



SPAIN

MINISTRY OF FINANCE AND PUBLIC ADMINISTRATIONS

EEA FINANCIAL MECHANISM 2009-2014

UP DATE STRATEGIC REPORT- 2015

Covering the EEA Grant implementation in Spain between 1st of January 2016 and 30th June 2016.

**National Focal Point
Kingdom of Spain, Madrid 2016**

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Up date Strategic Report 2015 - Spain EEA Financial Mechanisms 2009-2014

Following the submission to the FMC of the an annual Strategic Report 2015 according to Article 2.2 of the Regulation on the implementation of the EEA 2009-2014, this brief update is developed according to Article 2.3 to be both discussed at the annual meeting.

1 EXECUTIVE SUMMARY

The first half of 2016 has been an intense period for the different actors involved in the management of EEA Grants in Spain.

Since the projects' eligibility deadline was 31st December 2015, 2016 is being the year for the projects verification (financial and technical), programmes closing and results presentation.

During the first six months of 2016, several closing events have been carried out, including the general one organized by the National Focal Point, in which the publication “20 years of cooperation and solidarity. Spain 1994-2014” was presented.

Despite the short time for the programmes implementation, the results of the grants made public in the closing events showcase the high level of fulfilment not only of the set outcomes and outputs but also of the general objectives of the EEA Grants.

The excellent results have implied a quite intense cooperation with donor partners both at Programme level and Project level. The moment is coming to assess if the relationships established during the 2009-2014 period will stand the test of time.

2 ASSESSMENT OF THE EFFECT OF THE GRANTS

2.1 Cohesion

Although the main trends and figures included in the Cohesion chapter in the Strategic Report 2015 are still the same, it is worth mentioning the current uncertain political climate in Spain. After two general elections (December 2015 and June 2016), there is not yet government in Spain and indications suggest that there will be another elections. This political situation is taking its toll on the economic field, and especially in public investment, so it can affect to the priority sectors identified by the EEA Grants.

2.2 Bilateral relations

During the first half of 2016 all Programme operators have concentrated their efforts on evaluating the projects completed and on the dissemination of the results.

Between January and June 2016 it has been also the moment to consolidate the links created between the beneficiary state and the donors at all levels (national, programme and project). Several key events carried out jointly with donor country partners have taken place during this period:

On the one hand, the development and launching of the publication “20 years of cooperation and solidarity. Spain 1994-2014”, jointly by the Norwegian Embassy and the NFP, aimed at disseminating the results of 20 years of funds in Spain, including bilateral relations and the future of the cooperation beyond the EEA Grants.

Besides, it is worth mentioning the **Investment Forum in Green Technologies**, organized by CDTI along with its donor partner, Innovation Norway, within ES02 Programme, in order to bring technology start-ups related to environment into contact with investors. 13 Spanish and Norwegian technology based start-ups presented their projects within the thematic areas of environment, energy efficiency, renewable energies and climate change to investors.

The NGO Platform for Social Action, **ES03** Programme Operator, once the results of projects implemented have been analysed, produced a presentation comprising a programme impact assessment, including the exchange with NGOs from the donor countries and the bilateral impact of projects with the objective to disseminate the programme outcomes in Spain and in the donor countries. The printed version was presented in the ES03 final event and sent to the FMO and the Helsinki Committee.

Within the **ES04** Programme, the activities carried out in the first semester of 2016 were focused mainly on bilateral relations at national and programme level. It is worth mentioning Gender Mainstreaming project that effectively mainstreamed a gender perspective in all the funding programmes in Spain, a project coordinated by the Spanish Institute of Women and for Equal Opportunities and the Norwegian Office of the Equality and Anti-discrimination Ombuds. In April 2016, a seminar for the presentation of the project results was held and a final report published.

Moreover, the Conference “Towards gender balance in business leadership: opportunities and challenges” was held on March 31, attended by about 200 people, including decision making persons in Norwegian and Spanish business worlds. A Study visit to Spain from a Roma and Romani women Norwegian delegation took place on April 2016 in order to further deepen in the so-called “Spanish model of socio-labour integration of Roma people”. And, within the project “Exchange of best practices in raising awareness and integration of women victims of gender-based violence”, in May a training session for Norwegian companies from the municipality of Sor-Odal on the integration of these women was held.

ES07 was the programme with the higher bilateral approach, since all the projects had a donor partner. On 26th May 2016, a closing event was held including success stories and future opportunities in the scientific collaboration between Norway, Iceland and Spain, with the attendance of representatives from the three donor countries.

3 REPORTING ON PROGRAMMES

3.1 Overview of Programme status

2016 is being the year of the verification, both financial and technical, of the projects as a previous step to close the programmes. It is being also the year of assessing the results of the programmes and almost all the programmes developed have successfully exceeded the targets.

On 31st March 2016, ES03 Active Citizenship Programme closed and the Final Programme Report was sent to the NFP and the FMO. The rest of the Programmes expect to close throughout 2016 and the beginning of 2017, since all the projects ended in December 2015, as reflected in the table below.

