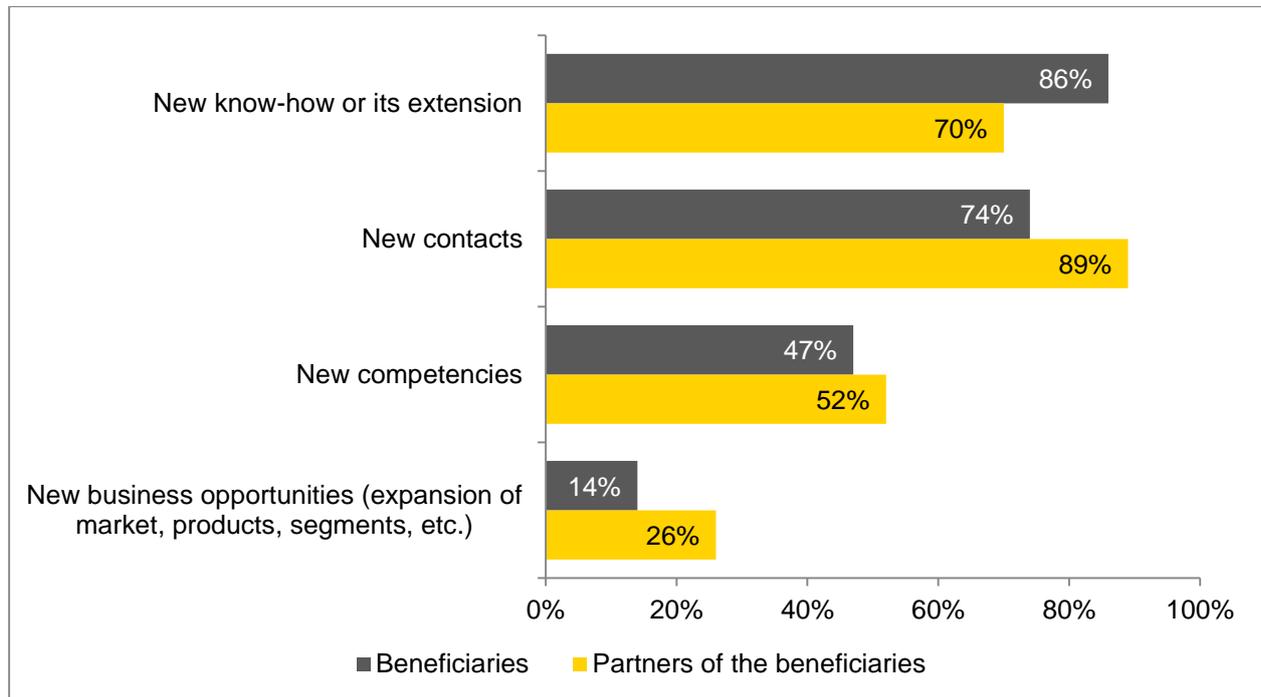
n beneficiaries= 97, n CZ02= 12, n CZ03= 11, n CZ04= 1, n CZ06= 36, n CZ07= 5, n CZ08= 2, n CZ09= 14, n CZ10= 1, n CZ11= 6, n CZ12= 8, n CZ13=1

Representatives of the projects who cooperate with the partner beyond the scope of the project stated in the questionnaire survey that such **cooperation concerns primarily the deepening of know-how** (this area was mentioned in the questionnaires by 74% of the respondents) - see **Figure 40**. Almost one half of the beneficiaries also mentioned an increase of their competencies as an unforeseen result of the cooperation (47% of the respondents). New business opportunities resulted from the cooperation for 14% of the beneficiaries.

The figure further compares the perception of cooperation beyond the scope of the project by partners of the projects from donor countries. Among unforeseen impacts of the cooperation, the partners mentioned

new contacts (89% respondents from among the partners), **new know-how** or its enhancement (70% of the respondents) and an **increase of competencies** (52% of the respondents).

Figure 40 Where was the cooperation with the partner beyond the scope of the project reflected?:



n beneficiaries= 43, n partners= 27

Beneficiaries of the support and partners from donor countries referred in the individual interviews the above-mentioned most frequent areas of cooperation beyond the scope of the project (enhancement of know-how, new contacts, increase of competencies and new business opportunities). Both groups further stressed the priceless experience **in the exchange of experience and knowledge of new cultures**, which is associated with this international cooperation.

2.3.1. Development of partnerships after completion of the implementation of the projects / outside the implementation of the projects – programme level

2.3.1.1 How does the partnership in the projects / programs continue after the end of provision of the support?

Due to the character of the partnership on programme level is the key following activity preparation of the new programming period.

2.3.1.2 What are the reasons for termination of the partnership after the termination of the financial support?

Due to the character of the partnership on programme level is this evaluation question not relevant.

2.3.1.3 What are the benefits of the partnership beyond the scope of implementation of the projects / programs?

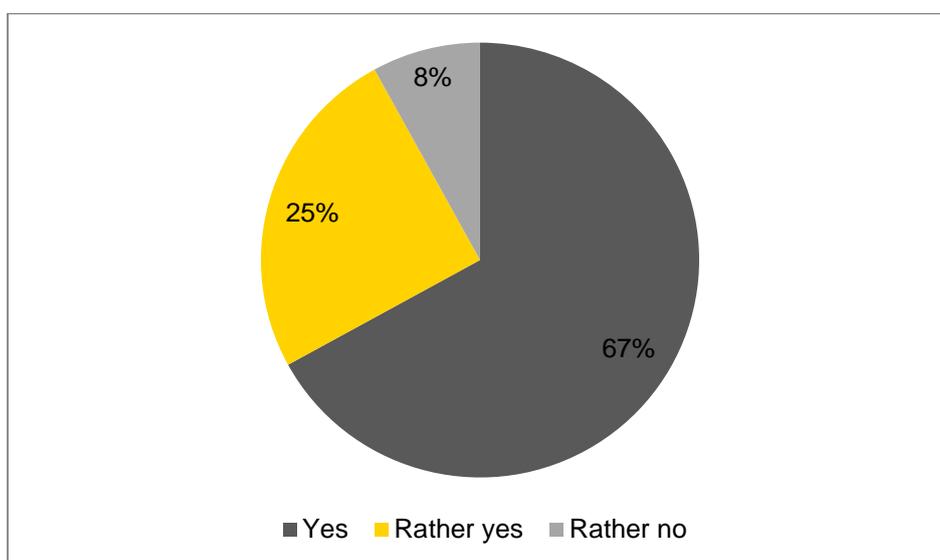
The key benefit of the partnership principle beyond the scope of the implementation of the programme is the knowledge sharing in the area of different attitudes / policies to programme areas.

2.3.2. Development of partnerships after completion of the implementation of the projects / outside the implementation of the projects – BFNL

2.3.2.1 How does the partnership in the projects / programs continue after the end of provision of the support?

On the level of national cooperation, the beneficiary (BFNL in the questionnaire survey) **answered much more positively to the possibility of continuing the cooperation after the end of the financial support** - see **Figure 41**. A total of 92% of the respondents answered affirmatively (yes, rather yes) to the question of continuation of the cooperation after the end of the financial support.

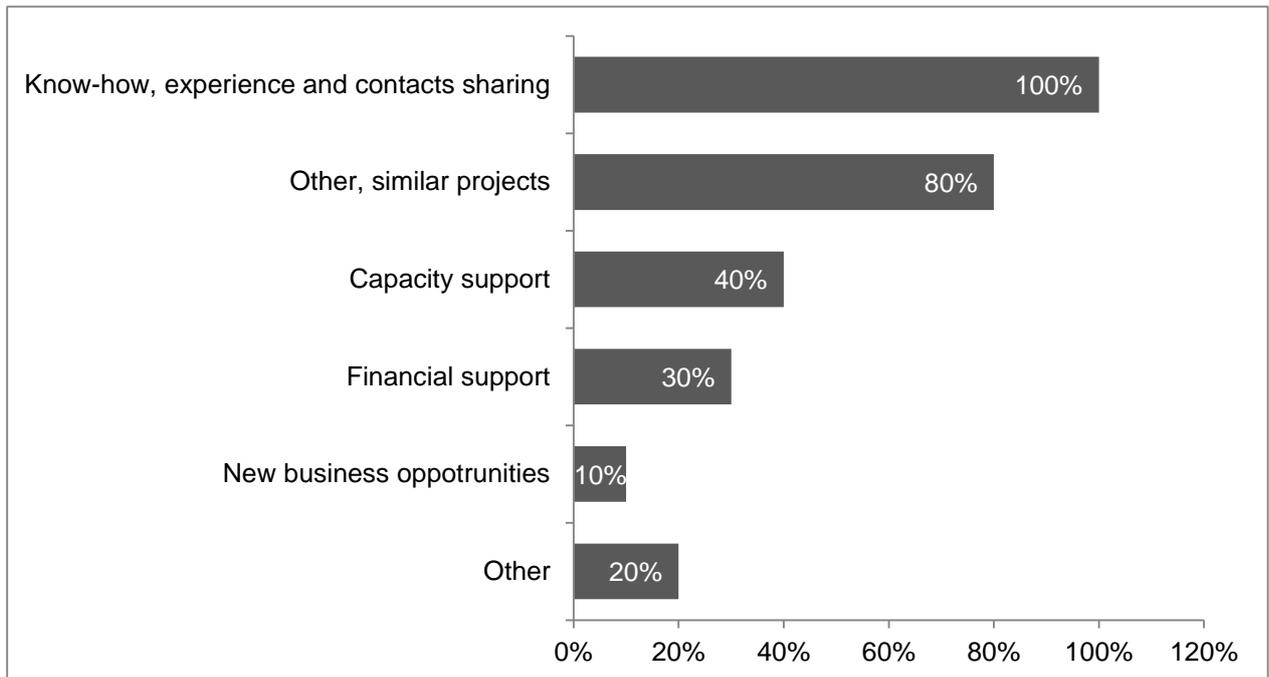
Figure 41 Do you plan to continue the cooperation after the end of the financial support (answer of the beneficiary BFNL)?:



n beneficiaries BFNU= 12

On the national cooperation level (BFNU), the vast majority of the respondents stated that **they will further continue the cooperation (92% of the respondents)** - see **Error! Reference source not found..** This follow-up should concern primarily **sharing of know-how and experience** (as stated by 100% of the respondents), similar projects (80% of the respondents), but also capacities (40%) and administrative support (30%).

