

**Annual Programme Report 2014**  
**EEA and Norwegian Financial Mechanisms 2009-2014**  
**PROGRAMME GR.02 'INTERGRATED MARINE AND INLAND WATER**  
**MANAGEMENT'**

Checklist questions before submitting the Annual Programme Report	YES	NO
Does the executive summary serve as a stand-alone document?	X	
Does this report provide analyses on how activities so far have contributed to progress towards targeted results using agreed output and outcome indicators?	X	
Have successful bilateral achievements been highlighted?	X	
Have all the sections in the Annual Programme Report been addressed, including any relevant horizontal concerns?	X	

### ***1. Executive summary***

The Programme implementation started in July 2014, after the signature of the Programme Implementation Agreement. During 2014 the three Calls from SACEP were prepared and approved and finally launched on the 28th November 2014. One call for the Small Grant Scheme II was also prepared, approved and launched from I.K.Y. For the Small Grant Scheme I a draft call has been prepared, from the Ministry of Education. The predefined project application was submitted and positively appraised. Also, in 2014, SACEP made the necessary arrangements for the organisation of the launching event of the programme and the match-making event which organised for measure a. The events were due to take place in 12 and 13 January 2015 respectively, after the launch of the three SACEP calls.

There was no main policy, administrative, financial developments related to the relevant sector that may have affected the context where the programme is implemented.

The Programme is at a stage where the calls have recently closed and the received proposals will be evaluated. Therefore, no projects have been approved yet. Hence, there are no key achievements regarding the objectives of reducing economic and social disparities. Regarding the bilateral relations target, only the organising procedures for the match-making event took place during 2014. The risk for a possible Ministries' Restructuring still remains and the Programme Operator will have to be prepared for a quick response and adaptation to possible new structural reforms.

### **2. Programme area specific developments**

The overall objectives of the EEA Financial Mechanism (FM) are:

\_ reduction of economic and social disparities in the EEA and EU

\_ enhance bilateral relations between the Donor States and the beneficiary ones.

The objective of the Programme area is to ensure a good environmental status of marine and inland waters in the EU.

As mentioned in Section 3 of the approved Programme, the Programme will fulfill the above objectives by implementing projects promoting: integrated marine and inland water resources' management with emphasis on coastal areas and islands, drinking water supply in islands, drinking water saving and quality improvement, improved monitoring of marine waters, environmental rehabilitation and protection at local level, environmental education programmes and scholarships in the field of marine and inland water resources management. The Programme will also contribute to the sustainable management of marine and inland water resources by the implementation of specific measures or projects in environmentally sensitive areas, to protect and rehabilitate burdened ecosystems and to help the economic development of coastal zones and islands. Furthermore, the Programme aims at contributing to the good environmental status of the marine and inland water resources by the development of monitoring programmes.

No policy, financial or administrative changes have been made since the approval of the Programme proposal.

### 3. Reporting on outputs

3.1 Give a summary and analysis of how the selected projects have contributed or are contributing to each of the Programme outputs set out in the Programme proposal. Analyse progress towards the defined outputs, and explain any deviation from the plan.

#### 3.1 Summary and analysis of how the selected projects have contributed or are contributing to each of the Programme outputs

No projects have been selected yet. Three calls have been published by SACEP, which is the Programme Operator, with deadline the 6<sup>th</sup> of February 2015. The calls were revised on the 23/1/2015 mainly for incorporating the indirect costs in the eligible expenses.

The way the calls are related to the outputs is described below:

Programme Outputs	Calls
<b>Water quality improved for drinking or irrigation purposes in islands</b>	Call GR.02.01 Date: 28/11/2014, P.N.: OIK. 156131
<b>Increased knowledge and awareness on the protection and management of water bodies suffering from environmental problems or biodiversity loss</b>	Call GR.02.02 Date: 28/11 /2014, P.N.: OIK. 156132
<b>Increased knowledge concerning the integrated marine and islands policy or the protection / management of coastal areas</b>	Call GR.02.03 Date: 28/11 /2014, P.N.: OIK. 156133

### 3.2 The pre-defined project.

There is one predefined project in the Programme entitled: "Implementation of an integrated marine monitoring programme, in compliance with the requirements of the EU marine Strategy Framework Directive 2008/56/EC.

Related outputs:

- **Upgrades of existing systems for an integrated marine monitoring programme.**
- **Increased area coverage of marine waters' monitoring programmes**

During 2014 the project application was submitted and positively appraised. The Project contract was signed in January 2015. The project has recently started and therefore there is no progress related to the relevant output to be reported.