In ES02 and ES07 programmes, evaluation will be ongoing during 2016 due to the complexity of research projects.

Programme number	Number of projects expected to be completed by 31 December 2015	Number of projects expected <u>not</u> to be completed by 31 December 2015, but <u>completed with own funds</u> by the submission of the Final Programme Report	Number of projects expected <u>not</u> to be completed by 31 December 2015, and <u>not completed with own funds</u> by the submission of the Final Programme Report	Total (Projects completed)	Total number of projects in DoRIS (incl. terminated)	Terminated projects (no grants paid-out to project)
ES01	0	0	0	0	0	
ES02 (1)	171	0	0	171	189	18
ES03(2)	40	0	0	40	40	
ES04	70	0	0	70	71	1
ES05 (3)	1	0	0	1	1	
ES06 (4)	27	0	0	27	29	2
ES07	112	0	0	112	116	4
Total	421	0	0	421	446	25

421

(1) Information on 20/05/2016. As some projects are still under verification process the number of projects not completed may increase slightly.

(2) all the information and final report is in DoRis

(3) The pre-defined project is based on two phases: contracting for the fitting out of the CFGL, and an activity plan aimed at providing access to the cultural and natural heritage and based on Lorca's figure. However they are linked to a wider objective: the transfer, deposit and exhibition of Lorca's legacy in the CFGL in Granada.

The main goal of the pre-defined project "Equipment and activity plan of the Federico García Lorca Centre" has been reached as the Federico García Lorca Centre (CFGL) opened on 29th July 2015 and the cultural programme is running since that moment. Nevertheless, Lorca's legacy was not transferred to the CFGL by 31st December 2015 so the outcome has not been fully achieved.

The pre-defined project has not already been closed due to the ongoing negotiation on the transfer of Lorca's legacy.

(4) At 31 December 2015 the programme was already closed. Initially the number of projects awarded was 29. Projects not completed 2. Final number 27.

In the following table there is the report on the financial figures on commitments and disbursements made by the CA to the different programmes, including the TA of the NFP, during the first half of 2016.

	BUDGET	PREVIOUS YEARS			1º semestre 2016			TOTAL TO 2016			
		Incurred	Disbursements from FMO	Payed to PO/PP	Incurred	Disbursements from FMO	Payed to PO/PP	Incurred	Disbursements from FMO	Payed to PO/PP	Payed/Incurred
ES01	917.000	535.546	647.350	580.656	114.800	143.606	55.886	650.346	790.956	636.542	98%
ES02	18.215.000	6.608.837	8.316.136	8.316.136	2.835.094	4.011.670	4.008.395	9.443.931	12.327.806	12.324.531	131%
ES03	4.585.000	3.783.881	4.534.629	4.534.629	744.163	0	-235	4.528.044	4.534.629	4.534.394	100%
ES04	10.191.250	7.289.056	7.774.335	7.632.095	1.292.169	757.160	676.801	8.581.225	8.531.495	8.308.896	97%
ES05	4.085.000	1.180.375	3.587.586	3.586.481	1.839.495	0	0	3.019.870	3.587.586	3.586.481	119%
ES06	500.000				n.a.	n.a.	n.a.	0	0	n.a.	
ES07	3.918.000	2.707.310	3.878.829	3.878.829	131.575	0	-1.216	2.838.885	3.878.829	3.877.613	137%

3.2 Individual Programme summaries

ES 02: Environmental and Climate change-related Research and Technology.

Programme Approved on 10th June 2013.

The Programme is at the projects' verification stage. The closing event and results presentation will be held on October 2016.

ES 03: Platform of NGO's for social Action. Active Citizenship.

Programme Approved 23 April 2013

Programme Closed 31 March 2016

ES03 SUMMARY

1 Open Call 2013.
Selection Committees 28th January 2014 and 18th March 2014
Budget € 3,715, 550
Projects developed: 38
Projects with partner: 2 (1 Norway- 1 Iceland)

Predefined projects: 2

ES03 Programme closed on 31st March 2016, and a final programme event was held on **17th March 2016**. The Final Programme Report, presented on 31st March, showcases the successful results:

ES03 RESULTS	<p>OUTCOME 1. ACTIVE CITIZENSHIP FOSTERED. 13 projects</p>	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Awareness-raising campaigns on participation of civil society: target 10/achievement 10. • Cross-cutting cooperation between NGOs of different sectors at local level: target 10/achievement 11.
	<p>OUTCOME 2. INCREASING INVOLVEMENT OF NGOs IN POLICY 9 projects</p>	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Existing cross-cutting networks influence decision making process: Target 1/achievement 3. • New cross-cutting coalitions created: Target 4/Achievement 4.
	<p>OUTCOME 3. CROSS SECTORIAL PARTNERSHIPS 5 projects</p>	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • New initiatives of cooperation between NGOs and other actors: Target 4/Achievement 5 • Cross sectorial institutional consultative bodies at regional and local level: Bodies created: Target 5/Achievement 3 Cooperations agreements: Target 4/Achievement 16
	<p>OUTCOME 4. NETWORKS AND COALITIONS OF NGOs 11 projects</p>	<p>OUTPUTS:</p> <ul style="list-style-type: none"> • Coalition mechanism created and competitiveness gained: Target 5/Achievement 5 • Mergers between organizations in the same field: Target 4/Achievement 4

ES 04: Gender equality and Work life balance.

