

**Evaluation of the
Systemic Project
“National Center for
Electronic Information
Resources - CzechELib”
co-funded from PA1 OP
RDE**

**Interim Report for 2018
- review**

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List of Abbreviations

CAWI	COMPUTER ASSISTED WEB INTERVIEWING
CS (TG)	TARGET GROUP
EIR	ELECTRONIC INFORMATION RESOURCES
EQ	EVALUATION QUESTION
FTE	FULL TIME EQUIVALENT
ISP	INDIVIDUAL SYSTEMIC PROJECT
JŘBU (NPPP)	NEGOTIATED PROCEDURES WITHOUT PRIOR PUBLICATION
KA	KEY ACTIVITY
MRD - NCA	MINISTRY FOR REGIONAL DEVELOPMENT - NATIONAL COORDINATION AUTHORITY
MŠMT (MEYS)	MINISTRY OF EDUCATION, YOUTH AND SPORTS
NA	NOT AVAILABLE
NTK	CZECH NATIONAL LIBRARY OF TECHNOLOGY
OA	OPEN ACCESS
OP VVV (OP RDE)	OPERATIONAL PROGRAMME RESEARCH, DEVELOPMENT AND EDUCATION
PO (PA)	PRIORITY AXIS
PR	PUBLIC RELATIONS
RVŠ (HEC)	COUNCIL OF THE HIGHER EDUCATION
RVVI (RDI COUNCIL)	COUNCIL FOR RESEARCH, DEVELOPMENT AND INNOVATION
VaVaI (RDI)	RESEARCH, DEVELOPMENT AND INNOVATION
VZ (PP)	PUBLIC PROCUREMENT

Definitions

EIR Provider	For the purposes of simplifying and if not otherwise stated below the provider of electronic information resources shall be an entity, which is a publisher or exclusive supplier of electronic information resources.
Member Institution	If not stated otherwise member institutions in this text shall be, in addition to member institutions (institutions with a signed agreement for centralized procurement) also participating institutions (institutions that are interested to sign an agreement for centralized procurement with CzechElib, but the agreement has not been yet signed).



1. Executive Summary

1.1. Introduction

The first interim report has been prepared in compliance with the contract for work dated October 18, 2017 signed by and between the Ministry of Education, Youth and Sports (hereinafter the “MUYS” or the “Contracting Authority”) and Ernst & Young, s.r.o. (hereinafter also “EY”). The contract has been signed under the criteria for awarding the procurement contract Evaluation of the Systemic Project “National Centre for Electronic Information Resources – CzechELib” co-funded from PA1 OP RDE. EY is responsible for the accuracy of the translation.

According procurement documents the evaluation objectives are as follows:

- ▶ To perform an ongoing qualitative and quantitative assessment of project implementation and an indication of the extent to which the evaluated project achieves its objectives.
- ▶ To provide feedback to the Managing Authority of the OP RDE and the beneficiary together with recommendations concerning the CzechELib project implementation.

Our first interim report (“IR 1”) focused on the following evaluation questions:

- ▶ EQ1 – How the implementation of the project progresses?
- ▶ EQ2 – To which extend have the selected target groups awareness of the existence and an overall concept of the CzechELib project? Are the project publicity and EIR promotion efficient?
- ▶ EQ6 – Is the preparation and implementation of internal evaluations, i.e. evaluations within the project, efficient?

1.2. Key Findings and Conclusions

The key factor determining the evaluation was a delay of activities in the initial phase of the project, particularly extension of the process of entering into contract for electronic information resources (“EIRs”) for 2018, which should have been completed in the 4Q of 2017, including finding a proper way for the transfer of rights and obligations for contracting the EIR at NTK. In fact, the selected contracts (EIRs for 2018) were signed in the period from March to October 2018. As per project leader the last license agreements should be submitted in September and signed in October. The delay was caused by the complexity of identification of the EIRs acquired within 112 organizations and subsequently mainly by a demanding process of purchase of the EIRs through public procurement processes using the negotiated procedure without prior publication. The process of collection and evaluation of institutions’ requirements for the EIRs has already been standardized and based on an experience with selection for 2018, enhanced effectiveness of resource selection for 2019 and subsequent years can be expected.

Project management processes are set correctly, competences have been duly assigned and project activity workflow managed standardly. Lessons learned, which are applied within the existing procedures and reflect experience from project progress, have been gained. At the time of drafting this report (July 2018) the position of the CzechELib director was not filled at full time, the director post was filled only at 0.2 of full time load in the period from February through June. Director’s activities were partially divided among team members, the absence of a director thus



did not have a critical impact on the CzechElib's operations. It was, however, translated into insufficient promotion of the CzechElib among top representatives of public administration and political representation.

Communication activities in the project were directed particularly to direct communication (e-mail correspondence, meetings, telephone conversations with the EIR customers) in order to identify their needs and contractually treat emerging obligations. Awareness of EIR customers is sufficient and communication/awareness from the recipient side is assessed very positively by respondents.

Internal evaluation processes were not systemically set and only standard control processes within project management have been performed to date. Considering the project progress and existence of external evaluation function the factual non-existence of systemic internal evaluation did not have a negative impact on the project progress.

1.3. Recommendations

Considering the project progress the scope of our recommendations is limited to the following areas:

- ▶ **To establish a detailed communication strategy of the project** – before the end of 2018 the Evaluator recommends working out a detailed communication strategy for the year 2019 and thereafter. The communication strategy must be focused not only on project outcome users (target groups) but also on significant players having an impact on further development (and support) of the EIRs obtaining.
Rationale for our recommendation – formally prepared documents concerning communication activities are not currently worked out in sufficient details and scope.
- ▶ **To set an internal evaluation process and use its outcomes in project management** – the Evaluator recommends preparing a detail plan of internal evaluation and determine the method of its using in project management. We recommend focusing on internal evaluation activities, particularly on identification of changes attained by implementing CzechElib for individual target groups. The records of benefits may serve the needs of communication strategy and advocacy of project efficiency and effectiveness.
Rationale for our recommendation - systemic internal evaluation is not currently in place and is performed only partially within the project management control processes.
- ▶ **To prepare an adequate supporting documentation for the needs of control/audit authorities discussing reasons for using Negotiated Procedures without prior Publication** – sufficient description disclosing the reasons for using negotiation procedures without prior publication should be made for the needs of subsequent control procedures.
From the Evaluator's viewpoint the use of negotiated procedures without publication is risky from the perspective of subsequent controls. It is desirable to properly document the way of selection of the negotiated procedures without publication as the implementation team may be replaced. Through experience of the Evaluator and his control/audit units that perform controls/audits for DGs of the EU and the audit or other authorities, these often do not properly reflect the findings of the Managing Authorities and it is necessary to properly map the entire process, often outside the scope of supporting documents provided for the needs of national entities.