According the project contract the indicators of the two outputs will be met and the two relevant outputs of the Programme will be achieved when the project will be completed.

### 3.3 Summary of the implementation of small grant schemes

*Small grant scheme I:* "Environmental Educational programmes in primary and secondary education in the field of Water resources."

*Output for Small grant scheme I:* "Increased knowledge and awareness among students in primary and secondary public schools on the importance of protecting water resources."

Progress: Comments have been provided from FMO and National Focal Point on the draft call for applicants. The call is under elaboration.

*Small grant schemes II:* "Grants to graduates of higher education in the fields of marine and inland water resources management in Donor State's institutions or universities."

*Output for Small grant scheme II:* Graduates, fellows, / scholars, grants for studies/research in the field of marine and inland water resources management spend time in and/or exposed to and/or learn from donor states' institutions or universities."

Progress: The deadline for the call for applicant was on the 9<sup>th</sup> of January 2015. Five applicants expressed their interest. Four applications are eligible for the next stage of evaluation with the evaluation criteria.

## 4. Reporting on Programme outcome(s)

Expected Outcome: **more integrated management of marine and inland water resources**

As mentioned in section 3, there is no contract signed yet, as the three calls have been recently closed (6<sup>th</sup> February 2015). However, a sufficient number of proposals have been submitted, and therefore it is expected to meet the outcome indicator.

Expected Outcome: **Improved monitoring of marine waters**

The project contract of the predefined project was signed in January 2015. According the project contract the outcome indicator will be met when the project will be completed.

Expected Outcome: **Increased awareness of and education in integrated marine and inland water management.**

No Project contracts have been signed yet. Expected outcome will be achieved after the completion of two Small Grant Schemes.

## 5. Project selection

For the outcome: **more integrated management of marine and inland water resources** all three calls have been published on the 2/12/2014. The calls were revised on the 23/1/2015 mainly for incorporating the indirect costs in the eligible expenses. During the open calls period a lot of parties expressed their interest and asked questions regarding the calls via email and phone calls. Most of the questions gave the idea for proposals of projects in line with the expected outcome. As the calls have recently closed (6<sup>th</sup> February 2015), no further information can be provided regarding the project selection progress, bilateral relations and donor project partners. There have been 91 project proposals submitted in total for the three open calls. A brief description of the three open calls is provided below:

### 1. OPEN CALL No GR02.01 FOR EXPRESSION OF INTEREST FOR PROJECT PROPOSALS TO PROGRAMME OF EUROPEAN ECONOMIC AREA FINANCIAL MECHANISM (EEA FM) 2009-2014 Programme: GR02 - Integrated Marine & Inland Water Management Output: "Water quality improved for drinking or irrigation purposes in islands"

Submission deadline: 6/2/2014

This call is financing construction/procurement of desalination units or water refineries (or replacement, extension, upgrading of existing facilities), in islands, or any other construction aiming to the improvement of water quality.

In addition, eligible activities are construction of supporting facilities necessary for the operation of desalination units or water refineries or any other construction aiming to the improvement of water quality such as pipelines (discharge, delivery etc), pumping stations, waste disposal system, tele-control etc. The supply and installation of RES production units, covering the energy needs of operating desalination plants or water refineries etc. is also eligible but its cost cannot exceed the 30% of the total budget of the proposed project (including RES). The proposal may also include promotional activities and publicity for the project. The construction of water supply network is ineligible.

The proposed projects shall be based on environmental and climate friendly technology, including the use of renewable energy sources and shall be implemented in areas where water resources are scarce or over-exploited. The main aim of the projects shall be to protect the water resources and the environment of these areas.

	Budget (€) (85% EEA 15% PIP)	Minimum grant amount (€)	Maximum grant amount (€)
Outcome 1 / Output 1: "Water quality improvement projects for drinking or irrigation purposes in islands"	3,500,000	500,000	3,500,000

Eligible applicants are: Water Supply and Sewerage Companies, public authorities, regional and local authorities, research and scientific institutes as well as management bodies of protected areas, which have been established and operate within the Greek state for the benefit of public interest.