Programme Approved on 31st May 2013.

The programme is currently at the projects' verification stage.

On **10th June 2016**, ES04 Programme Operator organized the closing event including the dissemination of the following results:

ES04 GENERAL RESULTS

Projects: 70

Budget: 11,989,706 euros (85% EEA Grants/15% Programme Operator).

Number of projects by axis:

Gender pay gap. 9 projects

Female entrepreneurship. 25 projects

Vulnerable women. 25 projects

Gender-based violence. 6 projects

Pre-defined. 5 projects

Number of women direct beneficiaries: 15,000

Number of workshops. 600

ES04 PRE – DEFINED PROJECTS RESULTS	EQUALITY PLANS IN SCHOOLS. PROMOTER: Women’s Institute	<ul style="list-style-type: none"> • Result: Guidelines and tools for the assessment, implementation and evaluation of equality plans in schools, through a pilot project in 9 Spanish schools.
	EQUILIBRIO/BALANCE CONTINUATION PROMOTER: Women's Institute, SPANISH PARTNER: FEMP. NORWEGIAN PARTNER: KS	<ul style="list-style-type: none"> • Result: Design, implementation and development of work-life balance plans in 15 Spanish municipalities and 3 Norwegian.
	WOMEN ENTREPRENEURSHIP IN EMERGING SECTORS AND NEW BUSINESS OPPORTUNITIES PROMOTER: Chamber of Commerce institute/INCYDE.	<ul style="list-style-type: none"> • Result: Training and guiding to female entrepreneurs. 860 women have took part in the project, 41% had set up a business in 2015.
	PROMOTION OF WOMEN TO DECISION MAKING POSITIONS PROMOTER: The Spanish federation of business organisations, CEOE. “Project PROMOCIONA”	<ul style="list-style-type: none"> • Result: 186 women participants in a project aimed at encouraging, from the business organizations, a higher number of women executives on Steering Committees and Board of Directors. 26% of the participants have been promoted in their companies so far.
	EXCHANGE OF BEST PRACTICES GBV PROMOTER: Government delegation on Gender Based Violence.	<ul style="list-style-type: none"> • Result: Comprehensive study of best practices and legal tools to fight against gender-based violence in Norway, Iceland and Spain.

ES 05: Cultural Heritage.

Programme Approved on 23rd September 2013.

The García Lorca Centre (pre-defined project) opened on 29th July 2015. However, by June 2016, the poet’s legacy and personal archive was not yet in the centre, as planned, due to financial problems of the García Lorca Foundation **unrelated to the EEA Grants**.

In the first quarter of 2016 the PO and the PP have actively taken actions regarding the transfer of the legacy: several meetings that have concluded in a new external audit on the construction of the FGL Centre, audit that is still ongoing. Since the García Lorca Foundation demands that in order to transfer the legacy to Granada the Administration should cover the outstanding debt of the construction, the audit should determine whether it is a legitimate

and justified debt. In no case the audited amount concerns funds from the EEA Grants, as they are related to the construction of the Centre and not to the equipment of activities.

Besides, there have been political changes in Granada city council that could accelerate a solution on the legacy's issue.

In April 2016, Lorca's legacy was **declared as Heritage of Cultural Interest**, the most relevant form of heritage protection in Spain, in order to prevent it from being sold or exported partially or as a whole without authorization of the authorities involved. Since the pre-defined project aims to "**safeguard**, conserve and promote the cultural heritage of and related to the life and work of Federico García Lorca", according to the Programme Agreement, the declaration of Heritage of Cultural Interest is a very important step to achieve the programme outcomes.

On the other hand, in 2016 the Federico García Lorca Centre in Granada continues its normal cultural activity, with a complete programme: <http://www.centrofedericogarcialorca.es/en>

As far as **bilateral relations** is concerned, the planned European Conference on Artistic Freedom of Expression is in a stalemate.

ES 06 : Cultural Diversity and Cultural Exchange

The implementation period for the projects finalised at the end of September 2014.

During the first six months of 2016, two bilateral relations at project level were developed: project "Her/Story. Two women behind the camera" and project "Contemporary Theatre Speaking".

The Programme is ready to close before the end of 2016.

ES 07: NILS Science and Sustainability.

Programme Approved 4th June 2013.

The programme is currently at the projects' verification stage.

On **26th May 2016**, Universidad Complutense de Madrid, ES07 Programme Operator, organized the closing event, including the dissemination of results and future opportunities.