2. Summary of the existing evaluation activities and activity plan for future period

2.1. Description of undertaken activities

The evaluation activities were based to a large extent on the current status of progress of the project under review where we noted a significant time lag, particularly in the field of tendering EIR providers. Therefore, for the project needs it was not appropriate to turn to other stakeholders than those who are responsible in their member organizations to take care of acquiring EIRs and making them available for their organization.

The first key goal was to acquaint the evaluation team with the project under review. Therefore an analysis of available documentation provided by the recipient was performed and also a meeting with project team members at which a detailed analysis of the activities already made and planned as well as an analysis of project management were performed.

On 15 December 2017, there was a meeting with representatives of a majority of member institutions at which EY approach to evaluation was introduced and informal debates on setting the CzechELib project took place.

In March 2018, a survey draft was prepared including responses to comments by the Contracting authority. Following a debate with National Library of Technology (NTK) and the implementation team members the survey was modified and sent to respondents.

The questionnaire will serve as a baseline input in the evaluation and the results of further surveys will be compared to the current results. This method will make it possible to record and assess the development of positions of significant stakeholders.

A meeting with project team representatives dealing with individual aspects of CzechELib project management took place in March 2018 and discussed the following fields:

- ▶ planning of activities within the project,
- ▶ quality management,
- ▶ areas of concern in the project and their solution,
- ▶ project PR and communication,
- ▶ risk management,
- ▶ work with stakeholders,
- ▶ setting of internal evaluation process.

The survey was carried out and a draft semi-structured interview prepared in April 2018. The semi-structured interviews with representatives of the institutions that provide EIRs for their organizations were carried out in April and May.

The contractor was regularly informed about the progress of evaluation through a monthly progress evaluation report.



With regard to ensuring contractual arrangements with EIR providers through negotiated procedure without publication EY internal public procurement expert assessed the use of such institute as justifiable. The public procurement contract could have been concluded only by a limited number of EIR providers (or mediators designated by them) and therefore the use of the institute of negotiated procedure without publication was assessed as justifiable.

In accordance with the contract terms the report was submitted in May 2018. Subsequently the project leader and the contractor made their comments and the interim report was then adjusted accordingly.

2.2. Work Plan

During the next period the Evaluator will continue to assess the progress of the evaluated project. The evaluation will focus on evaluation questions (EQ1-EQ7 and EQ9, see below).

Considering the findings made before the delivery of the evaluation report the Evaluator shall focus particularly on the following fields:

- ▶ Evaluation of price and the computation method of payment of costs for EIRs for individual types of organizations,
- ▶ Method of limiting EIR selection (particularly for entities with a large number of users - universities, Academy of Sciences, etc.),
- ▶ Convenience of terms and conditions agreed with the EIR providers,
- ▶ Scope of EIRs acquired by the institutions involved outside the scope of CzechELib for organizations that acquire EIRs largely outside the scope of EIRs provided within CzechELib,
- ▶ Setting of internal evaluation system,
- ▶ Communication strategy and its practical application,
- ▶ Securing Web Interface/information system for administration and assessment of EIR use.



2.3. EY Approach to Evaluation

For the purpose of responding to the evaluation questions we carried out the CAWI survey accompanied by guided semi-structured interviews. Information was gathered from representatives of the following types of end recipients:

- ▶ public research institutions
- ▶ higher education institutions,
- ▶ other research organizations,
- ▶ libraries
- ▶ hospitals¹,
- ▶ other types of organizations using EIRs (mostly marginally).

CAWI Survey

The survey was aimed at finding the approaches and expectations related to the Project from member institutions. The survey design was regularly consulted with the Contractor and CzechELib's implementation team. The comments received were incorporated in the final design of the survey form.

The survey covered the following topics:

- ▶ accessibility of EIRs for member institutions and factors affecting EIR accessibility,
- ▶ cooperation and communication between CzechELib implementation team and representatives of member institutions,
- ▶ expected benefits of Czech ELib for representatives of member institutions and the risks perceived,
- ▶ possibilities of support and education of member institutions within CzechELib.

Not all the topics contained in the questionnaire were relevant for the first interim report, we, however, intended to use the opinion of our respondents as baseline data for comparing the initial and final status (particularly respondents' expectations regarding project benefits) at a later stage of the evaluation. The final look of the questionnaire is attached in Annex 1 in the Czech version of the interim report.²

¹ Hospitals are stated as end recipients at the Project website and therefore they are stated as one type in the introduction to the chapter discussing methodological approach. Particular hospitals included in semi-structured guided interviews and/or the survey were, however, established as university hospitals and therefore they were not mentioned as one of the options in the CAWI survey.

² Based on the contract only Annex 3 was translated to english.



The survey was made online in the form of computer assisted web interviewing (CAWI). An EY survey tool was used to gather the data. The CzechElib implementation team delivered a total of 176 contacts for the purposes of data gathering. Some 144 (82%) persons filled in the questionnaire at least partially, 98 respondents (55%) completed the questionnaire. The questionnaire contained the option to leave a contact information for the purpose of obtaining contacts for subsequent guided interviews.

Considering the number and structure of the contacts obtained all target groups of the project ensuring EIRs for their organizations were sufficiently represented in the survey. Representation of the target group types is mentioned in Table 1:³

Table1 Structure of CAWI respondents as per organization type

Organization type	Representation in CAWI (%)
Public research institutions	45 %
Higher education institutions	28 %
Other research organizations,	10 %
Libraries	29 %
Other	5%

Persons responsible for and helping with EIR administration and acquisition were interviewed. Structure of respondents as per type of their involvement in EIR acquisition and administration is disclosed in Table 2⁴

Table2 Structure of CAWI respondents as per their role in organizations

Respondent's role in relation to EIR	Representation in CAWI (%)
Person responsible for EIR acquisition in organization	40%
Person responsible for EIR administration in organization	45 %
Person involved in EIR acquisition in organization	40%

³ More options could be chosen within this question provided the respondent worked for different organizations. For that reason the total response rate does not equal 100%.

⁴ Similarly as in the case of organization type multiple answers could be marked. As to the results there is often an overlap of roles in the EIR acquisition and administration processes in respondents' organizations.



Person involved in EIR administration in organization	17%
EIR user (exclusively)	4%
Other role (for example contact person)	3%

Similarly as in the case of type of organization all roles of respondents in relation to EIR administration /acquisition in organization were additionally included in the survey.

Semi-structured Interviews

Following the survey we turned to selected respondents and invited them to semi-structured interviews. Topics of the semi-structured interview were based on the structure of the survey. Within piloting the scenario of the semi-structured interview was adjusted to a final shape which is available in Annex 1 in the Czech version of the interim report.