Eligible partners are:

- a. Donor Partner of the Project Promoter: A legal entity under public or private law, which has been established and operates for the benefit of public interest within the territory of Donor States actively involved in and effectively contributing to the implementation of a project. The partner shares a common goal with the Project Promoter with the view to achieving the objectives of economic and social cohesion of EEA FM.
- b. Foreign partner of the project Promoter: A legal entity under public or private law, which has been established and operates for the benefit of public interest in the area of the EEA Members States, or in a state outside the European Economic Area that has a common border with Greece and which is actively involved in and effectively contributing to the implementation of a project. The partner shares a common goal with the Project Promoter with the view to achieving the objectives of economic and social cohesion of EEA FM
- c. Domestic Partner of the Project Promoter: A public service, a legal entity under public or private law, which has been established and operates within the Greek state for the benefit of public interest, actively involved in and effectively contributing to the implementation of a project. The Partner shares with the Project Promoter a common goal for achieving the economic and social cohesion objectives of the EEA FM.

The selected projects will contribute to the following Programme output indicator:

**Programme output:** Water quality improved for drinking or irrigation purposes in islands

**Output Indicator** - Production of quality improved water for drinking or irrigation purposes

**Baseline 0, Target 2,500 m3 / day**

## **2. OPEN CALL No GR02.02 FOR EXPRESSION OF INTEREST FOR PROJECT PROPOSALS TO PROGRAMME OF EUROPEAN ECONOMIC AREA FINANCIAL MECHANISM (EEA FM) 2009-2014**

**Programme:** GR02 Integrated Marine & Inland Water Management

**Output: "INCREASED KNOWLEDGE AND AWARENESS OF THE PROTECTION AND MANAGEMENT OF WATER BODIES SUFFERING FROM ENVIRONMENTAL PROBLEMS OR BIODIVERSITY LOSS"**

Submission deadline: 6/2/2014

Eligible are projects such as (studies, surveys, inventories, support and development of museum collections, implemented models, etc) that increase knowledge and awareness of the protection and management of water bodies suffering from environmental problems, biodiversity loss or that will be affected by the climate change.

All projects that increase knowledge and awareness and are necessary in order to fulfilled a specific measure that is included in a Program of Measures of a River Basin Management Plan (approved or draft version) – RBMP, (for the implementation of Water Framework Directive) of one of the fourteenth Water Basin Districts of the country, are considered to be eligible under this call for expression of interest.

Also eligible are studies that will lead to Management and protection plans (programme of measures) of sensitive water bodies such as wetlands, lagoons, river deltas, etc. as well as studies for recording the biodiversity in (mainland and mainly island) wetlands and their threats.

Development of tools for storage and/or processing of data (e.g. databases) as well as modelling for monitoring of the study areas, in connection with the project, are also eligible but

its cost cannot exceed the 30% of the total budget of the proposed project. Procurement of software and hardware are also eligible under the above restriction.

Promotional, educational or training activities and publicity that intent to raise public awareness are also eligible, in connection with the project, but its cost cannot exceed the 10% of the total budget of the proposed project.

	Budget (€) (85% EEA 15% PIP)	Minimum grant amount (€)	Maximum grant amount (€)
Outcome 1 / Output 2 : “Increased knowledge and awareness of the protection and management of water bodies suffering from environmental problems or biodiversity loss”	1,500,000	200,000	1,200,000

Eligible applicants are Water Supply and Sewerage Companies, public authorities, regional and local authorities, research and scientific institutions, management bodies of protected areas and other relevant management bodies, and non-governmental organizations, which have been established and operate within the Greek state for the benefit of public interest.

Eligible partners are:

- a. Donor Partner of the Project Promoter: A legal entity under public or private law, which has been established and operates for the benefit of public interest within the territory of Donor States actively involved in and effectively contributing to the implementation of a project. The partner shares a common goal with the Project Promoter with the view to achieving the objectives of economic and social cohesion of EEA FM.
- b. Foreign partner of the project Promoter: A legal entity under public or private law, which has been established and operates for the benefit of public interest in the area of the EEA Members States, or in a state outside the European Economic Area that has a common border with Greece and which is actively involved in and effectively contributing to the implementation of a project. The partner shares a common goal with the Project Promoter with the view to achieving the objectives of economic and social cohesion of EEA FM
- c. Domestic Partner of the Project Promoter: A public service, a legal entity under public or private law, which has been established and operates within the Greek state for the benefit of public interest or an NGO, actively involved in and effectively contributing to the implementation of a project. The Partner shares with the Project Promoter a common goal for achieving the economic and social cohesion objectives of the EEA FM.