ES07 Outcome 1 Bachelor and Master students from Spanish universities in Norway, Iceland and Liechtenstein	ES07 Outcome 2 Individual and Coordinated Mobility of Researchers
11 Spanish Universities 201 number of mobilities (183 to Norway, 17 to Iceland and 1 to Liechtenstein). Target: 100 35 institutions in donor countries.	Proposals submitted: 133 Projects implemented: 101 Number of researchers moving: 236 Results: Forecasted future cooperation: 57 (56,44%) Publications: 192 Seminars, conferences...: 288

4 MANAGEMENT AND IMPLEMENTATION

4.1 Management and control systems

The Spanish Audit Authority has issued an Opinion on 1st July 2016 as to whether the management and control systems established for the ES02 programme financed by the European Economic Area (EEA) Financial Mechanism 2009-2014 during the 2015 period functioned effectively. As a consequence, Audit Authority recommends update the staff assignments forecast and clarify in the document the procedure for calculating the average percentage of assignment. So, ES02 Programme Operator presented a new version of Management and Control System document accordingly, that was sent to the FMO and is under revision.

4.2 Compliance with EU legislation, national legislation and the MoU

Please refer to main report.

4.3 Irregularities

The national public entity responsible for the preparation and submission of irregularities reports in Spain is the National Focal Point. During the first semester of 2016 four irregularities have been identified and processed, according to article 11.5 of the Regulation (reported).

IRREGULARITY	STATUS from	REPORTING	PERIOD	PROGRAMME	PO/ PROJECT	PROVISIONS INFRINGED
IR-0374	In review	RR	2016 Q1 (2015 Q4)	ES04	PO	Regulation, 7.1.a. Miscalculation
IR-0372	Closed	RR	2016 Q1	ES02	PO	Article 4.a) Procedures for registration and accounting of programme expenditure of Management and control system of CDTI
IR-0373	Closed	RR	2016 Q1	ES04	PO	Regulation, 7.1.a. Miscalculation
IR-0465	Closed	RR	2016 Q2	ES03	PO	It is an infringement of the provisions of the Regulation 7.2.3

NO: Not reported; IR: Immediate reporting; RR: Regular Reporting

ES04 –Irregularity was communicated out of date, the reporting in DORIS has been done when the irregularity was communicated. This irregularity was communicated by the PO to the NFP after the 2015 Q4 was submitted in DORIS. The issue was considered of no significant importance and could wait to be reported by the next reporting deadline. That is 2016 Q1, the irregularity is IR-374 according to DORIS.

ES02- Slightly different criterion in the calculation. This Irregularity was detected by the PO CDTI on June 9 2014 and reported to NFP and CA on April 25, 2016. A new calculation of staff costs of IFR1 and IFR2 has been done, and the differences have been deducted in IFR3. The people involved in staff costs calculation have been informed about the mistakes and the common methodology.

ES04 Internal Irregularity on miscalculation. This Irregularity was detected by the Certifying Authority in February 2016 and reported to NFP and CA on August 3, 2016. The amount was wrongly incurred since was not taken into account the suppression of extra officials paid to the civil servant in Spain in December 2012. This amount was decertified in IFR6. Other expenditures were doubled checked in order to make sure they all comply with legibility rules.

ES03 Provisions of the Regulation 7.2.3. This irregularity was detected by Audit Authority in March 2016 and reported to NFP and CA on June 7, 2016. The financial consequence is to remove the 7,437 € from the Seventh IFR. As the expense of these invoices is eligible and have been included in the Final Report, is it not required other additional financial correction.

4.4 Audit, monitoring, review and evaluation

On May 2016, Spanish Audit Authority sent the final reports of the audits carried out for the period 2015 within the programmes. It included system audits (on the implementation of the Management and Control Systems in ES02 and ES07) and financial audits (audits of expenditure declared). These are the conclusions:

ES01. Financial audit: “The expenditures declared in IFR 4, 5 and 6 are all eligible”.

ES02. System audit: “The Management and control system works but some improvements are needed”. (A change in the Management and control system followed).

Financial audit. “The expenditures declared in IFR 5, 6 and 7 are all eligible”.

ES03. Financial audit. “The expenditures declared in IFR 5, 6 and 7 are eligible except for two payments made after the closing of IFR 7”.

ES04. Financial audit. “The expenditures declared in IFR 5, 6 and 7 are all eligible”.

ES07. System audit: “The Management and Control system works but minor improvements are needed”.

Financial audit: “The expenditures declared in IFR 5, 6 and 7 are all eligible”.

4.5 Information and publicity

As stated in the Communication Strategy, approved in 2013, the NFP organized on 9th June 2016 a big closing event to disseminate the results of the 2009-2014 period and to present the publication “20 years of cooperation and solidarity. Spain 1994-2014”, carried out jointly by the NFP and the Norwegian Embassy in Spain.

The event was publicized in the NFP and the Norwegian Embassy websites and photos and a recap of the event are also available:

<http://www.eeagrants.es/sitios/eeagrants/en-GB/Paginas/presentacionlibro.aspx>

The objectives of the event were met, with around 150 attendees from Programme Operators, project promoters and representatives from different Spanish Administrations.

The publication that sum up and showcase the results of 20 years of EEA Grants in Spain is also available in the NFP website:

<http://www.eeagrants.es/HTML-ENG/#/spreads/1>

Besides, a campaign in social media was developed in order to disseminate the publication, with excellent results.