A total of 14 interviews was carried out.⁵ Interviews were handled by telephone (10×) or in-person (4×). Respondents for interviews were selected so that all types of end recipients are sufficiently represented. In nine instances we used contacts mentioned by questionnaire respondents. In addition, the guided interviews were handled with five respondents who did not leave their contacts in the survey. Given the anonymity of the survey we are not in the position to determine whether these respondents filled in or not the questionnaires.

Respondent roles in relation to EIR were heterogeneous and the persons interviewed stated often a combination of various roles. Eight respondents were in charge of EIR administration and in four instances they were persons empowered with EIRs selection for the institution they represented. Five respondents were in charge of acquisition⁶ and four persons interviewed were heads of libraries or at least deputy heads.

The geographical spread of the organizations involved was as follows. Seven respondents work for organizations located in Prague, two respondents represent organizations in the rest of Bohemia (except for Prague) and the remaining five respondents represented organizations located in Moravia or Silesia.

In case of two institutions we conducted interviews with two representatives. They were larger institutions and the respondents interviewed represented different organization sections

⁵ Minimum relevant information was provided in one of the telephone calls and therefore the call is not mentioned in the summary and its transcription is not part of Annex 1.

⁶ These respondents were in charge of organizing of EIR acquisition but at the same time they were not persons who would have powers to select particular EIRs for acquisition.



(e.g. different faculties or institutes). In the final stage of the guided interviews a majority of information was repeated and therefore the existing sample was assessed as sufficient considering the project implementation stage.

Number of respondents to semi-structured interviews as per organization types is enclosed in Table 3:

Table 3 Number of respondents to interviews as per organization type

Organization type	Number
Libraries	3
Other research organizations	2
Higher education institutions	6
Public research institutions	4



3. Assessment of Evaluation Questions

The following evaluation questions were assessed within the first interim report:

- ▶ EQ1 – How the implementation of the project progresses?
- ▶ EQ2 – To which extent have the selected target groups awareness of the existence and an overall concept of the CzechELib project? Are the project publicity and EIR promotion effective?
- ▶ EQ6 – Is the preparation and implementation of internal evaluations, i.e. evaluations within the project effective?

3.1. Evaluation of EQ1

Evaluation of EQ1 – How the implementation of the project progresses?

Administration of EIR acquisition is behind schedule. KA3 was behind schedule when a portion of EIRs was not covered by a contract at the moment of delivery of this interim evaluation report. The fact that all EIRs have not been yet covered by a contract has no impact on EIR accessibility; they are accessible starting 2018.⁷

The following table shows the project progress as scheduled in the Project Charter.

Activity	Schedule	Current status
Project launch.	Q 1, 2017	Done
Development of systems for the commission, procurement, administration and evaluation of EIRs.	Q 1 - 2, 2017	Done partially– part of the activity is scheduled for the rest of 2018 / year 2019.
Development of a methodology for management, workflow, cash flows, negotiating the strategy of EIR commission and others.	Q 1 - 3, 2017	Done
Web development and implementation of functionalities.	Q 2 - 3, 2017	Done partially - project website has been developed, web interface for users should be developed by the end of 2018,
Signing contracts with local and international EIR providers.	Q 4, 2017	Behind schedule - still ongoing

⁷ EIRs may be available on grounds of a specific arrangement with the EIR supplier, e.g. in the form of trial versions (it is not necessary that current number is available for a particular EIR)



Purchase / Provision of EIRs for project users.	Q 1, 2018 - Q4 2020	Behind schedule, the activity was started, EIRs were purchased in time, cover of EIRs by contracts is behind schedule
Contract terms negotiation for the commission of EIRs in the future, possible gradual transition to OA.	2020	NA
Running the center, possible further transitions to OA, evaluations, recommendations for the future operation of the center.	2021–2022	NA
Negotiations of the EIR purchase conditions for the following period.	2022	NA
Project completion.	Q 4, 2022	NA
Evaluation of CzechELib's benefits and operation.	Q 1, 2022 and thereafter	NA

Following the KA3 delay there was also a delay in downstream key activities, particularly key activities No. 4 and partly also key activities No. 6.

The delay is attributable particularly to a complex and only possible way of EIR coverage by contracts through the public procurement procedure using the institute of negotiated procedure without publication and also by the primal need to define and legally treat the method of making contracts for EIRs for all organizations with TNK's assistance. Foreign EIR publishers are not, in many instances, able or willing to provide necessary supporting documents/papers for participation in the public procurement procedure (negotiated procedure without publication) to prove their qualifications. Exclusive suppliers, who sometimes represent a number of publishers, are not able to submit a comprehensive license agreement in the short term.

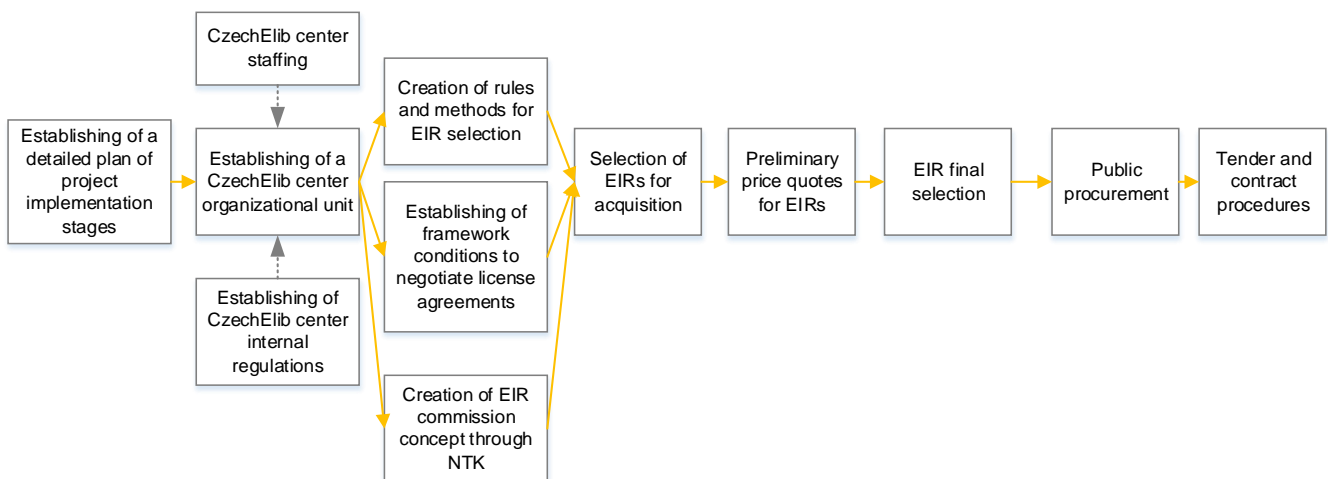
In the process of preparation of license agreements for the provision of EIRs it was necessary to take into account both, the EIR publishers and also exclusive suppliers and adapt the contractual terms so that they differentiate the requirements for publishers (domestic and foreign) and exclusive suppliers (domestic and foreign). It can be assumed that the administrative delay will be partly eliminated in 2019 or the delays of administrative nature will be taken into consideration in the timetable so that there is no delay in the process of preparing contract for EIRs.