**Programme Output:** Increased knowledge and awareness of the protection and management of water bodies suffering from environmental problems or biodiversity loss

**Output Indicator** – Number of studies leading to increased knowledge and awareness of the protection and management of water bodies

**Baseline 0, Target 2**

**3. OPEN CALL No GR02.03 FOR EXPRESSION OF INTEREST FOR PROJECT PROPOSALS TO PROGRAMME OF EUROPEAN ECONOMIC AREA FINANCIAL MECHANISM (EEA FM) 2009-2014 Programme: GR02 - Integrated Marine & Inland Water Management**

**Output:**

**“INCREASED KNOWLEDGE CONCERNING THE INTEGRATED MARINE AND ISLANDS POLICY OR THE PROTECTION / MANAGEMENT OF COASTAL AREAS”**

Submission deadline: 6/2/2014

Eligible are projects (studies, surveys, inventories, development and implementation of models, etc.) that increase knowledge concerning the integrated marine and islands policy or the protection / management of coastal areas. Also, small-scale relevant interventions are eligible.

Indicative eligible for evaluation projects are:

- Studies on the conservation and protection of the marine environment and biodiversity,
- Studies for the impact of fisheries to the biodiversity and ecosystems,
- Studies of protection, management and restoration of coastal ecosystems and biodiversity,
- Studies for integrated water management in synergy with waste management, energy autonomy, biodiversity protection and emergence of small scale agricultural cultivation in island areas of the country,
- Studies for recording and / or reversing erosion phenomena in coasts,
- “Integrated Coastal Zone Management (ICZM)” plans.

Development of tools for storage and/or processing of data (e.g. databases) as well as modelling for monitoring of the study areas, in connection with the project, are also eligible but their cost cannot exceed the 30% of the total budget of the proposed project. Procurement of software and hardware are also eligible under the above restriction.

Promotional, educational or training activities and publicity that intent to raise public awareness are also eligible, in connection with the project, but its cost cannot exceed the 10% of the total budget of the proposed project.

Studies of technical infrastructure projects (public works) under Law 3316/05 as well as, procurement of equipment (except of hardware as mentioned above) are not included in the scope of the specific Output of the Programme.

	Budget (€) (85% EEA 15% PIP)	Minimum grant amount (€)	Maximum grant amount (€)
Outcome 1 / Output 3 : “Increased knowledge concerning the integrated marine and islands policy or the protection / management of coastal areas.”	1,500,000	200,000	900,000

Eligible applicants are public authorities, regional and local authorities, research and scientific institutions, management bodies of protected areas and non-governmental organizations, which have been established and operate within the Greek state for the benefit of public interest.

Eligible partners are:

- a. Donor Partner of the Project Promoter: A legal entity under public or private law, which has been established and operates for the benefit of public interest within the territory of Donor States actively involved in and effectively contributing to the implementation of a project. The partner shares a common goal with the Project Promoter with the view to achieving the objectives of economic and social cohesion of EEA FM.
- b. Foreign partner of the project Promoter: A legal entity under public or private law, which has been established and operates for the benefit of public interest in the area of the EEA Members States, or in a state outside the European Economic Area that has a common border with Greece and which is actively involved in and effectively contributing to the implementation of a project. The partner shares a common goal with the Project Promoter with the view to achieving the objectives of economic and social cohesion of EEA FM
- c. Domestic Partner of the Project Promoter: A public service, a legal entity under public or private law, which has been established and operates within the Greek state for the benefit of public interest, NGOs actively involved in and effectively contributing to the implementation of a project. The Partner shares with the Project Promoter a common goal for achieving the economic and social cohesion objectives of the EEA FM

**Programme Output:** Increased knowledge concerning the integrated marine and islands policy or the protection / management of coastal areas.

**Output Indicator** – *Number of studies and/or interventions leading to increased knowledge concerning the integrated marine and islands policy or the protection / management of coastal areas.*

**Baseline 0, Target 4**

In addition, a **fourth call** has been published by I.K.Y. which is the Programme Operator for the Scholarships, for the **Small Grant scheme II** –output “Graduates, fellows/scholars, of higher education in the field of marine and inland water resources management spend time in and /or exposed to and/or learn from donor states’ institutions or universities. Deadline for submission of applications was 9 of January 2015. There were five applicants expressing their interest. One of them is not eligible. The remaining four applications will be evaluated. A summary of the call can be found below:

#### **4. SCHOLARSHIPS IKY –EEA FOR POSTDOCTORAL RESEARCH OR PART OF THE DOCTORAL (Ph.D) STUDIES IN NORWAY, ICELAND, LIECHTENSTEIN (EEA) IN THE FIELD OF “INTEGRATED MARINE AND INLAND MANAGEMENT OF WATER RESOURCES”**