Figure 42 Which are the areas where the partnership should continue (according to the beneficiaries BFNU)?:

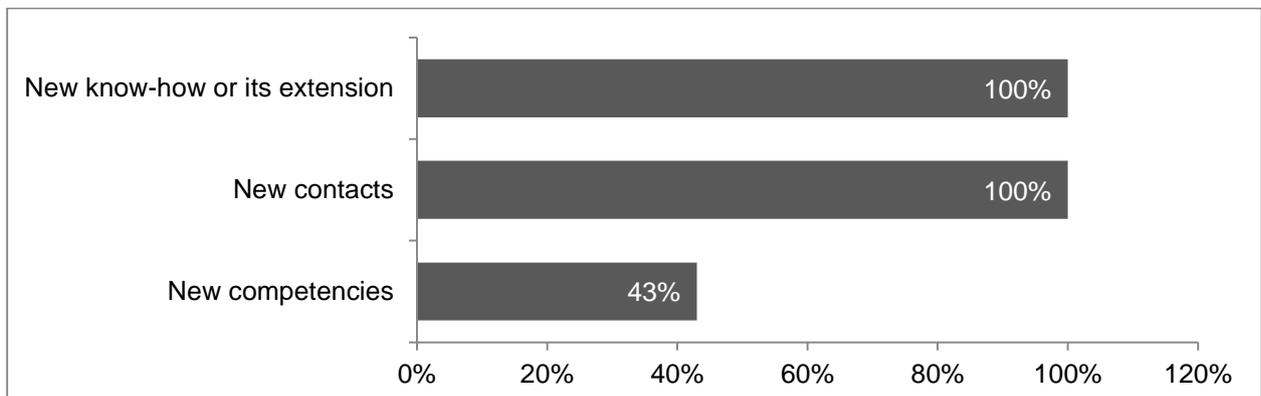


n beneficiaries BFNL= 10

2.3.2.2 What are the benefits of the partnership beyond the scope of implementation of the projects / programs?

The key benefit of partnership of BFNL projects is the transfer of know-how, see **Figure 43**.

Figure 43 What impact did the partnership have for your organization beyond the project scope (BFNU beneficiaries)?:



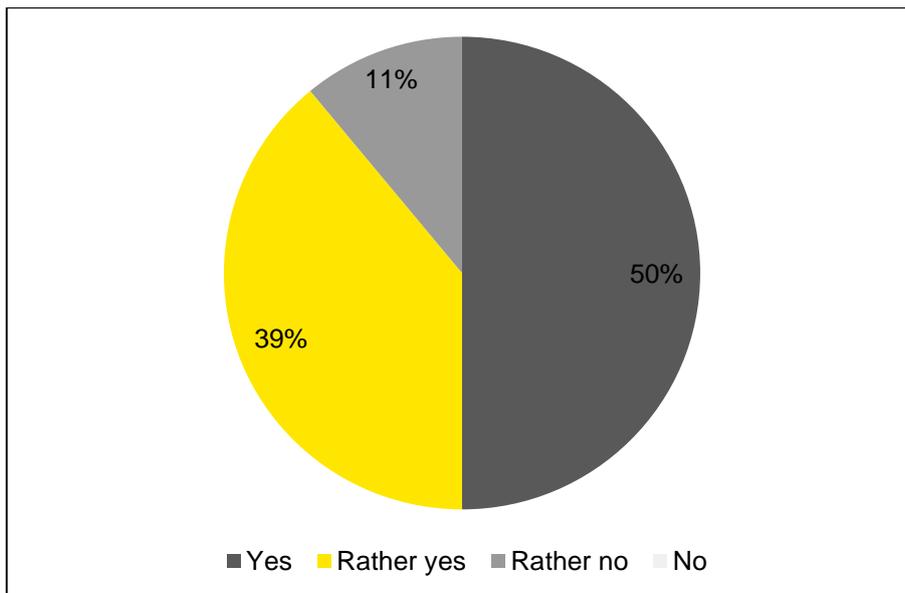
n beneficiaries BFNL= 8

2.3.3. Development of partnerships after completion of the implementation of the projects / outside the implementation of the projects – BFPL

2.3.3.1 How does the partnership in the projects / programs continue after the end of provision of the support?

The **Figure 44** depicts the willingness of beneficiaries to continue with the partner beyond the scope of the project.

Figure 44 Do you plan to continue with the partnership / project after the end of the financial support (BFPÚ beneficiaries)?:

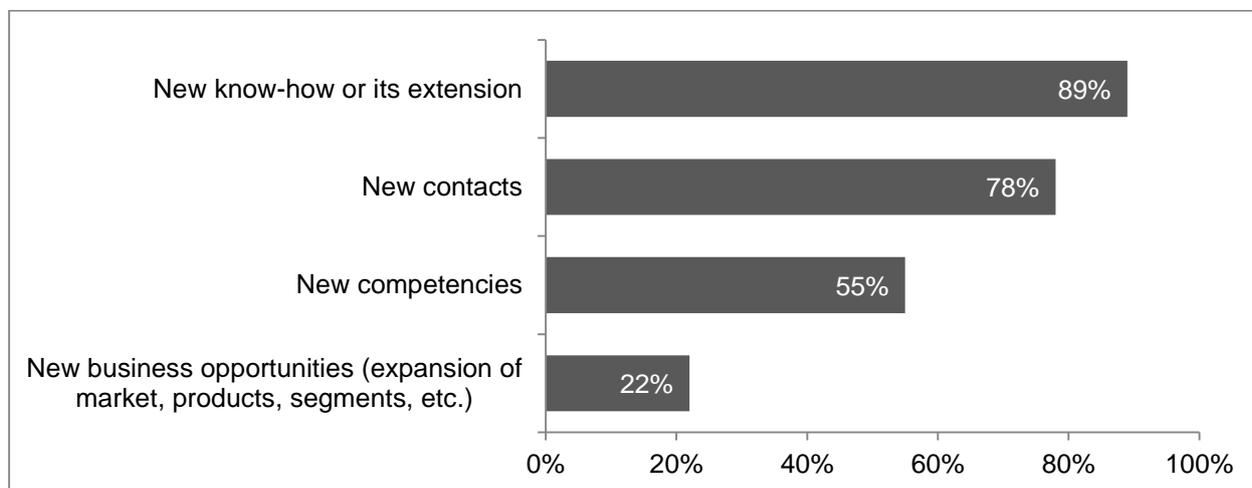


n beneficiaries BFPL= 28

2.3.3.2 What are the benefits of the partnership beyond the scope of implementation of the projects / programs?

The key benefit of partnership is transfer of knowledge / know-how and new contacts, see **Figure 45**

Figure 45 What are the benefits of the partnership beyond the scope of implementation of the projects / programs?:



n beneficiaries BFPL= 18

3. Examples of best practice in bilateral cooperations

3.1. The exhibition “Brave New World”

Name of the project	Exhibition “Skvělý nový svět” (Brave New World)
Name of the program	Cultural heritage and contemporary art - program area no. 17
Beneficiary	DOX PRAGUE, a.s.
Partners of the project	Lars Nesser, Libia Castro, Ólafur Olafsson, Birgitta Jónsdóttir, Haukuro Máro Helgason
Basic description of the project	The aim of the project was to create in DOX an exhibition the basic idea whereof were 3 sci-fi anti-utopias created in the 20 th century, each of which foreshadowed in a specific way the horrific visions of the future which have been or are being materialized in our daily reality arising in the 20 th century - “Brave New World” of the Englishman Aldous Huxley (1931), “1984” of his fellow countryman George Orwell (1949) and Ray Bradbury's “451 Degrees Fahrenheit” (1953).

Identified good practice at the project level:

During the individual and interview and in the questionnaire survey, most respondents referred to the clear benefits of the established partnership for the beneficiary in such areas as the sharing of know-how, good practice, etc.¹⁰ On the other hand, only a limited group of the respondents referred to the benefits of the cooperation for the foreign partner at the project level.

Nevertheless, it is possible to identify in the project *Exhibition “Brave New World”* not only benefits for the beneficiary of the project, in this case DOX Prague, a.s. (hereinafter also DOX), but also an evident benefit for each project partner. Since DOX is a well-established organization in the field of art and possesses a large base of contacts and cooperating entities, the foreign partners established beyond the scope of the project a number of contacts in the Czech Republic and from abroad, which were mediated to the partner by DOX representatives. According to the beneficiary, **certain contacts have already been used in the performance of activities carried out by the foreign partner beyond the scope of the project activities and such cooperation is going on.** At the same time, the cooperation of foreign partners with DOX provided to those partners an opportunity to present their artistic activities to specialized periodicals, which pay sufficient attention to DOX with regard to its high credit. Such acquired space in the media **means a significant benefit for presentation of the project partner to the professional and general public.**

Hence, the good practice at the project level then lies in the use of the existing contact network of the beneficiary in a manner which enables the foreign partner to also use such contacts and to initiate cooperation with other entities in the Czech Republic (and abroad) beyond the scope of the project activities. This contributes to the fulfilment of the partnership principle of the project and also **increases the opportunity for other Czech entities to make use of the foreign partners in any new projects supported by the EEA and the Norwegian Funds**

Potential use of good practice in other projects:

The potential use of the good practice may be considered as high.¹¹ Sharing of contacts and networking at the level of the partner from the donor country may be spread to acquire another network of the beneficiary's contacts in the Czech Republic. The partner from the donor country may then establish partnerships with other organizations, enhancing mutual cooperation between the states. Given the partly competitive environment in the EEA and the Norwegian Funds,¹² this contact-sharing method is also

¹⁰ Details see chapter 2.2.

¹¹ Similar experience can be confirmed in other projects as well, such as the project “*Revitalizace kláštera sv. Anežky České. Historický skvost uprostřed metropole*” (*Revitalisation of the Monastery of Agnes of Bohemia, O.S.C. A Historical Jewel Amidst the Metropolis*)

¹² Only a limited number of partners from donor countries with a limited capacity of involvement in multiple project is available to all participating states.

beneficial to potential new applicants for support from EEA and the Norwegian Funds who have not found yet a suitable partner. The individual interviews and the questionnaire survey also indicate that the partnerships established in the projects on the basis of previous cooperation or recommendations of already well-tested partners show a lower number of conflict and generally contribute to a smooth course of the project.

3.2. Living libraries Amnesty International – from reading to openness

Name of the project	Živé knihovny proti nenávisti a diskriminaci (Living libraries against Hate and Discrimination)
Name of the program	CZ03 - Non-state non-profit organizations
Beneficiary	Amnesty International Česká republika, o.s.
Partners of the project	Amnesty International Norway
Basic description of the project	The objective of the project is to confront the attitudes of students of primary and secondary schools with persons who are frequent targets of discrimination or prejudice in the form of projector days, culminating in a discussion with "living books" - representatives of the groups targeted by the stereotypes (the Roma, homosexuals, foreigners, etc.). During a dialogue between the "reader" and the "book", the reader acquires personal experience with a person whom he would probably never encounter. The second part of the project consisted of the organization of seminars for pedagogues focused on issues of human rights, discrimination and training of tutors of live books.

Identified good practice in the project:

A large number of respondents referred in the questionnaire survey and in the individual interviews to the good experience with the cooperation with the partner from the donor country in the project. However, none of the addressed beneficiaries of the projects referred to any cooperation and sharing of experience and information related to the project with other organizations outside the donor countries which receive support from the EEA and the Norwegian Funds.

In case of the project of Amnesty International Czech Republic (AI CZ), the individual interview referred to certain good practice and cooperation with an organization from the donor country beyond the scope of the partnership. During the implementation of the project, the organization maintained contacts with other branches of Amnesty International (in Poland and Slovakia), which also received support from the EEA and the Norwegian Funds. With regard to the large international platform where AI CZ is a part, the establishment of cooperation and communication with other beneficiaries was easier than in case of smaller organizations.