A detailed description of sub-questions is stated below.



Evaluation of partial evaluation questions - how the project key activities are implemented

In particular, the following activities that are key for the project - they are on the critical path, see the diagram below.



By the date of this Evaluation Report (June 2018) a CzechELib center was established within the organizational structure of the Czech National Library of Technology (Department 7 CZEHELIB). As per respondents and the implementation team itself sufficient staffing capacity was ensured not earlier than in the second half of 2017 (currently a position of director is being filled). Within the new structure the rules for the operation of the new section were created and the newly established structure then prepared the basic Methodology (procedures) for EIR selection and contracting for the year 2018 on grounds of former activities in the field of EIRs (for details see Annex 2 in the Czech version of the interim report).

This activity was followed by meetings with the member institutions representatives and the Methodology (rules) for EIR selection and funding, which was subsequently used for the first round of EIR selection process, was approved. After several rounds of EIR selection and preliminary price quotes the process of EIR final selection was completed and reflected in the public procurement procedure for individual EIRs.

At a time this Report is drafted the KA3 (Setting the rules of the system, procurement procedures to provide for EIR licenses, and evaluation) which is key for the Project, is being implemented. Procurement procedures to provide for EIR licenses are in place. As per the timetable this activity should have been completed by the end of 2017, therefore there was more than half year delay for EIRs for the year 2018.

The key activities necessary for the Project progress are constantly implemented. The activities include KA1 (Project management), partially KA2 (Creation, operation and evaluation of CzechELib) which has not been internally evaluated yet; as per the recipient representatives particularly due to a low level of project progress and focus of recipient capacities on the termination of EIR commissioning. KA4 (Administration of the system of access to EIRs and its evaluation), in which users are given access and support, is also partially implemented. Similarly



as with KA2 there was no internal evaluation procedures in place to date (June 2018). The monitoring of the use of the EIRs within KA4 has not been yet performed. Statistical and analytical systems for EIRs should be established in the period 9/2018 through 4/2019.

In order to effectively set monitoring of the EIRs' use representatives of the institutions involved were questioned as to their preferences in the field of EIR use monitoring within the survey. The outcomes will be, however, implemented in the next period.

The project website was designed and developed within KA5; considering the project current status, the respondents consider the website to be a proper tool for informing the stakeholders.

For details on the survey and implementation of partial activities within KA - see Annex 1 and 2 in the Czech version of the interim report.

KA6 (Project publicity, EIR promotion and CzechELib user support) is aimed at project publicity and EIR promotion, which has been so far focused, in particular, on the target group responsible for purchase and administration of EIRs with participating organizations. A detailed information about project promotion activities is listed in Sub-section Evaluation of EQ2 and Appendix No 4 in the Czech version of the interim report.

As per the Project Charter KA7 (Final evaluation and recommendations) KA7 is scheduled for a later stage of the Project implementation and therefore is not subject of our evaluation.

The Project is appropriately managed, competencies are duly split and activity workflow properly managed. At a time of evaluation of the Project the post of CzechELib director was not filled (fluctuation, delegating of tasks to other team members, preliminary management). Tasks associated with the position were distributed among the existing team members (including an increase in workload of project manager). This situation is improper as to the workload of team members and particularly there is insufficient involvement of CzechELib to activities associated with project presentation to top public administration officials and political representatives. On grounds of a completed tender process the director position should be filled starting July 2018.

The lessons learned principle is appropriately applied within the project; experience from activities is enrolled into samples and procedure descriptions so that the repetition of the same mistakes in the next process iteration is eliminated.

Evaluation of partial evaluation questions - Do the implementation of key activities and outcome of the timetable correspond to actual needs?

The implementation of key activities corresponds to actual needs only partially when the contact persons from the institutions involved currently require particularly contract coverage and accessibility of selected EIRs outside the trial version regime. With regard to a delay in this process the actual needs of the institutions involved are met with delay. In particular, KA3 is behind schedule, delay in EIR acquisition within the project brings uncertainty to the participants (organizations consuming EIRs) as to EIR accessibility and, to a small extent, respondents reported occasional drop-outs of EIRs. Delay in the process of selection, price setting and acquisition of EIRs is a complication particularly for larger institutions in which internal decision making processes concerning EIR acquisition involve multiple management levels and in which funds may be withdrawn only in a particular part of the calendar year.

Another field, which we identified partially as an area of concern in our review includes accessibility of accurate information amount EIR prices, mainly with regard to deadlines for delivery of information in the process of price negotiations. As per the project leader, changes in



EIR prices were attributable to the negotiation process with EIR providers; prices changed in relation to the number of member institutions demanding a particular EIR and the scope of the resources demanded. Delays of information by certain EIR providers was another reason for delay in information about prices of EIRs provided to member institutions. The above circumstances had an impact on EIR prices particularly before agreements were made between CzechELib and the institutions presenting their demands; as soon as the agreements were concluded, member institutions were aware of indicative prices of particular EIRs.

Our review showed that other anticipated benefits of the project for the institutions involved are expected as per the updated Project Charter. Except for speeding up the process of EIR acquisition there were no outcomes or activities identified which the institutions involved would currently miss.

Currently it is not possible to sufficiently evaluate the level of meeting the current needs of EIR users considering the project progress and insufficient distance from delivery and actual use of EIRs for 2018.

Are there any risks that threaten the implementation of the project and the achievement of goals?

The Project Charter contains identified risks which are summarized in the table below together with an evaluation of their relevance, level of materialization and measures for their elimination.

		Title – Description – Measures	EY risk evaluation
1.	Title	Time-consuming administration of public procurement according to regulations of MEYS within MEYS departments.	The risk was confirmed; the process of PP control is traditionally one of the most frequent reasons for extended administration on the part of the subsidy provider. According to the representatives of the subsidy provider, the duration of PP control was also affected by the quality of PP control supporting documents submitted by the beneficiary, who was repeatedly requested to provide additional supporting documents.
	Description	A number of smaller and larger public procurement tenders will be conducted in 2017 that, if delayed or not completed, could impact the project schedule and delivery of individual project stages.	
	Measures	Adoption of such exceptional measures at MEYS that will enable initiation of the tenders within the required deadlines. Flawlessly prepared tenders' documentation.	
2.	Title	Complexity of public procurement (PP)	See risk No. 1; external legal supervision was ensured as part of the project. Legal support will allow for better quality of arguments for the use of Negotiated Procedures without Publication.
	Description	As the experience from the previous programming period shows, the public procurement agenda is known to be complicated and problematic. The risk of incorrect procedure during the procurement process taken by the contractor is relatively high. In the case of tenders with such specific focus as is in this project (for most EIRs there is only one supplier that is their publisher) the risk is even higher. It is	