Scholarships were for the academic year 2014-2015, involving at least 22 participants. Scholarship component of the programme GR02 supports PhD students or postdoctoral researchers to carry out part of the doctoral (PhD) studies or postdoctoral research in one of the European Economic Area (EEA) donor countries – Norway, Iceland, Liechtenstein- in fields of knowledge relevant to the sector of “Marine and Inland Management of Water Resources such as: “Water Resources Technology - Management”, “Environmental Technology”, “Marine Land Planning - Coastal Areas Management”, “Environmental Management”, “Marine Ecology/Biology – Hydrobiology”, “Science of Water Resources, Protection and Management”, “Aquacultures”, “Marine Environment”, “Marine Technology”, “Drilling for Hydrocarbons”, “Renewable Energy Sources in Marine Environment – Hydro energy Production”, “Environmental Sciences”.

The amount of 600.000 € will be dedicated for grants of 5.000 € (min) to 30.000 € (max), which will support about 22 scholars, implemented within 18 months.

As the participation of four applicants is not expecting to cover the amount of 600.000 euro, a new call will be issued by I.K.Y soon.

## **6. Progress of bilateral relations**

Give a summary of how partnerships between the Beneficiary States and the Donor State(s) have been facilitated during the reporting period. In cases of donor partnership programmes, the cooperation between the Programme Operator and the donor programme partner shall be assessed. State the number of donor partnership projects, and describe what has been done to encourage the establishment of such partnership. Give a brief overview of the use of the Funds for bilateral relations at Programme level.

During 2014 SACEP organised the match-making event. The match making event took place on the 13 January 2015 in Athens, with the aim to facilitate bilateral relations and possible partnerships among interested parties. The actions planned for measure a, of the bilateral funds and it was addressed to potential Promoters and potential Partners from the Donor States.

The invited potential Donor Partners were public entities with experience and know how in water/environment engineering projects and environmental education. There were 108 Greek participants (potential Promoters) and five potential Partners from the Donor States.

During the event organisations from the donor states such as the Norwegian Institute for Water Research, Norwegian Institute for Agricultural and Environmental Research, Grid Arendal Norway, Samorka, Icelandic Energy & Utilities presented their organisations, activities and work, aiming for possible cooperation with interested parties from Greece. The participation was satisfactory and the event was successful. A list of interested organisations from the donor states had been published on the SACEP GR.02 EEA Grants website.

No other actions have been planned for measure a.

As the project selection process is in progress, no further information can be provided regarding bilateral relations established donor project partners, or any need for revision of the bilateral indicators.

## **7. Monitoring**

As mentioned before, no project contracts have been yet signed yet (except for the predefined project, which started in January 2015). Therefore, a detailed monitoring programme for specific projects cannot be provided.

The monitoring procedures to be used will be in compliance with the methods described in the Programme Proposal i.e. Project Progress Reports submitting three times a year for each project, on site monitoring visits, meetings of Programme Operator's representatives and the Project Promoter, project reviews and Day-to-day monitoring.

The monitoring procedures of projects will be defined in detail in the management and control system of the Programme Operator and will be in compliance with the management and monitoring system p.n. 12104/EYD&PLAP 275 28/3/2014 issued by the Ministers of Finance, Development and Competiveness and the regulation for EEA Grants.

Collection and measurement of indicators will be done mainly from reports that will be submitted by the Project Promoters.

A review will be done during 2015 (possibly in the end of the year) for the predefined project following an on-site monitoring visit to the Project Promoter's premises.

For projects that will be included in the Programme in the framework of 1st outcome, on-site visits and reviews will be scheduled in the end of 2015.

## **8. Need for adjustments**

All planning is to a certain extent based on assumptions, and the assumptions made when designing a Programme plan might change over time. This might again imply a need to adjust the plan. If the Programme Operator has made use of a possibility to modify the Programme in line with Article 5.9 of the Regulations and the Programme Agreement during the reporting period, the modifications shall be described in this section.

The programme Operator has made no use of article 5.9 of the Regulation and relevant section of PA.

## **9. Risk management**

The programme has started its implementation at the end of 2014, most risks identified in the programme proposal seems to have low probability to appear. However the likelihood of the risk of further delays due to ongoing Ministries' restructuring still remains high. The mitigation plan is Programme Operator quick response and adaptation to the new structural reforms.