On the other hand, as far as results are concerned, the Communication Review of the EEA and Norway Grants carried out by Coffey under FMO supervision, states that the Spanish NFP website “has the best story section of any of the NFP websites, featuring plenty projects stories and photos, interviews with beneficiaries, results, etc, covering all programme themes. The website also includes one of the most elaborate and comprehensive and reader-friendly news sections of all the sites”.

4.6 Work plan

Please refer to main report.

5 SUMMARY LIST OF ISSUES AND RECOMMENDATIONS

As stated in the Strategic Report 2015, the implementation of the EEA Grants programmes has proved satisfactory. Indeed, the dissemination of results during the first half of 2016 strengthens that idea. The objectives of the programmes, reflected in the outcomes and outputs, have been met and exceeded in most cases.

The lack of time has been a recurrent theme during the implementation period. Reaching the end, we confirm that having had more time for the implementation would have helped to consolidate relationships with donor partners and also to increase sustainability of the projects in the long term.

6 ATTACHMENTS TO THE STRATEGIC REPORT

6.1 Risk Assessment up-dated

References in the following risk tables:

<ul style="list-style-type: none">• Status of the risk to date <p>Eliminated – The contingency has been overcome with the initiatives taken.</p> <p>Mitigated – The outcomes are good or acceptable</p> <p>----- Risk persisting</p>

Likelihood	/	Consequence
1. Unlikely		1. Minor
2. Possible		2. Moderate
3. Likely		3. Major
4. Almost certain		4. Severe

ES 01- Potential risks that may threaten the achievement of the objectives set out.

TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
Cohesion objective	Not allocation of all the EEA Grants funds remained from calls in some Programmes. Due to the short eligibility period, there is a serious risk that some funds remain unused.	3/2	Steps to mitigate that risk involves: Flexibility and speed by all the parties involved (FMC-FMO-NFP-PO-DPP) in order to get consistent proposals which allow transferring remaining funds to the Bilateral Relations heading (ES02) or to other activities under the same outcome (ES04). Risk mitigated
Cohesion objective	(Technical risk – due to the short eligibility period) Projects cancellation or critical underachievement of technical objectives and/or budget expenditures of the Programmes. Delays in Projects implementation. Not complying with project proposals.	3/2	In all Programmes, proposals of projects that were finally approved were carefully monitored by PO due to the short time of implementation (that has included training session addressed to the beneficiaries in programmes ES03, ES02 and ES07 particularly). Furthermore, a follow up of all the projects implemented has been carried out by the POs which has allowed to comply with the end of the eligibility period (31 December 2015) and achieve the objectives in most of the cases. Risk partially mitigated
Bilateral objective	Difficulties in establishing sustainable bilateral relations after finalizing EEA Grants 2009-2014 in Spain.	2/2	The EEA Grant Programmes Cooperation Committees first priority is: building networks that foster future cooperation (ES03 and ES04), promotion of long term joint projects (ES02 and ES07) or the development of an institutional cooperation in the long term (the cooperation between educational institutional from Spain and Norway within ES07 Programme is an example). Risk partially mitigated
Operational issue	Difficulties in ES05 Programme which could lead to the loss of the funds.	4/4	The problems and delays in the ES05 Programme have had as a result that the Lorca's legacy wasn't, as intended, in the Federico García Lorca Centre at 31 st December 2015 nor during the first half of 2016. Intense negotiations are being carried out in 2016 to solve the last challenges.
Operational issue	Financial NFP constraints. Difficulties to carry out the proposed activities beyond June 2016.	1/2	The continuity of the staff and activities beyond the set date is at least doubtful. So, a thorough study of the required activities and budget is needed. Spanish Ministry of Finance has already taken up the salaries of civil servants in charge of the EEA Grants. Risk mitigated.
Operational issue	NFP understaffing. Critical underachievement of managerial requirements.	4/3	The NFP has gone through changes at the end of 2015 and July 2016 that could affect the closing. The Executive Director of the NFP has relinquished the post, taking on the functions the Deputy Assistant Director of the Sub directorate of Territorial Cooperation and Urban Development, who is in charge of other European programmes, so the time committed to the EEA Grants is not 100%. The current situation of the NFP is: an executive director but not full time, and Administrative Assistant and the Communication Officer until 10 th December..