		Title – Description – Measures	EY risk evaluation
		possible to significantly decrease the risk by provision of external legal supervision over the entire process and the relevant documentation.	
	Measures	Securing external service (legal supervision) providing oversight of the entire process, advance planning for sufficient funds for this service, perfectly prepared tender documentation.	
3.	Title	Delayed start of project implementation	<p>According to the beneficiary, the project approval was delayed; as a result, activities to ensure and contract EIR had to be carried out in 2018 without sufficient time reserves, which was reflected in the delay of the project. If the original deadlines were inadequate, the applicant should have considered submission of project application or adopted the necessary changes of schedule after approval.</p>
	Description	A significant majority of licenses for access to EIRs contracted under the current decentralized model are only valid until the end of 2017. It is therefore necessary to secure new licenses during 2017. For that, not only does a functional national licensing center need to be created but also new licenses from publishers have to be acquired in the course of year 2017.	
	Measures	The maximum possible shortening of deadlines for communication with the community, intensive involvement of the expert group. Direct accelerated appointment of the Expert Council by its chairman for the first phase of the project. Possible launch of some activities that do not explicitly require costs prior to the project commencement.	
4.	Title	Failure to meet the objectives of the project by the end date of its implementation	<p>The risk (transition to OA or other changes in EIR provision) is still pending</p>
	Description	It is not possible to rule out a situation in the course of the project in which the necessary changes to the project will not be compatible with its approved version. An important factor could be a transformation of the business model for e-journals to Gold Open Access.	
	Measures	The risk is partially eliminated by shortening of the OP RDE-subsidized period to three years (a shorter time-frame allows greater flexibility to respond to the situation).	
5.	Title	Sustainability of the project after the end of the funding period from OP RDE	<p>With respect to the state budget process, the risk is still pending. Measures may include better targeting of the communication strategy to political representation in order to ensure motivation and commitment to allocate</p>
	Description	There is a risk that the MEYS will not ensure sufficient number of staff with appropriate salary funds for a part of employees operating the CzechELib.	
	Measures	Support will continue to be provided from the national sources, at least for the operation of the national center and possibly also for purchase of	



		Title – Description – Measures	EY risk evaluation
		EIRs, after the end of the support provided from the OP RDE.	sufficient resources at least to the operation of the center.
6.	Title	Decision by the government to not provide support from the SB after the end of support from OP RDE	See risk No. 5
	Description	There is a risk that the concerted efforts of the MEYS, CRC, CHEI and AS CR fail to persuade CRDI to renew the support of EIR from the RDI budget as of the beginning of 2020. There is a danger of a major exodus of the CzechELib users if funding is not provided for the purchase of EIR, after the end of support from OP RDE.	
	Measures	1. CzechELib will provide materials for intensive lobbying at the government level. 2. The quality of its services will persuade the CzechELib users to remain even under these conditions.	
7.	Title	A closure of the software supplier	Measures to eliminate potential risk are within the project contractor's capabilities. In addition, the selection criteria may include technical criteria restricting suppliers to those with sufficient volume of contracts and history leading to lower risk of insolvency or closure.
	Description	It is not possible to rule out that the company producing and maintaining the ordered software will not close.	
	Measures	The software will be mandatorily produced as open and documented code; functionality will be divided into separate, independent applications.	
8.	Title	Housing of CzechELib in NTK	The risk was not confirmed.
	Description	There is currently no space available in NTK for about 20 employees of the CzechELib center.	
	Measures	The situation could improve through integration of the Central Library of CTU in the same way as the UCTP and IOCB libraries. Recruitment of a significant number of experts from the beneficiary's current staff (who already have their own space), alternatively, recruitment of staff already located in the Dejvice campus (who have their own space, within walking distance to the team meetings). Use of teleconferencing for communicating with distant team members.	
9.	Title	Funding of the purchase of EIR at the national level from the SB will not be secured or will be provided to a limited extent.	See risk No. 5
	Description	There is a risk that the state budget will not allocate sufficient funds for the purchase of EIR.	
	Measures	In preparation of mid-term budget in 2017, CzechELib will ask the MEYS to request from CRDI a renewal of support for EIR acquisition	



		Title – Description – Measures	EY risk evaluation
		from 2020. At the same time CzechELib will ask the representative bodies of universities (CRC, CHEI) and the representation of AS CR for support of this request.	
10.	Title	Staffing of the licensing center - project management	Current situation on the labor market increases the general risk of insufficient staffing of the center. In June 2018, the desirable CzechELib Director was still not recruited. According to the respondents of a questionnaire survey and members of the project team, sufficient project staffing was not ensured until the second half of 2017.
	Description	Taking into account the need for a specific qualification of the Chief Project Manager and the project team members, it is possible that they will not be recruited in time.	
	Measures	Identification of potential expert employees and their contacting began in Q3 2016. An adequate amount of planned salaries costs will increase recruitment success.	
11.	Title	Staffing of the licensing center – experts	See risk No. 10
	Description	With regard to the need for high-level and specific qualification of the experts of the CzechELib national licensing center it is possible that they will not be recruited in time and in sufficient numbers.	
	Measures	Identification of potential expert employees and their contacting began in Q3 2016. An adequate amount of planned salary costs will increase recruitment success.	
12.	Title	Failure to ensure transition of current experts who already have experience negotiating licensing and pricing of EIR to the central organization.	See risk No. 10
	Description	There is a risk that experts in negotiating licenses and prices of EIR (especially leaders of consortia within the implementation of MEYS support programs) will not be interested in working within the central organization or that these experts will not be addressed.	
	Measures	Identification of potential expert employees and their contacting began in Q3 2016. An adequate amount of planned salary costs will increase recruitment success.	
13.	Title	Hardware failure during the project implementation.	Adequate measures have been allocated to the risk.
	Description	Failure of common hardware cannot be ruled out.	
	Measures	Sufficient resources for replacement of consumer hardware will be allocated. Contractual security guarantees will be secured for so called enterprise hardware for the duration of the project sustainability period.	