The project **Living libraries against Hate and Discrimination** included seminars, which were organized by the Norwegian partner. The first of them provided a networking opportunity for AI CZ's representatives with representatives of other branches of Amnesty International from various countries. Natural ties between those organizations led to the establishment of communication among beneficiaries of support from EEA and the Norwegian Funds from other countries. An important follow-up was another seminar, which provided an opportunity to those representatives to meet again during the implementation of the project. **Such personal meetings provided an opportunity for intensive exchange of experience and getting inspiration for resolution of obstacles arising in the course of the projects.** As all projects were implemented in the same program and had the same goals, the representatives gained experience not only with regard to administrative requirements of the projects but mainly with regard to the implementation of the goals and fulfilment of indicators.

The good practice of the AI CZ's project is represented by an expansion of the cooperation with beneficiaries of support from the EEA and the Norwegian Funds who implement similar project, mediated by the Norwegian partner. The individual interview also indicated that the long-term partnership of those organizations ensured smooth and problem-free cooperation.

Potential use of the good practice in the other projects

The potential for other projects may be considered as high. If the project partner from the donor country has multiple partners from various countries – support beneficiaries from EEA and the Norwegian Funds, the cooperation can be expanded from the **beneficiary – partner** level to another **beneficiary – partner** level. Partners from donor countries should be more motivated towards the establishment of such ties

between the beneficiaries as such, because this leads to the strengthening of the cooperation not only with the donor country but also among countries receiving support from the funds and creates an opportunity to share good practice and other experience.

3.3. Programme CZ06 – Cultural heritage and contemporary art

Name of the program	Cultural heritage and contemporary art
Program partner	Ministry of Culture
Basic description of the program	The program is comprised of two program area. Program area no. 16 - "Preservation and revitalization of cultural and natural heritage" is focused on the protection, renewal and presentation of movable and immovable cultural heritage. Program area no. 17 "Promotion of diversity in culture and art in the European cultural heritage" promotes cultural diversity and the intercultural dialogue).

Good practice identified in the project:

In individual interviews, the respondents pointed out that the search for the new partner was often hindered by the short time from the announcement of the call until the submission date of the project. Particularly institutions that had no contacts in donor countries and are not sufficiently visible / known abroad had problems (i) to find in the available time an appropriate partner, (ii) to persuade such partner within such time limit to join the project, and (iii) to agree on details regarding the submission of the application.

As the program partner, the Ministry of Culture allowed potential applicants to initiate search for a potential partner before announcing the call because it provided information required for the initiation of such search several months before the announcement date of the call. By its open communication about the shape the program and the specific conditions relating to the establishment of the partnership, the ministry provided an opportunity to potential applicants to initiate sufficiently in advance the activities related to the search of potential partners.

Potential use of the good practice in the other projects:

The good practice consisting in the provision of sufficient information about requirements for the establishment of the partnership sufficiently in advance may be used in all programs provided by the EEA and the Norwegian Funds. The procedure consisting in the provision of relevant information about the program and individual calls sufficiently in advance will enable the potential applicants to initiate in time the steps to address potential partners. With regard to partly competitive environment among the states, the timely initiation of the search for partners by Czech beneficiaries may limit the risk that the partners from donor countries may be no longer able to accept, due to their capacities, the cooperation with Czech entities, because they have already made arrangements with beneficiaries from other states. These specific cases of booking of the capacities of available potential partners were described in the survey with respect to individual programs and reduced many times the ability of Czech applicants to find an adequate partner in the donor country.

Based on the identified good practice and calls management procedure in other subsidy titles, the program management should have imposed upon the partners the duty to publish, immediately after obtaining the relevant information, the time schedule of the calls with detailed information about the required use of project partners from donor countries. The publication of such time schedules should not merely be passive; the relevant information should be also actively spread among potential applicants so that they may begin sufficiently in advance their activities focused on finding of an appropriate partner from the donor country.

3.4. Project “Stop Cyber Violence against Women and Men”

Name of the project	Stop Cyber Violence against Women and Men
Name of the program	CZ12 -Let's Given (Wo)men a Chance
Beneficiary	Gender Studies, o.p.s.
Partners of the project	KUN centre for gender equality
Basic description of the project	The aim of the project Stop Cyber Violence is to deepen the awareness of gender aspects of cyber violence and to find effective instruments of defense against them, to cooperate with agencies that may promote the effectiveness of such defense, and to enhance mechanisms, proprieties and procedures in areas that will contribute to greater protection of victims of violence. The project will be focused on qualitative research, because we strive for an in-depth examination of the problem.

Identified good practice in the project:

Thanks to the questionnaire survey and individual interviews with project coordinators from the Czech Republic and the donor country, it was possible to identify good practice **in the balanced relationship of both project organizations and in the mutual benefits.**

An important factor of the project was the well-functioning cooperation since the very beginning, where both parties **began consulting the project aims and methods** during the preparation of the application. According to the partner, the cyber violence project indicated at that phase the different perception of the issue in the cultural and national context and this also a different view of the resolution of the project. Hence, the communication at the beginning of the project, i.e. during the preparation of the application, was important for the **comprehensibility and proper setup of the aims of the cooperation.** Thanks to this communication and arrangement, all parties were then satisfied with the setup and course of the project.

The project was based on mutually balanced cooperation, which was **beneficial for both parties.** The cooperation in both cases was based on research for which both parties were responsible and which was carried on simultaneously. Thanks to this cooperation, both the beneficiary and the partner acquired new experience and knowledge and the projects contributed in both countries to the dissemination of this topic in professional circles. The objective of the project did not consist merely in a unilateral support provided by the donor country to the Czech Republic. All parties subsequently expressed their satisfaction with the cooperation and its results and expressed great interest in the continuation of this cooperation.

Potential use of the good practice in the other projects:

Involvement of the project partners in the initial project phase proved to be useful for the establishment of full-fledged cooperation and for the satisfaction of both parties with the course and results of the partnership. The beneficiaries should be motivated to **create equal partnerships.** The objective of the funds is to create partnerships that will continue to exist even after the end of the financial support. It is, however, unlikely that a partnership that is beneficial for only one party would **be sustainable for a long time.**

3.5. Project “Motion activity as a part of treatment of psychiatric patients”

Name of the project	Motion activity as a part of treatment of psychiatric patients
Name of the program	CZ09 - Czech-Norwegian Research Program
Beneficiary	Jan Evangelista Purkyně University in Ústí nad Labem
Partners of the project	The Norwegian School of Sport Sciences
Basic description of the project	The project is designed as an interdisciplinary research activity in the field of health, social science and humanities. Its aim is the expand cooperation in scientific research and innovation between the above-mentioned Czech and Norwegian research organization in the basic and applied research. The project is based on results of Czech and foreign studies and its aim is to follow up on the existing research works in this field in the Czech Republic and Norway and to bring along new knowledge based on scientific research. The project contributes to the improvement of the quality of life of mentally ill patients in mental hospitals through the inclusion of selected movement activities in the regular daily treatment program and to propose further research projects arising from the results of the research.

Identified good practice in the project:

The project, which dealt with treatment of psychiatric patients, was unique due to the expansion of the established cooperation, which will have an impact on further research and cooperation and will go on with the involvement of a greater number of international partners.

The project implemented by J. E. Purkyně University led to the **establishment of unique cooperation between two schools (approaches)** of treatment of psychiatric patients (the Austro-Hungarian approach represented by the Czech partner and the English-American approach represented by the Norwegian partner). Both partners had had earlier an opportunity to confront their conclusions in research and at conferences but no joint project had ever been carried out. Despite methodological and academic obstacles related to the different research background, the project was successfully prepared and initiated thanks to the willingness of both parties and personal contacts of the scientists.

With regard to the unique nature of the research, it is guaranteed that the **research and the partnership will continue**. The cooperation has begun to develop not only between the partners from the Czech Republic and Norway but also **with other states**, which have learned about the project through project activities, such as regular international conferences which present the results and successes of the project (the communication at the work group level has already begun with English, Australian, Dutch, Canadian and Austrian colleagues). Thanks to the support from the part of the funds, the project and the entire cooperation have also gained **higher credibility** among the professional public.

According to the interviews with both partners, the schools would have become to cooperate even without the financial support of the funds, but not so quickly and intensively. At the same time, it would not be the Czech partner who would initiate this unique project of integration of both schools. The follow-up of the project and cooperation with other partners will result in an expansion of the entire psychiatric treatment field because, according to Mrs Sorensen from the partner organisation, *“the significance of the project and of the research goes beyond me and our entire group.”*

A similar practice was identified to a lesser extent in the case of the program CZ08, where the Czech Technical University cooperated with SINTEF Energi AS. Without the support from the part of the funds, the cooperation would not have been so intensive and the research and its results would not be thus so broad and intensive.

Potential use of the good practice in the other projects:

Beneficiaries of the support have an opportunity to obtain support for projects which they would be otherwise unable to develop or to expand in the required scope. A project based on cooperation that will

contribute to the society as a whole is more likely to continue, which will fulfil the objective followed by the support from the funds.

4. Conclusions and recommendations

The conclusions of the report have been prepared, like individual evaluation questions, in respect of each phase of the project / program cycle. Recommendations regarding programs and projects are specified in Chapters 4.4.1 and 4.4.2.