ES 02- Potential risks that may threaten the achievement of the objectives set out.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES02	Cohesion objective	Crisis in the euro zone, new financial regulations and conditions	1/3	Despite the economic crisis, the favorable financing conditions of the Programme have supposed an important support to companies to develop R&D activities. Risk overcome.
ES02	Cohesion objective	Insufficient number of good projects. Lack of interest from industry	1/3	Promotion activities to promote the proposals submission during 2013 and 2014 were carried out. Risk overcome
ES02	Cohesion objective	Not allocation of all the EEA Grants funds	4/2	During the first half of 2016, an activity was carried out to allocate part of the remaining funds from the projects: <ul style="list-style-type: none"> • Forum in Green Technologies to bring technology start-ups related to environment into contact with investors. June 2016 However, there would still be remaining funds. Risk partially mitigated.
ES02	Bilateral objective	Reduced number of Donor Partnership Projects	1/3	Promotion activities with the participation of Norwegian companies. Strong collaboration with Innovation Norway. IN usually participates in Info-days to promote EEA Grants. In addition, IN searches for collaborators with the Spanish companies in the EEA. Risk mitigated.
ES02	Bilateral objective	Low quality of the Donor Partnership Projects	1/3	To improve the quality of EEA-Spanish collaboration, CDTI has been strict when evaluating the collaboration with donor countries, so that only relevant collaboration in the projects has been considered bilateral cooperation. Risk overcome.
ES02	Operational issue	(Technical risk) Lack of skills and capacities to carry out R&D activities, putting at risk the achievement of project outputs.	1/3	Proposals submitted have been evaluated by CDTI technical staff. Only the proposals that have the required skills have been proposed by the Selection Committee for approval by the Executive Board of CDTI. Risk overcome
ES02	Operational issue	(Financial risk) Financial enterprise constraints. Difficulties to carry out the proposed activities	2/3	Proposals submitted have been evaluated by CDTI financial staff. Inclusion of additional financial requirements to the contract to the companies with financial risk. Risk mitigated.
ES02	Operational issue	(Technical risk) Technical requirements not totally met. Downgrade of the project outputs.	1/3	Proposals that are finally approved are being monitored by the project management division of CDTI, including an on-site visit. Risk mitigated. A monitoring technician is assigned to each project since the company signs the contract. This monitoring technician helps the company with any doubt it may have during the development and justification of its project.
ES02	Cohesion objective	(Technical risk) Project cancellation or critical underachievement of technical objectives and/or budget expenditures. No compliment with project proposal.	2/4	Proposals that are finally approved will be monitored by the project management division of CDTI, including an on-site visit. A monitoring technician is assigned to each project since the company signs the contract. This monitoring technician helps the company with any doubt it may have

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
				during the development and justification of its project. Risk mitigated.
ES02	Operational issue	(Financial risk) Enterprise bankruptcy. No project completion and no enterprise left to pay back the assigned loan	1/3	Use of financial guarantees in the contract. CDTI asked for financial guarantees to a certain number of companies. Risk partially mitigated
ES02	Cohesion objective	(Legal risk) Changes in sectorial regulation	1/2	There was a change in sectorial regulation (reduction in the public grants for renewable energy sector). The EEA Grants have mitigated the negative impact of this reduction, giving financial support for R&D in this sector. Through EEA Grants the development of R&D projects in the specific area of the ES02 Programme is promoted and, therefore, the technology that could be used in next years is going to be developed. This technology improvement and development might mean that some of the current problems of the sector could be solved. Risk mitigated.
ES02	Operational issue	(Organizational/Managerial risk) Change of the enterprise technical staff. New employees. Longer learning period. Changes in budget.	1/2	During the project certifications and the on-site visit CDTI will assess the impact of such changes in the project activities, budget and outputs to assure they don't have a negative effect on them.
ES02	Operational issue	(External risk) Problems with subcontracting entities. Duties to be assumed by other entities or the Promoter itself. Changes in budget.	1/2	During the project certifications and the on-site visit CDTI will assess the impact of such changes in the project activities, budget and outputs to assure they don't have a negative effect on them.
ES02	Cohesion objective	Delays in Project implementation	3/4	It is specified in the call, the contract and the info-days that the deadline is 31st December 2015. However, this does not eliminate this risk, as the time for development of and R&D project is very short, especially those funded with the second call. Risk mitigated.
ES02	Cohesion objective	Remaining funds from projects	3/2	CDTI has asked (and it has been approved) a change in the budget to increase the fund for bilateral relations with part of the funds not assigned to projects, so that part of them can be used.

ES 03- Potential risks that may threaten the achievement of the objectives set out.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES03	Cohesion objective	Lack of interest in Donor States: Lack of quality and/or problems with implementation	1/1	Through Bilateral and Complementary actions the PO coordinated with The Norwegian Helsinki Committee and Norwegian Embassy in Spain. Also through the FMO (Civil Society Team) they had a continuous coordination with Donors and other operators. These relations during 2015 and 2016 have facilitated the participation of organizations from Donor Countries in events organized by the Programme Operator. Risk overcome.
ES03	Cohesion objective	Changes in the social or political context can be also a risk factor.	2/2	The mitigation planned and done for the last year was that proposals should draft a research on tendencies, and a plan to foreseen and react timely to unexpected changes. To mitigate this risk, the project promoters have the possibility to ask for modifications of their projects to adapt to the new situations if necessary. This has enabled the project implementation completion without major deviations. Risk overcome
ES03	Cohesion objective	The lack of expertise in the management of this kind of funds (Operator and Project Promoters)	1/2	To mitigate it as it was planned, the Programme Operator Managing Director has previous experience managing European funds and the PO hired an external support for this Programme and a specific EEA Team with this background. As another mitigation measure, a management and control system was approved and implemented. Furthermore, as it was planned, project promoters were monitored by a specific team (the Programme Operator EEA Team) with experience in this field. These mitigations have facilitated the end of the Programme without major deviations. Risk overcome.
ES03	Cohesion objective	Possible conflict of interest in the projects selection procedure.	1/1	To mitigate this risk, the Operator has assured that the external evaluators do not have specific interest in the applicant organizations and the selection of the projects have been carried on by a neutral Committee where the Operator had only one vote. Risk overcome.
ES03	Bilateral objective	Lack of interest by the Project Promoters to apply for the study visits	3/2	To mitigate this risk the Programme Operator had a personal contact with all the project promoters through the officer in charge of the project to promote and support this kind of activity. Also, the possibility to apply for it was available from July 2014 till July 2015 and the deadline was extended