		Title – Description – Measures	EY risk evaluation
14.	Title	Sustainability and security of data	Not evaluated
	Description	Given that the data will contain sensitive information such as pricing and contract terms it is essential to ensure their security and prevention of theft.	
	Measures	The risk is eliminated by the fact that the software will run in a local installation, not as SaaS.	
15.	Title	Lack of willingness of the EIR users to use the licensing center CzechELib.	The risk was partially confirmed with regard to the selection of resources as certain requested resources did not meet the criteria to be included in CzechELib and, consequently, their users must make extra efforts to acquire such resources. The risk will be relevant in other periods.
	Description	A risk exists that some of the potential participants will purchase EIR independently from their own budgets, or due to the required cost of participation will seek other sources for financing of EIR purchases. This would subsequently lead to fragmentation of the portfolio of EIR.	
	Measures	The amount of funding is a key for attraction of institutions. The risk is significantly reduced by the shortening of the pilot period - a reasonably low cost of participation. During the period of funding of EIR from the SB their willingness to participate will depend on the amount of support. The quality of CzechELib services will convince users to participate in the project, and to continue during the sustainability period and after.	
16.	Title	Hardware will not cope with the traffic	Adequate measures have been allocated to the risk.
	Description	Hardware is designed for high utilization, but in the case of an over-achievement of the project objectives, its capacity could be temporarily exceeded.	
	Measures	Hardware solution will take into account the peak utilization. Appropriately substantial hardware will be purchased.	
17.	Title	Establishment of an alternative institution aimed at central purchase of EIR in the Czech Republic, decentralization of the system.	The risk is improbable, may be relevant for the termination of co-financing of acquisition of EIR.
	Description	A risk exists that some organizations might establish an alternative association to purchase EIR.	
	Measures	The amount of funding is a key for attraction of institutions. An alternative association without the support does not make sense and is not appealing. Quality of CzechELib services will convince users to participate in the project.	

Key project risks observed beyond those identified in the Project Charter are:



- ▶ Limited motivation of EIRs users (including member institutions) to participate in CzechELib with respect to increased prices of certain selected EIRs – the above presumption may be subject to further analysis after contracts for EIR have been awarded and their use has been analyzed. In certain cases, the scope of resources from a single provider was incorrectly defined by member institutions (while only certain parts of the offer were used during previous use of the resource, the requirements transferred to CzechELib designated the entire resource, which led to a significant increase of both the scope and the price). In subsequent periods, this problem should be eliminated.
- ▶ Failures concerning availability of EIRs – these problem areas should no longer be relevant in 2019, yet the motivation to enter CzechELib has fallen down.
- ▶ Perception of the allocation of the final price of EIR acquisition to individual organizations where, due to the calculation method, the participating organizations derive varying benefits depending on the type and size of each organization (see Annex No. 1 in the Czech version of the interim report).
- ▶ Failure to take into consideration the size of an organization (number of potential EIR users) in the selection of EIR for acquisition – under the current rules, the selection criterion is the number of organizations requesting EIR, irrespective of the number of potential users.

The issues described above may result in lack of understanding of the benefits of CzechELib for the EIR acquisition system and reluctance of stakeholders to further participate in / support the project. Nevertheless, with respect to the current project status and delay of KA3, general evaluation is currently impossible.

3.2. Evaluation of EQ2

Evaluation of EQ2 – What is the level of identified target groups' awareness of the existence and general concept of the CzechELib project? Is the project publicity and EIR promotion effective?

The project communication activities mainly target institutions that request and use EIRs. The feedback of the representatives of these institutions concerning project communication has been positive, especially since the second half of 2017, with better availability of the project team capacity (the publicity guarantor was replaced in the first half of 2017).

Activities aimed at representatives of the public administration of RDI (who can use the outputs of the project or who can influence the progress of the project or the use of its outputs after the end of the project) are of a rather passive nature (website, newsletter), even more so with respect to the current stage of completion of the project and the limited opportunities to present to this group the actual results of the project. Active project publicity mainly takes place through the MEYS; the project is presented at the RDI Council, the Project Expert Council and the Steering Committee, whose members are representatives of universities and the Academy of Sciences of the Czech Republic. The fact that the position of the CzechELib Director is still vacant is one of the reasons for lack of focus on top public administration representatives and politicians.



Evaluation of particular evaluation questions – What is the level of the identified target groups' awareness of the existence and general concept of the CzechELib project?

Awareness of the existence of the CzechELib concept was verified among member institutions requesting EIR, taking into account the current status of the project (see evaluation question 1). Due to the need to cooperate with these entities in the selection and contracting of EIR, their level of awareness is high.

Communication between the CzechELib implementation team and the participating organizations seeking EIR is very good. The vast majority of representatives of the participating organizations express satisfaction with the communication of the CzechELib implementation team and sufficient availability of information. According to the questionnaire survey, co-operation problems were identified in the initial phase of the project (fragmentation of communication channels, change of persons responsible for communication). Since the second half of 2017, communication has received only positive feedback. According to the respondents, possible improvements may include earlier information of the participating organizations about the negotiated EIR prices or setting up communication in such a manner as to increase willingness to really get acquainted with the provided materials.

Communication takes place on two levels; general communication in joint meetings with EIR seeking institutions, and individual communication in solving specific problems of individual organizations.

Collaboration and communication with the target group of EIR seeking institutions in the current phase of the project (EIR user organizations) can be assessed as very good.

Communication with the representatives of the public administration involved in RDI is, according to the evaluator, still rather passive and uses the following main tools:

- ▶ Project website - www.CzechELib.cz/en/
- ▶ Contributions to OP RDE Newsletter (2017, new issue planned to be released in June 2018)
- ▶ Contributions to the Project Office Newsletter (before release in June 2018)
- ▶ Meetings with the Project Steering Committee
- ▶ Appearances before the representation of member institutions, e.g. Council of Higher Education Institutions (CHEI)
- ▶ Presentations at various events/conferences, for example:
 - ▶ OP RDE 2018 conference,
 - ▶ INFORUM 2017,
 - ▶ INFORUM 2018,
 - ▶ Today's Library conference,
 - ▶ Bibliotheca Academica conference,
 - ▶ Library Services Online conference.

Another platform used to inform the representatives of public administration involved in RDI is the participation of public officials in regular platforms promoting the project (RDIC, CHEI, etc.).

System level communication has so far been based on two documents:

- ▶ Communication Management Strategy,



► CzechELib 2018 Communication Strategy.

The documents are rather formal in nature and cannot efficiently serve to manage communication activities. Representatives of the beneficiary declared their plan to further develop the communication strategies after the initial phase of the project related to EIR contracts is resolved, see Annex No. 1 in the Czech version of the interim report.

The Communication Management Strategy (communication strategy) makes a distinction between the MEYS and other target groups of project communication. Concerning the communication with the MEYS, the plan contains specific objectives of communication activities aimed at the relevant departments of the subsidy provider (Project Supervision, Steering Committee, MA OP RDE, Monitoring Committee and MEYS management).

Concerning external communication, so far the plan only includes the definition of individual target groups of communication activities (e.g. professional public, EIR administrators, TG end-users, etc.). The communication plan does not contain a detailed specification of EIR end-users. End-users are only included in the “professional public and academic community” and “other potential EIR users” groups.

The communication strategy contains an overview of communication tools; these tools have, nevertheless, not yet been assigned to individual external project TGs and other stakeholders.

In the field of communication, the evaluator recommends determining individual external communication TGs and assessing the suitability of various communication tools for each individual subgroup.