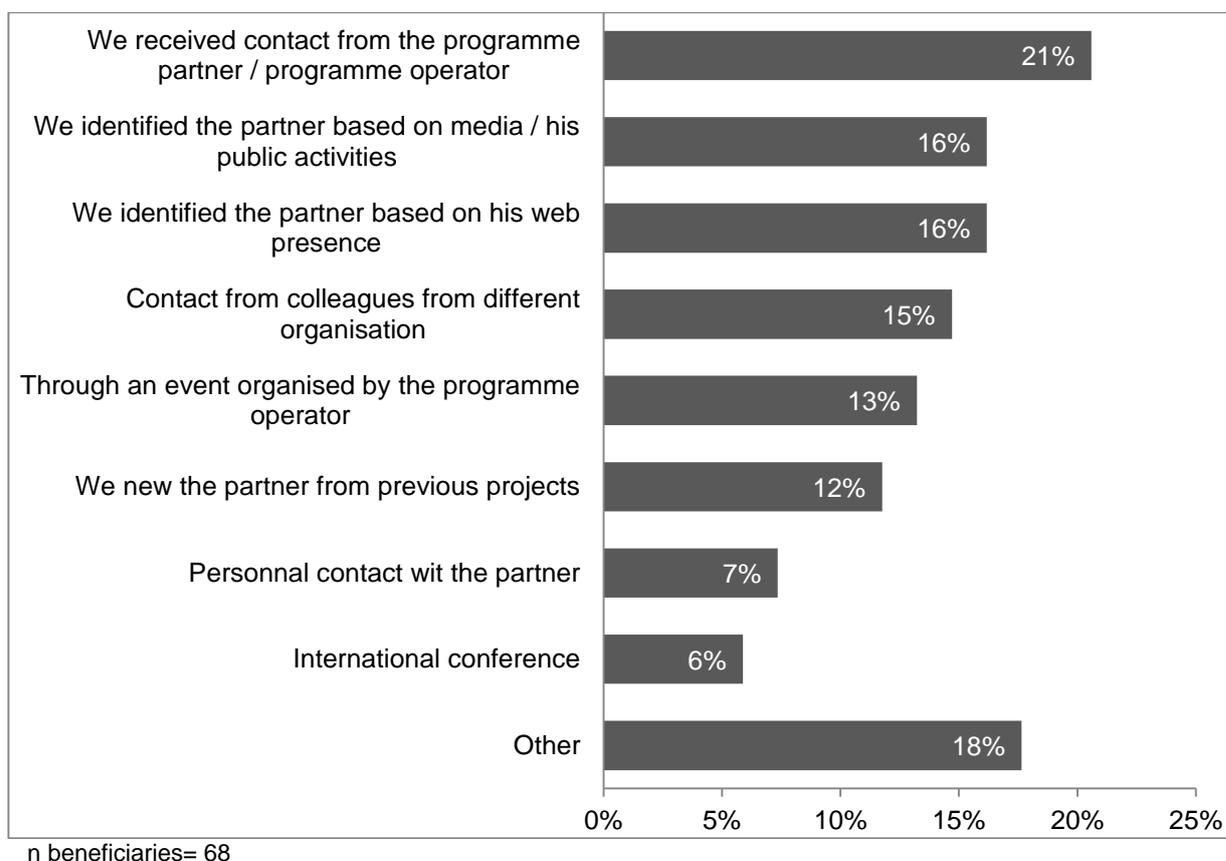
4.1. Establishment of the partnership

The key initiator of the established of most partnerships was the beneficiary from the Czech Republic. Less intensive activity of the entities from donor countries has mainly the following grounds:

- ▶ Insufficient knowledge of the relevant organizations and individual in donor countries about the possibility of using EEA and the Norwegian Funds
- ▶ Insufficient capacity of potential partners from donor countries for active seeking of new partners
- ▶ Competition of other EEA states and the Norwegian Funds (the negative impact of such competition could have been further enhanced by the delay of the announcement of some Czech calls, due to which the capacities of the partners in the donor country had already been used up)
- ▶ Availability of other subsidy titles that are more attractive for partners from donor countries (e.g. in education, specifically fellowship exchanges)

According to the beneficiaries, the relevant partner from the donor country was most frequently identified by contacts received from the mediator and by its public presentations (websites, media outputs, etc.) - see **Figure 46**, which described methods of identification of the foreign partner.

Figure 46 Breakdown of the identification of potential partners:



An obstacle of the establishment of partnerships that may identified is **the insufficient capacity on the part of the donor countries**, both with regard to the program and the individual projects. Such insufficient capacity is caused namely by the large number of beneficiary countries and the limited

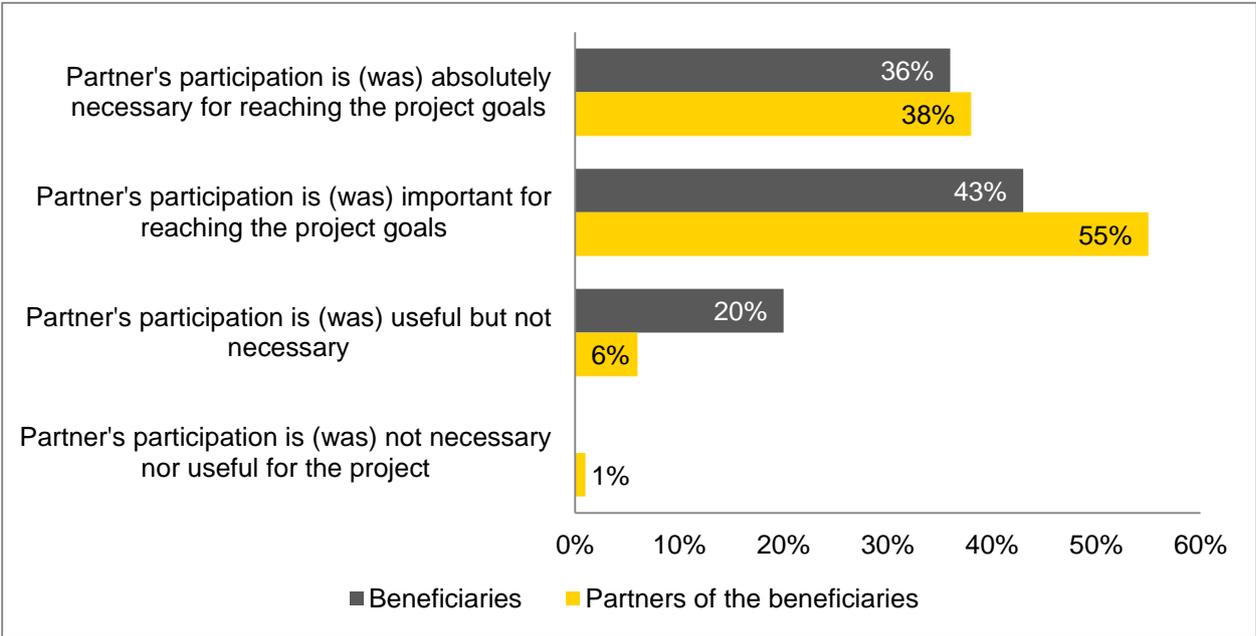
number of potential partners in donor countries. According to the beneficiaries, the time limit for partner identification and setup of the cooperation, which is defined by the announcement date of the call and the submission date of project applications is insufficient in a number of cases and also reduces the ability of the beneficiaries to duly prepare the project for evaluation and selection.

Another problematic area mentioned by the beneficiaries and their partners was the financial **setup of the project and the demanding administration of the project application**.

4.2. Functioning of the partnership

Based on the analysis of bilateral cooperations, the partnership in the project may be considered as very beneficial for the implementation of individual projects, which is due to the perception of usefulness of the partner's involvement in the project - see **Figure 47**, which displays the beneficiary's attitude to the usefulness of the partner in the implementation of the project.

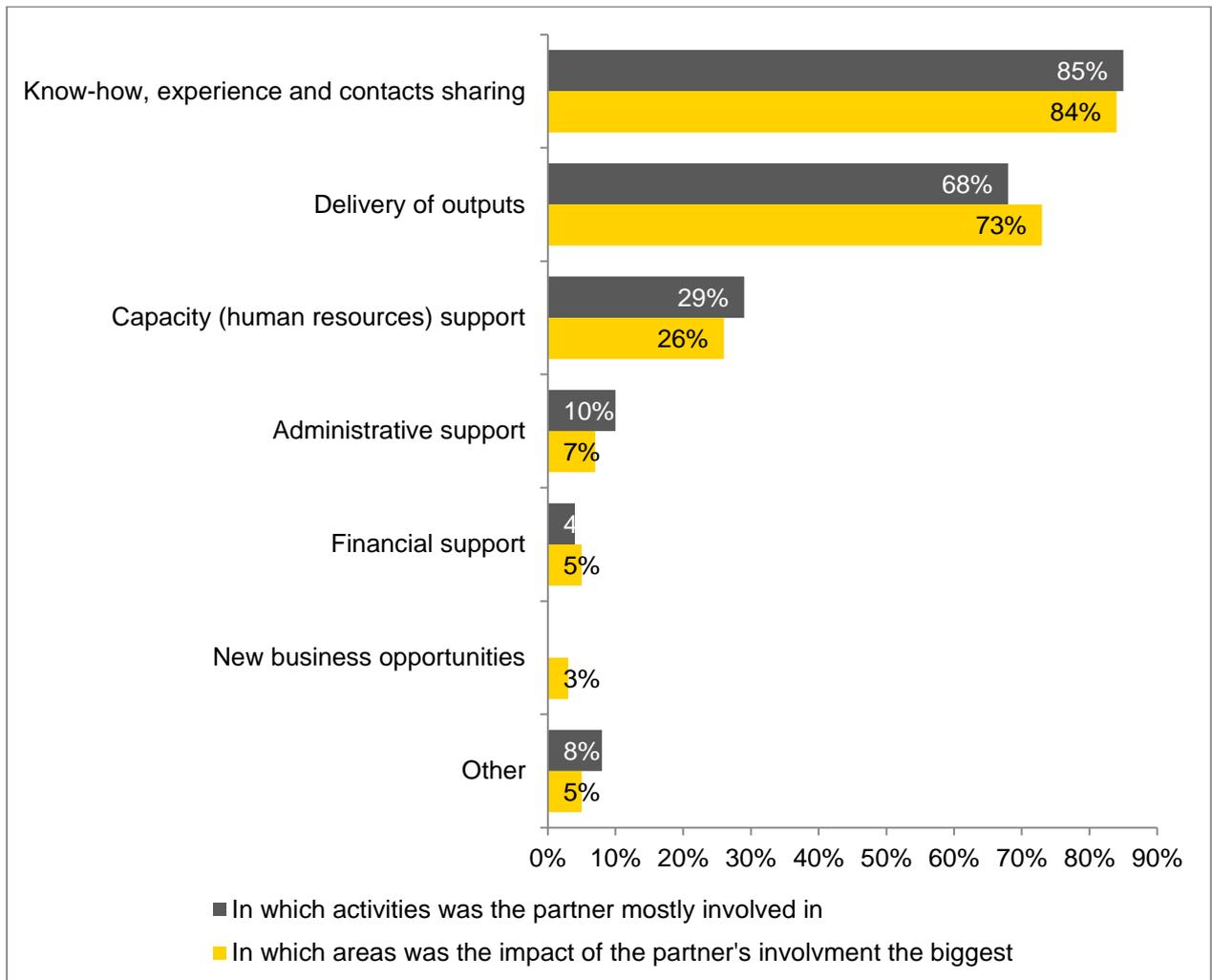
Figure 47 How do you evaluate the (current) involvement of the partner with regard to the achievement of the project results?:



n beneficiaries = 97, n partners= 70

The greatest benefit of the partnership for the beneficiaries was the sharing of know-how, experience and contacts and the generation of outputs and ensuring sufficient capacity for the project requirements - see **Figure 48**, which displays major benefits of the partner's involvement in the project from the beneficiary's perspective.