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
				till September 2015. During 2015, the Programme Operator continued with the promotion of this visits and finally 3 study visits were carried out. Risk mitigated.
ES03	Operational Issue	Mistakes regarding eligibility of actions can be another risk factor	2/3	To mitigate it, the PO published a guideline for applicants to lay down the kind of actions that were eligible during the life of the project. Also the external evaluators checked it during the evaluation of projects. During 2015 the team hired ad hoc have monitored and verified the activities. Risk overcome.
ES03	Operational objective	The need to guarantee a cash flow during the life of the programme.	3/3	As it was planned to mitigate this risk, project promoters were asked to set up a sound financial system taking into account the deadlines of payments and anticipating delays of the funds. Transparency in all phases will be also an asset to reduce this risk. Finally, as the projects have finished their implementation, it has been proven that there have not been major problems regarding the cash flow. Risk overcome.
ES03	Operational objective	A delay in the development of the projects.	3/2	As it was planned, the dedicated team monitored the implementation and advice to the organizations in case there are indicators of possible delay. The Project promoters have implemented the projects without delays. Risk overcome.

ES 04- Potential risks that may threaten the achievement of the objectives set out.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES04	Operational Issue	Lack of funding due to particular financing procedures in the Spanish Public Administration, where no money can be spent before being approved in the State budget and where 100% of the funds cannot be transferred to a project promoter before the expenditure justification is done.	1/3	Mitigated , thanks to the advance payments received by the PO at the start of the project that allowed it to begin the implementation of the Programme. Also, the reallocation of unused budget has allowed the PO to be able to use the total budget and to further enhance the bilateral relations and the achievement of the Programme objectives.
ES04	Operational issues	Insufficient human resources and complicated management and reporting requirements; great number of audits and extended number of activities under bilateral relations: thus high administrative burden and heavy workload for the PO.	2/2	Partially mitigated thanks to the reallocation of part of the budget into management costs, allowing the PO to extend the contract with the Technical Assistance until September 2016.
ES04	Operational issues	Lack of interest from project participants and target groups	1/3	Overcome . The PO has been closely working with the Project promoters in order to disseminate and promote project results. Widespread dissemination events and involvement of different actors within the Programme (PP, LDO, project partners, beneficiaries). Radio interviews, TV programme appearances and great number of press releases for a great variety of projects have allowed the Programme to be widely known in the country.
ES04	Bilateral objective	Difference in living standards and in adapting countries' regulations.	1/2	Mitigated . Despite some problems arised during the expenditure justification period related to different regulations affecting Spanish and Norwegian partners, and thanks to regular contacts and mediation between the PO and the affected PPs, all the projects finalized the justification and financial reports on time.
ES04	Operational issues	Reporting irregularities	1/1	Mitigated . The PO has created a register of irregularities and systematically manages them within the organization according to the Regulations and the PIA. Additionally, and in collaboration with the LDO, few irregularities that not needed to be reported have been successfully solved

ES 05- Potential risks that may threaten the achievement of the objectives set out.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES05	Cohesion (Programme) outcomes	Reduction of the activity plan approved on 26 th January 2015	4/3	Rescheduling of activities planned. Programming of additional activities organized by the PO and administrations in the CFGL Consortium.
ES05	Cohesion (Programme) outcomes:	Lorca's legacy is still not placed in the CFGL	4/4	Lorca's legacy was neither in the CFGL by 31 st December 2015 nor during the first half of 2016. Intense negotiations between the PO-PP and the FGL Foundation on a new agreement that rules their relations. Legal and financial issues of the FGL Foundation hinder the progress.