In order to properly target communication, the communication channels between stakeholders should be assessed (e.g. university executives promoting EIR among students - end users); this will allow for focusing promotion and publishing activities on identified weaknesses so as to achieve synergy effects.

Determining communication objectives for each external TG and assigning specific tools to each external communication TG is expected in the next phase of project implementation.



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Evaluation of particular evaluation questions – How is publicity ensured and to what effect? Is the project publicity effective?

Project publicity among stakeholders who have not yet been actively involved in the implementation of the project is ensured by rather passive tools (website, newsletter, etc.). Entities engaged in the project for the purposes of ensuring and contracting EIR are adequately informed about the project through direct contact at joint meetings, as well as individually, through discussions or email correspondence. Communication with EIR users is mainly driven by the need to cooperate in identifying, selecting and contracting EIRs.

In addition to direct communication, project publicity is particularly ensured by the project website, www.CzechELib.cz/en/, which contains sufficient information about the development of the project (with respect to its current stage of completion).

The project was further presented at conferences/events, see the previous evaluation question. The beneficiary considers this method of communication to be the key communication tool.



3.3. Evaluation of EQ6

Evaluation of EQ6: Is the preparation and performance of internal evaluations, i.e. evaluations performed in the course of the project, effective?

Internal evaluation procedures described in KAs 2, 3 and 4 are not yet in place, due to the delay of the project and the need to concentrate efforts on key outcomes of the project.

The project involves standard controls, adequate to the nature of the organization, whose aim is to evaluate fulfillment of the plan and to take appropriate measures to prevent possible risks. They more or less constitute elements of the project's process evaluation as a standard part of the management of project activities. In order to improve the management of project activities, the external evaluator has submitted to the project implementation team the main findings from the questionnaire survey and guided interviews. These inputs can be used by the beneficiary for the purposes of change management within the project. Identification of issues with the help of evaluation surveys should contribute to eliminating potential risks involved in the implementation of the project. At the same time, identified opportunities should be promoted.

According to the representatives of the beneficiary, internal evaluation procedures will be launched at the system level after EIR deliveries have been contracted.

Evaluation of particular evaluation questions – Is the evaluation methodology and the scope of collection of input data sufficient to evaluate the results and implications of the subsidized project?

Evaluation of the CzechELib project should take place at two basic levels:

- ▶ internal evaluation ensured by the beneficiary's capacities,
- ▶ external evaluation commissioned by the MEYS.

Prior to the submission of the interim report, no systemic internal evaluation was carried out as a result of the current status of the project and the concentration of efforts on selecting and contracting EIR. External evaluation, its description and progress, is the subject of this report.

In the approved Project Charter, the internal project evaluation referred to in Key Activities 2, 3, 4 and 7 is not sufficiently specified. The timetable set out in the Charter only contains the final evaluation expected to be carried out in 2021-2022.

The internal evaluation activities described in KA2 are carried out as part of standard project management and involve the monitoring of individual project activities and of the fulfillment of the indicative plan. No internal evaluation is carried out beyond the scope of standard project activities management procedures.

The method of evaluation under KA3 is not described in the Chart; the internal evaluation process can be described similarly to KA2. The evaluation of the project's progress was taken into account in amending EIR selection and tender documents/procedures, which, however, corresponds more to the procedural concept of evaluation activities.

Under KA4, the key task of internal evaluation was to evaluate the administration and management of EIR user consortia. Another task was to evaluate the use and benefits of EIRs within the CzechELib project. With regard to the stage of completion of the project, however, this activity could not be carried out as the EIR contracting process has not yet been completed.



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With regard to the project's time schedule and the focus of EQ6, the final evaluation of the project is irrelevant at this stage.

Evaluation of particular evaluation questions – Does the beneficiary implement the findings and recommendations resulting from evaluation?

So far, no formal outputs are available from internal evaluation.

External evaluation involves regular contacts with the evaluator and consideration of the evaluator's findings by the beneficiary. Through involvement in the process of consultation on external evaluation outputs, the beneficiary will acquire the necessary feedback for further project management and project changes.

Evaluation of particular evaluation questions – Does the beneficiary perceive the evaluation - as performed - a useful tool for project management?

With respect to the status of internal evaluation, perception of the evaluation process cannot yet be evaluated.



4. Conclusions and recommendations

This Chapter includes a summary of the conclusions concerning each evaluation question followed by recommendations relating to selected conclusions. The conclusions are based on the findings described in Chapter 3.

4.1. Key conclusions of the first interim report

The key determinant of the development of the project was the intensity and complexity - bigger than expected (pursuant to the Project Charter) - of the first phase of the project that focused on identifying, selecting and contracting electronic information resources. The complexity of the selection of information resources and the need to establish clear rules for all relevant entities (public research institutions, universities, other research organizations, libraries, hospitals, etc.) significantly prolonged the initial part of the project. Commissioning the identified EIRs by means of a public contract or a series of public contracts under the regime of negotiated procedure with no prior publication and, in particular, finding the method to ensure EIRs (legal form, method, etc.) through NTL hampered, to a large extent, the fulfillment of project deadlines. Given the limited number of providers, however, this was an appropriate solution. Contracts for the resources have thus been delayed by at least six months (not all the tenders have currently been concluded yet) compared to the expected deadline at the end of 2017.

Due to the fact that, in many cases, EIR providers were unable (and their motivation might have been negatively affected by the limited scope of purchased EIRs) to meet the requirements laid down by the Czech legislation for participation in public procurement, they had to make their bids through intermediaries. As a result, rather than communicating directly with EIR providers, intermediaries had to be engaged which increased the number of participants and, consequently, the general complexity of this phase of the project (in some cases, nevertheless, exclusive providers/intermediaries proceeded with efficiency and their cooperation received positive feedback from the beneficiary). The option to outsource resources from multiple providers through a single intermediary, on the other hand, resulted in a reduction of the number of required contracts.

Communication activities have so far focused on EIR seeking institutions. The communication and cooperation with the beneficiary was highly appreciated by the representatives of the institutions, especially from the second half of 2017. The communication strategy is rather formal, does not provide sufficient details, does not identify different approaches to the specific needs of individual stakeholders, and does not allow for proper management of communication activities.

Neither has a systematic internal evaluation been carried out, nor has the scope of internal evaluation activities been determined.

Clear competencies and workflow of the project team members have been laid down. According to the respondents, a transition to standardization of processes and clear definition of competencies can be observed, particularly from the second half of 2017. The full-time position of the CzechELib director, which is crucial especially for supporting the project among top public officials and politicians, should be filled from July 2018; since mid-February 2018, the function has been ensured by several existing team members.



The project team representatives are able to identify project risks and make efforts to eliminate them.

4.2. Identified project risks

The following table contains a summary of the most significant project risks identified by the evaluator taking into account the current stage of completion of the project.