Regarding the Small Grant Scheme II: "Grants to graduates of higher education in the fields of marine and inland water resources management in Donor State's institutions or universities." Although there was wide publicity, there was insufficient participation from applicants to the programme of scholarships. The SGS Operator (IKY) plans to address a new call for scholarships.

## **10. Information and publicity**

A special area in the website of the SACEP has been created dedicated only for the publicity of the GR.02.Programme. The site is linked with the relevant NFP and FM EEA grants websites. All published calls and also all relevant information and documents have been uploaded, and therefore made available to interested parties (possible project promoters, possible project partners, public and beneficiaries of the Programme). The NFP and FM EEA websites have also been uploaded with the calls.

In addition as soon as the calls were published, they have been advertised in newspapers and have been sent by email to all possible interested parties, organizations, universities, public authorities and information multipliers (such as unions).

Regarding the Small Grant Scheme II the IKY website has been uploaded with the open call for scholarships, as soon as it was issued. The call had a broad publication in newspapers, radio, social media, liaison offices for universities (AEI) and technological educational institutions (TEI), faculty secretaries, and research intuitions which are active in the relevant fields. It also gor publicity in I.K.Y events, as well as the launching event organized for GR.02 on the 12 January by SACEP.

GR.02. Programme launching event for was organized in Athens on the 12 January 2015, which attracted wide interest by Greek and Norwegian representatives. A detailed presentation of the EEA grants scope, the Programme and the relevant calls took place.

## **11. Cross-cutting issues**

Positive performance of the GR.02 Programme can currently reported only regarding the good governance issues. This is because the implementation of projects hasn't started yet. Further details about the three cross-cutting issues for the previous year, can be found below:

### *i. Good governance*

Regarding good governance the web area in the SACEP website , which is mentioned in section 10 of this report has been created. The dedicated website for the GR.02 Programme contains General information for the Programme and the Programme Operator, the relevant legislation, the issued Calls and a list of questions and answers about the calls.

Also, the calls have been widely advertised, as mentioned in section 10 of this report, in order to enhance participation, inclusiveness and transparency.

The procedures described in the calls for submission of application and evaluation are following the relevant legislation and the the management and monitoring system p.n. 12104/EYD&PLAP 275 28/3/2014 issued by the Ministers of Finance, Development and Competiveness and the regulation for EEA Grants, in order to promote transparency, effectiveness and efficiency and follow the rules of law.

### *ii. Sustainable development*

The Programme is specially aimed at environmental improvements.

The Programme submitted in 2012 an Environmental screening report to the authorised for SEAs Unit of the Ministry for the Environmental, Energy and Climate Change. The Programme got discharge of Strategic Environmental Assessment (SEA) with the Letter from Ministry of Environment, Energy and Climate Change, Environment Directorate General EYPE, (200502/25-09-2012).

A special section in the application form accompanying the calls GR.02.01, GR.02.02, GR.02.03 is dedicated to sustainability of the proposed projects. The applicants are requested to describe the environmental social and economic sustainability of the proposed projects.

### *iii. Gender equality*

The Programme is neutral with regards to gender equality. No gender discrimination has been made during the announcement of the calls and there is no discrimination of genders in the description and nature of the eligible projects. The calls have been widely made publicly available, permitting equal participation of applicants.

No gender discrimination exists in the I.K.Y announcement for Small Grant Scheme II: “Grants to graduates of higher education in the fields of marine and inland water resources management in Donor State’s institutions or universities.”

## 14. Attachment to the Final Programme Report

### Annex: Risk assessment of the programme

Programme #	Type of objective <sup>1</sup>	Description of risk	Likelihood <sup>2</sup>	Consequence <sup>3</sup>	Mitigation planned/done
GR02	Cohesion (Programme) outcomes:				
	Bilateral outcome(s):				
	Operational issues:	Possible Ministries’ Restructuring	3	3	P.O. quick response and adaptation to the new structural reforms

<sup>1</sup> The risks should be categorised in one of 3 ways, depending on whether it poses a risk to the cohesion objective, the bilateral objective, or is more of an operational issue.

<sup>2</sup> Each risk should be described as to whether it poses a risk to the cohesion outcomes (programme outcomes), the bilateral outcome or crucial operational issues 4 = Almost certain (75 – 99% likelihood); 3 = Likely (50 – 74%); 2 = Possible (25 – 49%); 1 = Unlikely (1 – 24%)

<sup>3</sup> Assess the consequence(s) in the event that the outcomes and/or crucial operations are not delivered, where 4 = severe; 3 = major; 2 = moderate; 1 = minor; n/a = not relevant or insignificant.