Figure 48 In which areas was the impact of the partnership the most significant?:



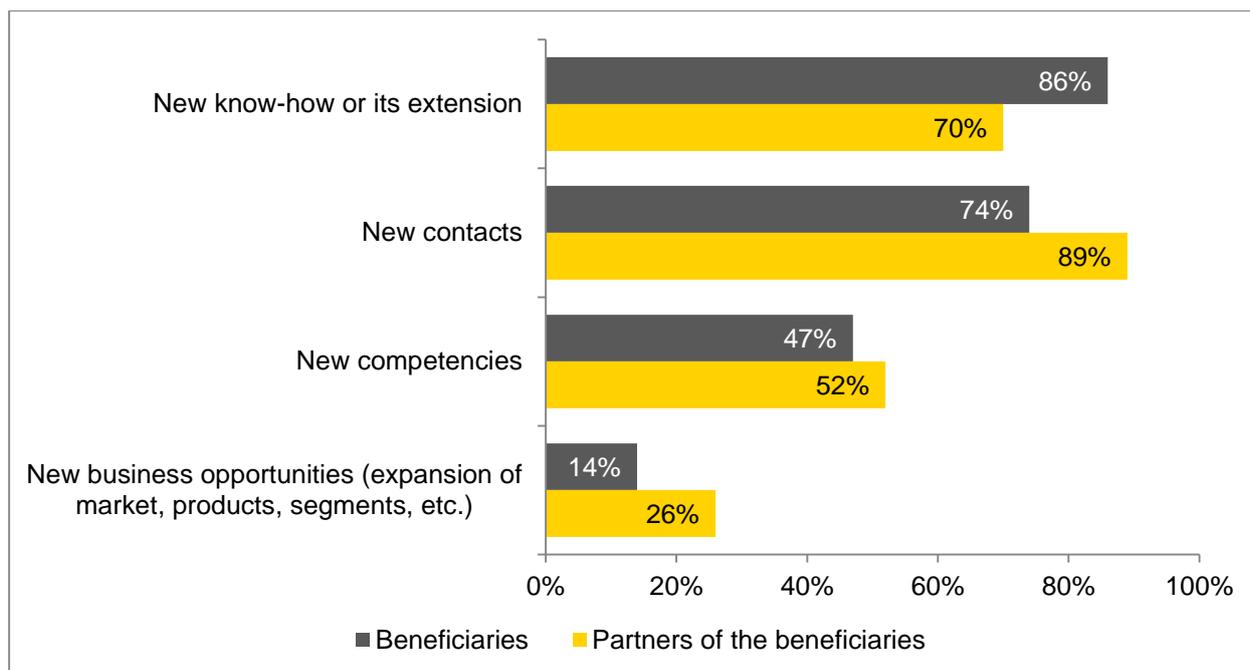
n beneficiaries= 97

Like in case of the establishment of the partnership, one of the key problems appears to be the **capacity of the project partners**. An even more significant restriction of purposeful and effective involvement of the partners in the projects was represented, according to the beneficiaries and partners, by **the high administrative demands of the program and the different locations of the beneficiary and its partner**.

4.3. Benefits of the partnerships beyond the scope of the projects

The key benefits for the beneficiaries and their project partners, which exceed the joint project, are the acquisition of specific know-how from the partner, the establishment of new contacts and enhancement of competencies of employees involved in the project - see **Figure 49**, which describes major benefits of the partnerships.

Figure 49 Where was the cooperation with the partner beyond the scope of the project reflected?:



n beneficiaries= 43, n partners= 27

Most of the beneficiaries and of the partners from donor countries would like to make use of the established partnerships beyond the scope of the joint project after its completion. The key reason for termination of the cooperation after the end of the project activities is the shortage of financial funds required for maintaining the active partnership or the non-recurrent nature of the project, which prevents further enhancement of the partnership cooperations.

4.4. Recommendations in respect of bilateral cooperations

The objective of the set of recommendations which were prepared on the basis of results of the study is to increase the benefits of bilateral cooperations and to optimize processes associated with the selection and involvement of the partner in the program / project. Individual recommendations are based on the information obtained during the questionnaire survey and direct interviews and on the good practice identified by EY in similar cases. The recommendations are set up (i) for subject at the program level and (ii) for individual support beneficiaries and are elaborated in the form of a table containing information about a problematic area to which the recommendation reacts, the target status of the area and a description of the recommendation.

4.4.1. Recommendations at the program level

Name of the recommendation	Provision of information about the need of the partnership in the calls
Description of the problem area	Potential applicant do not have enough time to find a partner in the donor country, particularly in cases of applicant who are not renowned and who have to persuade the potential partner about their qualities and the meaningfulness of the project. The limited capacity of the potential partners in donor countries lead to the risk that the partners have already been addressed and booked for cooperation with applicants in other beneficiary countries and no sufficient capacity will be available to Czech applicants.
Target status	Sufficient time for finding a partner in the donor country
Proposed recommendation	It is appropriate to prepare sufficiently before the call for programs a time schedule of the calls, which will contain on the mandatory basis information about the need / obligation to use a project partner. The information about partnership particulars in each call must be

provided to potential applicants immediately after the approval of the programs.

Name of the recommendation	Database of potential partners in the donor country
Description of the problem area	Individual potential applicants do not have sufficient access to established databases of potential partners. Such databases were actually established in some cases, but the number of foreign partners was mostly insufficient.
Target status	Potential applicants have access to databases of potential partners from donor countries sufficiently before the end of the time limit for submission of applications.
Proposed recommendation	We recommend creating in the relevant cases the broadest possible lists of potential partners from donor countries. In case of creation of lists of groups with limited numbers of entities, where such contacts can be easily obtained (governmental organisations, universities, municipalities, scientific organisations etc.), it is possible to create lists containing almost all potential partners in the given country.

Name of the recommendation	Reduction of administrative burden
Description of the problem area	<p>Many respondents in individual interviews both at the project and program level consider the high administrative burden as one of the key negative factors, which affect the willingness namely of the foreign partners to participate in the implementation of the projects funded by EEA and the Norwegian Funds.</p> <p>This opinion was also recorded in the questionnaire survey, where 18% of the respondents designated the high administrative requirements of the programs as a material or main complication in the search for a new partner and 38% of the respondents designated such high administrative requirements as an obstacle for more intensive involvement of the project partner in the project.</p>
Target status	<p>The administrative requirements are limited to those necessary with respect to:</p> <ul style="list-style-type: none"> • the donor's requirements, • the legislation, • the needs of the implementation structure regarding proper management, control, monitoring and evaluation of individual programs, etc.
Proposed recommendation	<p>We recommend preparing a detailed analysis of the administrative requirements of each program and assessing whether each such requirement is needed for the implementation of the projects (see the following diagram).</p> <div data-bbox="438 1400 1157 1724" data-label="Diagram"> </div> <p>The completed analysis should be followed by an optimization of the individual documentation, which would reduce redundant administration. The existing status should be also optimized on the basis of good practice of the other donor countries.</p>

Name of the recommendation	Enhancement of cooperation with partners at the program level
Description of the problem area	Due to their limited capacities, individual program partners in donor countries cannot sufficiently promote actively the cooperation with Czech applicants among potential project partners in the donor country. In a number of cases, the partner of a Czech program is at the same time a partner of programs in other supported countries, which reduces his capacity to cover the needs of the Czech Republic.
Target status	Increased involvement of the program partner in the search for potential partners in the donor countries through more intensive cooperation with the Czech partner of the program.
Proposed recommendation	The Czech partner should actively cooperate with the partner in the donor country and should provide, if relevant, a partial capacity for the performance of actions associated with an increase of interest of potential project partners in the establishment of partnerships with Czech applicants.

Name of the recommendation	Provision of documentations (forms, procedures) in both language versions (Czech and English)
Description of the problem area	During both the individual interviews and in the questionnaire survey, the beneficiaries referred to insufficient scope of translations prepared for the needs of the applicants and the beneficiaries. The following documents / forms were mentioned in the questionnaire survey as documents which should be translated into English: <ul style="list-style-type: none"> • the partnership agreement template, • specific instructions for financial reporting, exchange rate changes, statements of hours worked, travelling expenses.
Target status	All documentation provided to the applicants and the beneficiaries should be available in both language versions to reduce costs incurred by the applications and the beneficiaries in connection with translation of such documents.
Proposed recommendation	The recommendation consists in the preparation of English translations of basic documents provided to the beneficiaries and the applicants, which may be used (or required) in the field of cooperation with the partner.

Name of the recommendation	Reduction of the number of implementation levels of the program
Description of the problem area	Based on the individual interviews with program partners in the Czech Republic and abroad, the number of levels of implementation of the programs in the Czech Republic may be considered as high compared with other selected beneficiary states (such as Poland). Such high number of levels leads to an unnecessary increase of the administrative requirements of the process and to an overall prolongation of the implementation of the programs and of individual projects. An increased number of levels may also be identified in organizations directly individual by the ministries. The ministry, which plays mostly an administrative role associated with transfer and control of the entrusted funds, does not then contribute sufficient added value to the program, which would offset the administrative expenses related to its involvement in the program.
Target status	The number of implementation levels of the programs is limited to the necessary levels corresponding to the number of levels in other supported states.
Proposed recommendation	With regard to the existing legislation, the redundant level of directly individual organizations may only be eliminated by transferring all program management competencies to the relevant ministry.

Name of the recommendation	Stable conditions and obligations of the applicants / beneficiaries and their partners
Description of the problem area	In the course of individual interviews, the program and project partners from donor countries noted that one of the factors that have a negative impact on the willingness of the partners to participate in other projects with Czech beneficiaries are the frequent changes of the conditions of the subsidy title, which mean increased administrative costs for the applicants / beneficiary associated with the required adaptation to the new conditions.
Target status	The managed documentation is set up in a manner that does not require any changes during the program. Changes in the documentation (conditions and obligations) are only caused by external impacts, such as a change of the legislation, etc.
Proposed recommendation	It is recommended to make consistent use of experience acquired during the implementation of EEA and the Norwegian Funds in a manner eliminating the occurrence of frequent changes (of the conditions and obligations) in the documentation, which result in increased administrative requirements /costs of the beneficiaries/ applicants and their partners.

Name of the recommendation	Better promotion of mutual benefits of EEA and the Norwegian Funds
Description of the problem area	Based on the individual interviews with program partners and with representatives of the supported projects and their partners from donor countries, it was found out that a number of the beneficiaries and the partners perceive only one side of the financial support provided by EEA and the Norwegian grants, i.e. Norway as the provider of the financial support. The other side of EEA and the Norwegian Funds is the involvement of non-member states of the EU in the free market of the European Economic Area. The Czech party perceives the involvement of these states in the funds as subordinated to the donor's requirements. On the contrary, some representatives of donor countries perceive their role as superior to the beneficiaries of the support and sometimes even to the role of their partners. This leads to an unequal partnership.
Target status	The cooperation is perceived as an equal partnership of the Czech Republic and the donor countries, where both parties benefit from the cooperation, albeit in a different way, and have no feeling of subordination/superiority in relation to the other party.
Proposed recommendation	We propose an improvement of the promotion of benefits brought by EEA and the Norwegian Funds to both parties at the level of program partners, the projects and project partners.

4.4.2. Recommendations at the project level

Name of the recommendation	Partnerships with "well-tested" partners
Description of the problem area	The individual interviews identified some problems with the establishment of cooperation with unknown partners. Even the partners from donor countries noted in the questionnaire survey that the establishment of cooperation may be too long and risk due to lack of knowledge and distance.
Target status	Problem-free and smooth establishment of the cooperation.
Proposed recommendation	We recommend to the support beneficiaries to make the most of their contacts abroad or of the contacts of their friendly organizations or collaborators. If they have none, they should make use of contact seminars to get to know organizations from donor countries. Based on personal knowledge, experience or recommendations, it is easier to arrange for the partnership.