Risk and risk impact	Risk probability	Severity of impact	Type of risk
Control/audit authorities may challenge eligibility to use the negotiated procedure with no prior publication.	Low	High	External
Insufficient use of the benefit of transfer of the administrative burden of contracting EIR to the NTL due to the need to ensure EIRs that were not included in the project by internal capacities.	High	Medium	Internal
Increased costs of EIR acquisition with selected types of institutions and the resulting reluctance to further participate in the project.	Medium	Medium	Internal
Contracting conditions of EIR and other services acquisition that are less advantageous than prior to the launch of CzechELib and the resulting reluctance of institutions to continue to participate in the project.	Medium	Medium	Internal



4.3. Recommendations

In view of the findings reached and conclusions made, we summarize below our essential recommendations for further progress of the project.

Establishment of a thorough project communication strategy

Based on the findings described in evaluation question 2, we recommend that a thorough communication strategy be prepared for the rest of 2018 and, particularly, for 2019. The communication strategy must focus not only on the users of the project outputs (target groups), but also on important players who influence further development (and support) of EIR acquisition – i.e. other stakeholders. Among these, top public officials and politicians (ministers, deputies of the relevant ministries, etc.) must constitute an important group in order to ensure sustainability of project outputs even after the project funding has ended. The communication strategy should stipulate in detail the following:

- ▶ identification of stakeholders,
- ▶ description of stakeholders' relationship to the project,
- ▶ description of stakeholders' needs with regard to the used communication tools,
- ▶ description of the activities targeted at the stakeholders,
- ▶ description of the goals to be achieved through communication activities.

The communication strategy should be developed by the project team member responsible for project communication in cooperation with the entire project team. Insufficiently established communication activities may lead to lack of feedback from key stakeholders, lower satisfaction with project implementation of output users and other stakeholders and reluctance to provide resources for sustainability of the achieved results and outputs.

Establishment of an internal evaluation process and its use in project management

Based on the findings described in the evaluation of evaluation question 6, the evaluator recommends that a detailed internal evaluation plan be prepared that will contain at least the following information:

- ▶ scope of areas subject to evaluation,
- ▶ approach to the evaluation of each individual area,
- ▶ schedule of evaluation activities,
- ▶ method of sharing/communicating evaluation outputs and implementing their conclusions,
- ▶ assignment of responsibilities for individual evaluation activities.

We recommend focusing internal evaluation activities primarily on identifying the change achieved for individual stakeholders by implementing CzechELib. The list of benefits can be used to support the communication strategy and to advocate the effectiveness and efficiency of the project. Any negative impact (deterioration of the original conditions) should be properly evaluated and, if possible, appropriate remedial measures should be taken. We also recommend setting a basic set of objective internal evaluation indicators for areas with expected positive or negative impact (the existing set of indicators is not sufficient for these needs); for example:



- ▶ the costs of specific EIRs (decrease/increase in EIR total unit price),
- ▶ elimination of duplicities (number of duplicities removed),
- ▶ reduction of the administrative burden of EIR (FTE number).

The approach to internal evaluation should be developed by the Chief Project Manager or the CzechELib Director. Insufficient internal evaluation may lead to a failure to meet the defined objectives or a failure to sufficiently reflect the development of activities and the requirements of target groups and the external environment in project management.

Preparation of sufficient supporting documents for the control/audit authorities containing the reasons for using the negotiated procedure without prior publication

Based on the findings described in evaluation question 1, we recommend drafting a detailed description/justification of the use of the negotiated procedure without prior publication to serve for the purposes of subsequent controls and audits (particularly if the project team changes and a detailed knowledge of the process is no longer available).

The supporting documents should be prepared by the Chief Project Manager in cooperation with an external legal services provider. Insufficient reasoning may lead to more thorough reviews and, eventually, to irregularities arising in the future.



5. List of references

The following sources of information have been consulted during the research for the 1st interim report:

1. Methodologies and Procedures - ESIF/Evaluation:

- ▶ Operational Programme Research, Development and Education,
- ▶ Evaluation plan for the Operational Programme Research, Development and Education,
- ▶ Methodology documents/guidelines of the National Coordination Authority's (Ministry for Regional Development) Unified Methodological Environment (*Jednotné metodické prostředí*) for the programming period of 2014–2020.

2. Project Documentation

- ▶ Project Proposal,
- ▶ Project Charter (version valid from 27. 9. 2017),
- ▶ Communication Management Strategy,
- ▶ Communication Strategy of the CzechELib 2018,
- ▶ Documents related to the project management - Project Internal Documentation (Management Strategy, Risk Register 2017 and 2018, Master Plan of the 1st and 2nd phase, Phase plan),
- ▶ Promotional materials created within CzechELib (INFORUM leaflet, Newsletter of the OP RDE, CzechELib presentations from conferences / events),
- ▶ Tender dossiers of the individual negotiated procedures without prior publication,
- ▶ Methodological document "Preparation and Management of Individual Systemic Projects in the Implementation of the Operational Program Research, Development and Education".

3. CAWI Survey among the CzechELib Member Institutions

4. Semi-structured Interviews with the CzechELib Member Institutions

5. Introductory meeting with the Contracting Authority and Representative of the Beneficiary

6. Interview with the Chief Project Manager

7. Consultation of Results of CAWI Survey with the CzechELib's Implementation Team.

6. Annex

List of Annexes:

Annex no. 1 – The Technical report (available in the Czech version)

Annex no. 1.1 – Example of the Questionnaire (available in the Czech version)

Annex no. 1.2 – Anonymized results of the survey (available in the Czech version)

Annex no. 1.3 – Scenario interview and anonymized transcripts (available in the Czech version)

Annex no. 2 – Description of the project activities (available in the Czech version)

Annex no. 3 – Graphical overview of the evaluation outputs

Results of the First Interim Evaluation Report of the project Evaluation of the Systemic Project "National Centre for Electronic Information Resources - CzechELib"

Key activities of the Project implemented in the period under review



Key findings

- ▶ Public procurement procedures for EIR deliveries were behind schedule.
- ▶ EIRs are available from the beginning of 2018 (although not covered by contracts at that time) under the specific arrangements with publishers.
- ▶ The project is managed using standard tools and procedures, competences are clearly defined and key positions properly filled.
- ▶ Since the second half of 2017 the communication with project team representatives has been assessed very positively.
- ▶ High-level involvement of recipient's top representatives contributes to the assumption of meeting the objective included in project application documents.

Recommendations

- ▶ To establish a detailed communication project plan and use it for enhanced involvement of public administration key representatives in order to increase motivation to support the project outcomes even after the termination of its support from the ESIF.
- ▶ To set the project internal evaluation activities and assign capacities in the project team to these.
- ▶ To implement lessons learned from the first collection of requirements and preparation of public procurements for next years for which EIRs will be provided.



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