ES 06- Potential risks that may threaten the achievement of the objectives set out.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES06	Cohesion (Programme) outcomes	Lack of self-financing due to the economic crisis in Spain	2/2	All eight institutions in category one signed a contract with the Embassy stating their obligations to contribute with 15% of the project costs. By the end of October 2014, all projects that had received funds had finished their activity and submitted a final report to the Embassy (with exception of the two cancelled projects). By February 2015, all projects had been reviewed and received their final allocation of funds (with exception of the two cancelled projects). Risk overcome.
ES06	Operational issues	Low participation in the call	2/2	During the preparation of the call text, the Embassy followed the mitigation plan that was presented together with the risk assessment in the programme proposal. The result of the selection process showed that this second risk was overcome.
ES06	Operational issues	Difficulty in finding donor partners	2/2	During the preparation of the call text, the Embassy followed the mitigation plan that was presented together with the risk assessment in the programme proposal. The result of the selection process showed that this third risk was overcome.
ES06	Operational issues	Risk of not being able to complete the projects on time because of the short implementation period	2/2	The Embassy mitigated the risk by selecting short-term projects that could run for a maximum of one year. By February 2015, all projects had been reviewed and received their final allocation of funds (with exception of the two cancelled projects). Risk overcome.

ES 07- Potential risks that may threaten the achievement of the objectives set out.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES07	Cohesion (Programme) outcomes:	Low probability of including donor states within the preferred destinations by degree students when applying to Erasmus, because of the high cost of life. Low number of applications, leading to objectives of the programme not achieved.	3/2	Done: EEA grant calls directly addressed to students launched by each university during the period time their general Erasmus call was open, or at least mentioned in such call. This allowed students to have all the information available related to EEA grants at the time of deciding to which countries apply. Assessment: from a general perspective, this allowed to get enough applications to the calls launched within the awarded institutions. An assessment of the relevance of the NILS grant for awarded students shall be made through a questionnaire to be fulfilled by grantees after the end of their stay. The questionnaire was received at the end of 2015 but still not analyzed. Risk mitigated.
ES07	Cohesion (Programme) outcomes:	Erasmus + programme were being implemented with a considerable delay. Low number of applications or high level of unused funds, leading to objectives of the programme not achieved.	2/2	Risk mitigated. Flexibility offered for the delays of publishing EEA NILS calls so agreements and other procedures are fixed at the moment of launching the call. Several phase calls in awarded institutions. Assessment: As a result, 100% of the available budget was awarded to institutions, 961.408 euro out of the 1.010.000 awarded, addressed to grants to final beneficiaries (and the rest to organizational costs and overheads). In January 2015, resolutions issued by these institutions have awarded only 900.056 euro to final beneficiaries. One of the projects requested a budget reduction of 55.422 euro due to the fact that they awarded some students less than expected. Finally 201 students have performed stays, the final verified budget and other details still to be confirmed after verification of final reports.
ES07	Cohesion (Programme) outcomes:	Low grant rates to researchers, low previous knowledge among researchers and institutions from participating countries (in the positive side: previous NILS) Small number of applications, low balance between applicant types and countries	4/2	Risk mitigated. <ul style="list-style-type: none"> • Wide communication plan with strong participation of SIU, together with RANNIS and AIBA, in the dissemination of information. • Progressivity of funding of calls. • Flexibility for transferring funds from one measure to another. Assessment: Communication activities have been important and acknowledged by promoters. Providing several opportunities for applying to NILS programme allowed to make it better known and so to receive a higher number of applications submitted. As a result, NILS received applications

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
				for more to 100% of funds available for Outcome 2. Funds unused from this outcome come from projects having signed agreements and resigned after such agreement. Funds transferred from measure 6 to 10 allowed funding 15 projects that, without such flexibility, wouldn't have been awarded. Funds transferred (after projects having being agreed resigned) from outcomes 1 and 2 to bilateral relations fund allowed funding 10 additional bilateral relations activities. Risk mitigated.
ES07	Cohesion (Programme) outcomes	Low geographical balance of researchers' individual mobility / Less mobility of scientist from DS to Spain Unbalanced scientific results ownership / Unbalanced further cooperation initiatives	4/3	Risk mitigated: Strong communication activity. Transfer from Individual mobility to coordinated mobility. Assessment: Funds have been allocated and projects have been implemented. Coordinated mobility shows more balanced share.
ES07	Bilateral outcome(s)	Absence of EEA Grants funding for Spain in the next programme period of EEA Grants. Lower sustainability of started relations, both at academic and at the research levels.	4/3	Risk mitigated. Done: -Promotion, within bilateral relation fund at the programme level, of activities to assess further cooperation opportunities and their funding. -Organization of a workshop from a scientific and institutional perspective, to present NILS results and to discuss further cooperation schemes. May 2016. -Investigation of further cooperation schemes and opportunities among the PO, DPPs and other members of the Cooperation Committee. May 2016.
ES07	Operational issues	Some projects won't use 100% of awarded funds. Unused funds.	4/1	Monitoring of projects for early detection of unused funds allowed performing reallocation procedures, so to provide additional funding to ongoing projects and to fund additional bilateral relations activities.
ES07	Operational issues	Low quality of reporting from promoters	2/2	Risk partially mitigated. Guidelines for reporting issued in 2014 were updated and developed, and provided to promoters. Problem: audit authority is introducing rules non established in the regulation.
ES07	Operational issues	Complicated management and reporting requirements, high administrative/bureaucratic workload for PO team, leaving limited time for strategic thinking.	4/1	Simplified procedures from NFP and FMO, flexibility. Risk partially mitigated.