Name of the recommendation	Making use of the financial support in personal cooperation with partners from donor countries
Description of the problem area	The interviews and results of the questionnaire survey showed that the cooperation with partners from donor countries often resulted in merely formal cooperation due to the distance and minimum personal contacts.
Target status	Cooperation in the projects which will result in long-term partnership of both organizations.
Proposed recommendation	The beneficiaries should try to make use of the opportunities to increase the quality of cooperation with partners from donor countries offered by EEA and the Norwegian Funds, i.e. bilateral initiatives (BFPÚ).
Name of the recommendation	Improving communication during the preparation of the project
Description of the problem area	The individual interviews and the questionnaire survey identified problems resulting from insufficient communication during preparation of the project, primarily those concerning claims addressed to the partner from donor countries. Due to very different habits regarding the administrative requirements in the Czech Republic and donor countries, the subsequent administrative requirements often represented an unpleasant surprise to the partners from donor countries.
Target status	The functioning cooperation where the partner is familiar with all important aspects of the partnership before the beginning of the implementation of the project.
Proposed recommendation	The recommendation consists in thorough preparation of the partnership with the partner from the donor country. This could be supported by the program partner, e.g. by means of a list or a checklist of the key topics, which should be agreed by the partner.
Name of the recommendation	Greater involvement of the partner in the preparation of the project
Description of the problem area	The project partners from donor countries stated in the questionnaire survey that they were often faced in the negotiations about the cooperation with a ready-made project and could no longer affect it or adapt it on the basis of their experience and needs. Little involvement of the partners in the initial phase may also result in the formal nature of many partnerships.
Target status	A project that reflects to the maximum possible extent the possibilities and experience of all involved parties to the project and a deeper establishment of the partnership and commitment to the objectives of the project.
Proposed recommendation	The beneficiaries should be recommended to communicate more with their partners from donor countries during the conceiving of the projects and to reflect their comments and opinions on the project.

5. Annexes

5.1. Annex no. 3 – list of respondents for the questionnaire

► Beneficiaries

Programme	Name of the project	Beneficiary
CZ02	Zvyšování povědomí veřejnosti k lepší ochraně biodiverzity v ČR	Hnutí DUHA - Friends of the Earth Czech Republic
	Monitoring lokalit soustavy Natura 2000 jako nástroj pro efektivní management a ochranu autochtonních populací raků	Výzkumný ústav vodohospodářský T. G. Masaryka veřejná výzkumná instituce
	Vytvoření environmentálních vzdělávacích Programů pro studium odezvy na změny klimatu	Mendelova univerzita v Brně
	CzechAdapt – Systém pro výměnu informací o dopadech změny klimatu, zranitelnosti a adaptačních opatřeních na území ČR.	Centrum výzkumu globální změny AV ČR, v. v. i. (do 28.2.2011 Ústav systémové biologie a ekologie AV ČR, v. v. i.)
	Pěstební opatření pro zvýšení biodiverzity v lesích v chráněných územích	Výzkumný ústav lesního hospodářství a myslivosti, v. v. i.
	Vytvoření strategie pro snížení dopadů fragmentace říční sítě ČR	Agentura ochrany přírody a krajiny České republiky
	Resilience a adaptace na klimatickou změnu v regionálních strategiích	ZO ČSOP VERONICA
	Rámce a možnosti lesnických adaptačních opatření a strategií souvisejících se změnami klimatu	Mendelova univerzita v Brně
	Monitoring malých lesních povodí GEOMON - efektivní nástroj propojení výzkumu a strategického rozhodování v oblasti životního prostředí	Česká geologická služba
	BIOM: Vzdělávací centrum pro biodiverzitu - Mohelský mlýn	Ústav biologie obratlovců AV ČR, v. v. i.
	DA VINCI - Zlepšení vizualizace, interpretace a srovnatelnosti dat o organických polutantech v dlouhodobých monitorovacích sítích	Masarykova universita
	Informační kampaň pro posílení udržitelného užívání vodních zdrojů a ekosystémových služeb krajiny v podmínkách globální změny. (LaPlaNT)	METCENAS, o.p.s.
	Rozvoj strategií přizpůsobení se změně klimatu v podmínkách měst s využitím ekosystémově založených přístupů k adaptacím	Centrum výzkumu globální změny AV ČR, v. v. i. (do 28.2.2011 Ústav systémové biologie a ekologie AV ČR, v. v. i.)
	Příroda, koho to zajímá?	Beleco, z.s.
	Komplexní plánovací, monitorovací, informační a vzdělávací nástroje pro adaptaci území na dopady klimatické změny s hlavním zřetelem na zemědělské a lesnické hospodaření v krajině	Vysoké učení technické v Brně
	OCHRANA NAŠICH NEJOHROŽENĚJŠÍCH BIOTOPŮ - MOKŘADŮ A STEPÍ - PROSTŘEDNICTVÍM POZEMKOVÝCH SPOLKŮ	Český svaz ochránců přírody
Ochrana a udržitelný rozvoj mokřadů v ČR	Ministerstvo životního prostředí	
Záchranné Programy pro zvláště chráněné druhy II	Ministerstvo životního prostředí	

Programme	Name of the project	Beneficiary
CZ03	Mosty - cizinci a Češi vytvářejí společný příběh	InBáze, z.s.
	Živé knihovny Amnesty International - čtením k otevřenosti	Amnesty International Česká republika, o.s.
	Společně pro ženy: pojďme o tom mluvit	Jako doma - Homelike, o.p.s.
	Komplexní pomoc obětem domácího a sexuálního násilí a jejich blízkým	Persefona z.s.
	Plzeň - město (politické) kultury: Podpora participativní demokracie na místní úrovni	Centrum pro komunitní práci západní Čechy
	Posílení demokratického rozhodování o Národním parku Šumava	Hnutí DUHA - Friends of the Earth Czech Republic
	Zlepšení veřejného obrazu ekologických NNO	Zelený kruh
	Férová škola - stejná šance pro všechny děti	Liga lidských práv
	NEHCI (DO)PLATIT NA ZMĚNU KLIMATU: OD NÁPADŮ K AKCI	Hnutí DUHA - Friends of the Earth Czech Republic
	Zvyšování povědomí o adaptačních opatřeních na změnu klimatu v prostředí českých měst s využitím norských zkušeností	CI2 o. p. s.
	Děti žijí venku. Hrou a učení v přírodě k vyšší kvalitě života a zodpovědnosti vůči životnímu prostředí	Sdružení Tereza, o.s.
	Pozemkový spolek pro přírodu a památky Podblanicka - rozvoj aktivit a zajištění péče o cenná území prostřednictvím vlastníků a hospodářů	ZO ČSOP Vlašim
	Stop diskriminaci na trhu práce	APERIO - Společnost pro zdravé rodičovství
	"Neviditelné menšiny" - zviditelnění problematiky LGBT mládeže, rodin a seniorů	Platforma pro rovnoprávnost, uznání a diverzitu z.s.
	Women Welcome (Ženy vítány)	Oblastní charita Pardubice
	Už vím! Srozumitelně o duši a těle pro ženy s mentálními postiženími	Společnost pro podporu lidí s mentálními postiženími v České republice, z.s.
	(Po)známe se? Participativní komunitní rozvoj	ZAHRADA, o.p.s.
	KOMPAS - komunikace a participace samozřejmostí	Centrum pro komunitní práci západní Čechy
	Akademie svobodného a aktivního občanství	Síť mateřských center o.s.
	Synergický efekt dobrovolnictví - posilování občanské společnosti propojováním NNO, obcí a veřejnosti	INEX - Sdružení dobrovolných aktivit
	Doma je líp než v domově, i když je na to rodič sám	APERIO - Společnost pro zdravé rodičovství
	Děti na cestě	Organizace pro pomoc uprchlíkům
	Kreativní partnerství - podpora vzdělávání romských žáků	Společnost pro kreativitu ve vzdělávání, o.p.s.
	Douč se to se mnou!	Člověk v tísni, o.p.s.
	Posilování profesionality pozemkových spolků - cesta ke zdokonalení péče o přírodní dědictví se zapojením	Český svaz ochránců přírody

Programme	Name of the project	Beneficiary
	vlastníků půdy	
CZ04	Kodifikace právní úpravy podpory rodin, náhradní rodinné péče a systému péče o ohrožené děti	Ministerstvo práce a sociálních věcí
CZ06	Mezinárodní romský hudební festival Romale	o.s. MIRET
	Norský les na českém jevišti	Národní divadlo moravskoslezské, příspěvková organizace
	Norway Artway	"ČTYŘI DNY"
	Scintilla Tour	Beata Hlavenková
	Světový romský festival KHAMORO	Slovo 21, z. s.
	Výstava a performance event připravený kurátorkou Anne-Szefer Karlssen	FUTURA, občanské sdružení
	Skugga Baldur	Studio Hrdinů z.s.
	Sniper's Lake	Bezhlaví o.s.
	TANECVALMEZ & Jo Stromgren Kompani & 420PEOPLE	Základní umělecká škola B-Art, o.p.s.
	Srovnání různorodých cest loutkového nastudování norské pohádky	Národní informační a poradenské středisko pro kulturu
	Mezinárodní hudební festival Bohemia JazzFest 2015	Bohemia JazzFest, o.p.s.
	Budoucnost evropského designu a užitého umění	CZECHDESIGN.CZ, z. s.
	Klášter Broumov - živé evropské centrum kultury a vzdělávání	Agentura pro rozvoj Broumavska
	PUNKT/MUSIC INFINITY	ART FRAME PALÁC AKROPOLIS s.r.o.
	Polární záře nad Ostrava Kamera Oko 2015	Kamera Oko s.r.o.
	Showcase festival ITCH MY HAAAA	Standard island
	Synapse 2015	MeetFactory o.p.s.
	Nordspirace	DW7, o.p.s.
	Mezinárodní festival Divadlo	Mezinárodní festival DIVADLO Plzeň
Zpívejme!	Kühnův smíšený sbor	
Festivaly živého kina - Spolupráce české (PAF) a norské (SCREEN CITY) platformy pro film a současné umění	"PASTICHE FILMZ"	

Programme	Name of the project	Beneficiary
	pohyblivého obrazu	
	DOC.STREAM: Nové podněty pro česko-norské dokumentární prostředí	DOC.DREAM - Spolek pro podporu dokumentárního filmu
	ARTSCAPE NORWAY - přesahy výtvarných aspektů do veřejného prostoru a krajiny v Norsku jako inspirace pro Českou republiku	ARCHITECTURA
	Na pomezí samoty	DEAI (SETKÁNÍ) o.s.
	Touch the Music - Music the Art of the Soul	INCOGNITI o.s.
	výstava "Duše peněz"	DOX PRAGUE, a. s.
	Cirk-UFF 2015 / norská sekce	Společenské centrum Trutnovska pro kulturu a volný čas
	TRANS(e)MISSION - Partnerský projekt festivalů vizuálního umění s umělecko-technologickým zaměřením, pořádaných v Norsku a ČR	CIANT - Mezinárodní centrum pro umění a nové technologie v Praze - sdružení pro kulturu
	Obnova interiéru a mobiliáře funkcionalistické synagogy v Brně a její zpřístupnění	Židovská obec Brno
	Zámek Koleč - Muzeum včelařství	Nadační fond Koleč
	Obnovený ZÁMEK SVIJANY prezentuje unikátní naleziště z doby bronzové a další historii a kulturu	PIVOVAR SVIJANY, a.s.
	Obnova vybraných obrazů a nábytku Arcibiskupského zámku v Kroměříži	Arcibiskupství olomoucké
	SHZ Český Krumlov - Centrum studijních pobytů	Národní památkový ústav
	Záchrana a obnova renesančního kostela Nanebevzetí Panny Marie v Horním Maršově	OBEC HORNÍ MARŠOV
	Revitalizace kostela Nanebevzetí Panny Marie v Konojedech u Úštěku	„Společnost pro obnovu památek Úštěcka“
	Rekonstrukce a rehabilitace chrámu sv. Jakuba v Brně - Monumentum sacrum Brunense	Římskokatolická farnost u kostela sv. Jakuba, Brno
	Průhonický park - Obnova Podzámeckého alpína	Botanický ústav AV ČR, v. v. i.
	Historické tapiserie a textil ze sbírky Uměleckoprůmyslového musea v Praze - konzervace a prezentace	Uměleckoprůmyslové museum v Praze
	KNIHY ZNOVU NALEZENÉ	Národní knihovna České republiky
	Jak jde kroj, tak se stroj	Valašské muzeum v přírodě v Rožnově pod Radhoštěm
	Obnova a rehabilitace kostela sv. Jakuba v Kutné Hoře - památce UNESCO	Římskokatolická farnost - arciděkanství Kutná Hora

Programme	Name of the project	Beneficiary
	„Revitalizace kláštera sv. Anežky České. Historický skvost uprostřed metropole“	Národní galerie
	ZUBAČKA - UNIKÁTNÍ ŽIVÉ KULTURNÍ DĚDICTVÍ JIZERSKÝCH HOR A KRKONOSĚ	Železniční společnost Tanvald o.p.s.
	Digitální restaurování českého filmového dědictví	Národní filmový archiv
	Průmyslové dědictví	Národní památkový ústav
CZ07	Institutional cooperation projects	Univerzita Karlova
	Institutional cooperation projects	Metropolitní univerzita Praha
	Institutional cooperation projects	Vysoká škola ekonomická
	Institutional cooperation projects	Technická univerzita v Liberci
	Institutional cooperation projects	Vysoké učení technické v Brně
CZ08	Studie pilotních technologií CCS pro uhelné zdroje v ČR	České vysoké učení technické v Praze
	Zachycování a ukládání CO ₂ - sdílení znalostí a zkušeností	Masarykova univerzita
	Příprava výzkumného pilotního projektu geologického ukládání CO ₂ v České republice (REPP-CO ₂)	Česká geologická služba
CZ09	Polymerní stavebnice pro biomedicínální aplikace	Ústav makromolekulární chemie AV ČR, v.v.i.
	Získávání velkých textových dat pro jazyky s nedostatečným množstvím jazykových zdrojů	Masarykova univerzita
	Biomateriály a kmenové buňky v léčbě iktu a míšního poranění	Ústav experimentální medicíny AV ČR, v.v.i.
	Vládnutí, sociální investice a sociální inovace v oblasti služeb denní péče v České republice a Norsku	Masarykova univerzita
	Fosforylační signální dráhy v odpovědi na poškození DNA a v onkogenezi	Ústav molekulární genetiky AV ČR, v. v. i.
	Genomika trojrozměrných kvasinkových kolonií: Model pro studium vývoje nádorů a resistance biofilmů	Univerzita Karlova v Praze
	Příprava geneticky stabilních buněk rohovky a spojivky pro transplantace v humánní medicíně	Univerzita Karlova v Praze
	Vliv zemědělství na fungování a stabilitu společenstev: makroekologická analýza paleobiologických dat	Univerzita Karlova v Praze
	Přirozenost v oblasti vylepšování kognitivních schopností člověka	Západočeská univerzita v Plzni
	Určení zdrojového členu úniku radiace pomocí inverzního disperzního modelování atmosféry	Ústav teorie informace a automatizace AV ČR, v.v.i.
	Srovnávací studie Huntingtonovy choroby pomocí biochemických, imunocytochemických a molekulárně genetických metod na tkáních a buňkách myši, miniprasete a člověka	Ústav živočišné fyziologie a genetiky AV ČR, v.v.i.

Programme	Name of the project	Beneficiary
	Vliv submerzních makrofyt na trofické vazby a distribuci ryb v hlubokých jezerech	Biologické centrum AV ČR, v.v.i.
	Nová metodika identifikace průmyslového znečištění: Izotopové stopování a sledování změn bakteriálních komunit	Česká zemědělská univerzita v Praze
	Zhodnocení možností zlepšování kvality povrchové a podzemní vody z hlediska zátěže živinami a farmaky v malých povodích	Česká zemědělská univerzita v Praze
	Pokročilé detektory pro lepší stanovování neutronů a gama záření v prostředí	České vysoké učení technické v Praze
	JaderArch: Jaderná architektura během regulace autofágie, DNA reparace a při genové expresi	Biofyzikální ústav AV ČR, v.v.i.
	Fázové přechody v CCS systémech	Ústav termomechaniky AV ČR, v. v. i.
	Pohybová aktivita jako součást léčby psychiatrických pacientů	Univerzita Jana Evangelisty Purkyně v Ústí nad Labem
CZ10	Projekt na posílení systému boje proti korupci a praní špinavých peněz v České republice	Ministerstvo financí
CZ11	START - KRS Komplexní rehabilitace k soběstačnosti	Psychiatrická léčebna Šternberk
	SOMA: Projekt péče o tělesné zdraví a nácvik schopností samostatného života	Psychiatrická nemocnice Bohnice
	Psychiatrická nemocnice v Opavě - vytvoření podmínek pro implementaci transformace psychiatrické péče v Moravskoslezském kraji	Psychiatrická nemocnice v Opavě
	FN Ostrava-Vybudování stacionáře pro ucelenou rehabilitaci v psychiatrické péči	Fakultní nemocnice Ostrava
	Vytvoření Systému Ucelené Psychiatrické Rehabilitace a jeho implementace v lůžkových zařízeních následné péče	Psychiatrická nemocnice Bohnice
	Podpora činnosti Národního koordinačního centra prevence úrazů, násilí a podpory bezpečnosti pro děti	Fakultní nemocnice v Motole
	Národní koordinační centrum pro vzácná onemocnění ve Fakultní nemocnici v Motole	Fakultní nemocnice v Motole
CZ12	Násilí věc (ne)veřejná / Violence (non)public issue	SPONDEA, o.p.s.
	S tebou ne! aneb Prevence násilí na ženách v sexbyznysu / Not with You! Or Prevention of Violence on Women in Sex Business	ROZKOŠ bez RIZIKA
	Muži proti násilí na ženách a dětech / Men against Violence towards Women and Children	Liga otevřených mužů
	Celoživotní aspekty mateřství/ Lifetime Economic Impacts of Maternity	Gender studies, o.p.s.
	Diverzita 2013+, Bereme ženy na palubu/ Getting women on board	Byznys pro společnost, fórum odpovědných firem
	Ženy na vedlejší koleji/Women at the sideleines	SIMI (Sdružení pro integraci a migraci)

Programme	Name of the project	Beneficiary
	Gender v inovacích - Inovace v klastrech/ Gender in Innovation - Innovation in clusters	Národní klastrová asociace
	Pro Fair Play	Lagardere Active ČR, a.s.
	Rovné příležitosti žen migrantek	Organizace pro pomoc uprchlíkům, z.s.
	Neúplatné ženy? Genderová dimenze korupce	Transparency International - Česká republika, o.p.s.
	Z labyrintu násilí	Persefona o. s.
	Společně jako doma bez násilí	Jako doma - Homelike
	Stop kybernásilí na ženách a mužích	Gender Studies, o.p.s.
	Nebudu obětí!	SDRUŽENÍ PRO INTEGRACI A MIGRACI
CZ13	Domácí násilí a genderově podmíněné násilí / Uplatňování hlediska rovných příležitostí žen a mužů a podpora sladování pracovního a soukromého života	Úřad vlády České republiky
CZ15	Systém dalšího vzdělávání pracovníků Probační a mediační služby ČR	Probační a mediační služba
	Projekty zranitelných skupin ve věznicích a vzdělávání zaměstnanců Vězeňské služby	Vězeňská služba České republiky

► BFNL beneficiaries

Name of the project	Beneficiary	Partner of the beneficiary from the donor country
Moravské zemské muzeum	Seminář k rozvoji spolupráce Norského lidového muzea v Oslo (Norsk Folkemuseum i Oslo) a Moravského zemského muzea	Folkemuseem
Slovo 21, z.s.	Výměna zkušeností v oblasti zapojování menšin a cizinců do majoritní společnosti	magistrát města Osla, IOM Oslo, Kulturofering Yagori
Tanec Praha	Culture & Community	Baerum Kulturhus, Tou Scene Stavanger, Sandnes Kulturhus, Dansens Hus Oslo
Botanický ústav AV ČR, v.v.i.	Biodiverzita a ekosystémové služby / Monitorování a integrované plánování a kontrola v životním prostředí / Adaptace na změnu klimatu	University of Iceland, University Centre in Svalbard
NPÚ	Seminář a studijní cesta k rozvoji spolupráce v oblasti požární ochrany kulturního dědictví mezi Národním památkovým ústavem a norskými institucemi	Riksantikvaren
Czechglobe AV ČR, v.v.i.	Ekosystémové služby v udržitelném rozvoji České republiky a Islandu	stofnun sæmundar fróða
University of Economics, Prague	Preparatory initiatives for the creation of a Czech-Norwegian Network for Capacity Building in Integrated Water Resources Management	NIVA, Norwegian University of Life Sciences
DOX PRAGUE, a.s.	Case study "Iceland: Constitution based on principles of Crowd Sourcing" as a part of the exhibition Mods of democracy	Islandští umělci Libia Castro; Ólafur Olafsson; Birgitta Jónsdóttir; Haukuro Máro Helgason
VŠB-TUO	Navázání projektové spolupráce a výměna zkušeností mezi VŠB-TUO a univerzitami v Islandu	University of Iceland
Výzkumný ústav živočišné výroby	Rozvoj spolupráce mezi česko-norskými partnery v oblasti technologie ustájení prasat se sníženým impaktem na životní prostředí (know-how transfer, workshop a příprava projektu)	UMB University
ARCHITECTURA, o.s.	Pracovní cesta, odborný seminář, koordinační porady a obhlídky pro přípravu společného česko-norského projektu „Norské turistické trasy - architektura a management - inspirace pro ČR“	Bergen School of Architecture, National Tourist Routes
Biologické centrum AVČR, v.v.i. Hydrobiologický ústav	Šetrné průzkumy ryb s použitím horizontálního echolotového kužele.	University of Oslo
Ateliéry Bonton Zlín a.s.	Pracovní seminář a setkání vedoucích potenciálních partnerských organizací projektu dlouhodobého uchování a ochrany digitálních dokumentů (PIQL).	společnost PIQL
KUMŠT, o.s.	Navázání bilaterální spolupráce v oblasti organizace národních projektů podpory umělecké a dokumentární fotografie	Hønefoss Kamera Klubb, Narvik Kamera Klubb, Galleri Lofotens Hus
Sdružení obcí hlúčínska	Výměnou zkušeností k posílení bilaterální	Města Hamar, Elverum, Lillehammer,

► BFPL beneficiaries

Programme	Name of the project
Kontaktní seminář Programmu CZ02	Ministerstvo životního prostředí
Kontaktní seminář pro potenciální předkladatele žádostí o grant a potenciální partnery z donorských zemí	Ministerstvo práce a sociálních věcí
CZ06 - Fond pro bilaterální spolupráci na Programmové úrovni - opatření "A"	Ministerstvo kultury
Žádost o uvolnění prostředků pro realizaci OPATŘENÍ A	Ministerstvo zdravotnictví
Networking v ochraně biodiverzity: konference ECCB/ICCB	Hnutí DUHA Olomouc
Conference on Mapping and Assessment of Ecosystems and their Services	Česká geologická služba
Conference on Mapping and Assessment of Ecosystems and their Services: účast AOPK ČR	Agentura ochrany přírody a krajiny České republiky
Networking na semináři "Mapping and Assessment of Ecosystems and their Services"	Hnutí DUHA Olomouc
Studijní cesta do Global Genome Biodiversity Network, Berlín, Německo	Ústav biologie obratlovců AV ČR, v. v. i.
Rozšíření znalostí realizačního týmu FRAMEADAPT	Mendelova univerzita v Brně
Konference Mapping and Assessment of Ecosystems and their Services	Centrum výzkumu globální změny AV ČR, v. v. i. (do 28.2.2011 Ústav systémové biologie a ekologie AV ČR, v. v. i.)
PAKT I-Protikorupční akademický klub transparentnosti	Transparency International Česká republika
Stáž pracovníků AI ČR v Amnesty Norsko - skillshare	Amnesty International Česká republika, o.s.
Mosty na Island	InBáze, z.s.
Zlepšování přenosu znalostí a dovedností v tématu environmentální advokacie mezi Norskem a Českou republikou	Hnutí DUHA - Friends of the Earth Czech Republic
Studijní cesta do Norska - adaptace na změnu klimatu	CI2 o. p. s.
NORSKO-ČESKÁ VÝMĚNA NÁPADŮ NA OCHRANU KLIMATU	Hnutí DUHA - Friends of the Earth Czech Republic
Sdílení zkušeností o participaci na rozhodování na Islandu a v ČR	Arnika - Toxické látky a odpady
Inspirace pro změnu pedagogických fakult	Liga lidských práv
Resilience aneb Proměňme hrozbu v příležitost II	ZO ČSOP Veronica
Návštěvnícká centra chráněných území	Ekocentrum PALETA
Společně pro ženy: pojďme o tom mluvit - studijní cesta	Jako doma - Homelike, o.p.s.
Přenos dobré praxe v ABA terapii - bilaterální spolupráce	Oblastní charita Kutná Hora
Výměna zkušeností při ochraně cenných přírodních lokalit	Český svaz ochránců přírody
Seminář o zpřístupňování audiovizuálního dědictví	Národní filmový archiv
Norský týden v Ponrepu	Národní filmový archiv

CODA, inspirace pro TANECVALMEZ	Základní umělecká škola B-Art, o.p.s.
Prohloubení partnerství - České dny v Bergenu	Železniční společnost Tanvald o.p.s.
Pracovní cesta - setkání s norskými filmovými profesionály na Sommerfilmfest	DOC.DREAM - Spolek pro podporu dokumentárního filmu
Preparatory Visits as the first Stage of the Project "Know-How Transfer for Bilateral Institutional Knowledge-Base Improvement"	Univerzity J. E. Purkyně v Ústí nad Labem
Preparatory visit for future cooperation with the Nanomechanical lab at Norwegian University of Science and Technology	VUT
Reflecting teams in teacher education	Masarykova univerzita
Guidance and counselling in vocational education - preparatory visit	Česká zemědělská univerzita v Praze
Preparatory visit to "Deep moments on life-long journey of people involved in physical activities in Norway and Czech Republic" research project.	Univerzita Palackého v Olomouci
Enhancing the Kristiansand-Ostrava contacts in the history of mathematics - preparation of the institutional cooperation project proposal	Katedra matematiky a deskriptivní geometrie , VŠB-TU Ostrava
ARCHIP - BAS Preparatory visit	Archip s.r.o.
Účast na "8th Trondheim Conference on CO2 Capture, Transport and Storage TCCS-8"	Masarykova universita
Zhodnocení možností zlepšování kvality povrchové a podzemní vody z hlediska zátěže živinami a farmaky v malých povodích	Česká zemědělská univerzita v Praze
Vládnutí, sociální investice a sociální inovace v oblasti služeb denní péče v České republice a Norsku	Masarykova univerzita
Pohybová aktivita jako součást léčby psychiatrických pacientů	Univerzita Jana Evangelisty Purkyně v Ústí nad Labem
Fázové přechody v CCS systémech	Ústav termomechaniky AV ČR, v. v. i.
Mezinárodní mentoringový Program	Fórum 50 %, o.p.s.
Posílení spolupráce s Norskem a konference "Skleněný strop"	"Byznys pro společnost, fórum odpovědných firem"
Zkvalitnění psychologických a právních služeb pro aktéry domácího násilí prostřednictvím bilaterální spolupráce	SPONDEA, o.p.s.
Muži proti násilí na ženách a dětech: sdílení dobré praxe v Norsku a v ČR	Liga otevřených mužů

5.2. Annex no. 4 – list of the respondents - interviews

- ▶ National Focal Point
- ▶ Royal Norwegian Embassy in Prague
- ▶ Programme Operator

Programme	Programme Operator
CZ03	Nadace rozvoje občanské společnosti
CZ07	Dům zahraničních služeb (NAEP)
CZ02, CZ04, CZ05, CZ05, CZ08, CZ10, CZ11, CZ13, CZ14, CZ15	Ministerstvo financí
CZ09	Ministerstvo školství
CZ12	Open Society Fund

- ▶ Programme Partner in CZ

Programme	Partner CZ (when the Programme Operator is the Ministry of Finance)
CZ02, CZ08	Ministerstvo životního prostředí
CZ04	Ministerstvo práce a sociálních věcí
CZ06	Ministerstvo kultury
CZ07	Ministerstvo školství
CZ10	Ministerstvo financí
CZ11	Ministerstvo zdravotnictví
CZ14	Ministerstvo vnitra
CZ15	Ministerstvo spravedlnosti

- ▶ Programme Partner from donor country

Programme	Partner from donor country on the programme level
CZ02	Norwegian Environment Agency (NEA)
CZ06	Arts Council Norway
CZ07	The Norwegian Centre for International Cooperation in Education (SIU), Norway
CZ07	Icelandic Centre for Research (RANNIS), Iceland

CZ07	National Agency for International Education Affairs (AIBA), Liechtenstein
CZ09	Research Council Norway
CZ10	Council of Europe
CZ11	Norwegian Institute of Public Health (NIPH)
CZ15	Council of Europe

► **Beneficiaries**

Programme	Name of the project	Beneficiary	Partner from the donor country
CZ02	Pěstební opatření pro zvýšení biodiverzity v lesích v chráněných územích	Výzkumný ústav lesního hospodářství a myslivosti, v. v. i.	Norwegian Forest and Landscape Institute, As, Norway
CZ02	Monitoring lokalit soustavy Natura 2000 jako nástroj pro efektivní management a ochranu autochtonních populací raků	Výzkumný ústav vodohospodářský T. G. Masaryka veřejná výzkumná instituce	Norwegian Institute for Nature Research
CZ03	Živé knihovny Amnesty International - čtením k otevřenosti	Amnesty International Česká republika	Amnesty International i Norge
CZ03	Už vím! Srozumitelně o duši a těle pro ženy s mentálním postižením	Společnost pro podporu lidí s mentálním postižením v České republice, z.s.	University of Iceland, Centre for Disability Studies
CZ04	Kodifikace právní úpravy podpory rodin, náhradní rodinné péče a systému péče o ohrožené děti	MPSV	Barne-, ungdoms og familiedirektoratet (Bufdir)
CZ06	KNIHY ZNOVU NALEZENÉ	Národní knihovna České republiky	Stiftelsen Arkivet
CZ06	Obnovený ZÁMEK SVIJANY prezentuje unikátní naleziště z doby bronzové a další historii a kulturu	PIVOVAR SVIJANY, a.s.	Stiftelsen herStay fundational
CZ06	Výstava „Skvělý nový svět s.r.o.“	DOX PRAGUE, a.s.	Kenneth Flak
CZ07	Institutional cooperation projects	VŠE	Sogn og Fjordane University College

CZ08	Studie pilotních technologií CCS pro uhelné zdroje v ČR	České vysoké učení technické v Praze	SINTEF Energi AS (SINTEF Energy Research)
CZ09	Zhodnocení možností zlepšování kvality povrchové a podzemní vody z hlediska zátěže živinami a farmaky v malých povodích	Česká zemědělská univerzita v Praze	Norwegian School of Sport Sciences
CZ09	Srovnávací studie Huntingtonovy choroby pomocí biochemických, imunocytochemických a molekulárně genetických metod na tkáních a buňkách myši, miniprasete a člověka	Ústav živočišné fyziologie a genetiky AV ČR, v.v.i.	Oslo University Hospital
CZ10	Projekt na posílení systému boje proti korupci a praní špinavých peněz v České republice	Ministerstvo financí	Rada Evropy
CZ11	FN Ostrava-Vybudování stacionáře pro ucelenou rehabilitaci v psychiatrické péči	Fakultní nemocnice Ostrava	Norwegian Centre for Integrated Telemedicine, University Hospital of North Norway HF
CZ11	Podpora činnosti Národního koordinačního centra prevence úrazů, násilí a podpory bezpečnosti pro děti	Fakultní nemocnice v Motole	Norwegian Safety Forum
CZ11	START - KRS Komplexní rehabilitace k soběstačnosti	Psychiatrická léčebna Šternberk	Baerum Distric Psyciartic Center, VV HT
CZ12	Stop kybernásilí na ženách a mužích	Gender Studies, o.p.s.	N- KUN
CZ12	Rovné příležitosti žen migrantek	Organizace pro pomoc uprchlíkům, z.s.	N - Advokatfirma Andersen & Bache-Wiig AS
CZ13	Domácí násilí a genderově podmíněné násilí / Uplatňování hlediska rovných příležitostí žen a mužů a podpora sladování pracovního a soukromého života	Úřad vlády České republiky	Alternativ til Vold
CZ15	Systém dalšího vzdělávání pracovníků Probační a mediační služby ČR	Probační a mediační služba	Norwegian Directorate for Correctional Services
CZ15	Projekty zranitelných skupin ve věznicích a vzdělávání zaměstnanců Vězeňské služby	Vězeňská služba České republiky	Norská vězeňská služba

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