

Evaluation of the Systemic Project „National Center for Electronic Information Resources – CzechELib“ funded by PO 1 OP RDE

Interim Report for 2021

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Abbreviations (Czech version)

CAS (AV ČR)	CZECH ACADEMY OF SCIENCES
CAUL (AK VŠ)	CZECH ASSOCIATION OF UNIVERSITY LIBRARIES
CAWI	COMPUTER-ASSISTED WEB INTERVIEWING
CEL	CZECHELIB
CRC	CZECH RECTORS' CONFERENCE
CTU (ČVUT)	CZECH TECHNICAL UNIVERSITY IN PRAGUE
VAT (DPH)	VALUE-ADDED TAX
EIR (EIZ)	ELEKTRONIC INFORMATION RESOURCES
EQ	EVALUATION QUESTION
ERMS	ELECTRONIC RESOURCES MANAGEMENT SYSTEM
FTE	FULL-TIME EQUIVALENT
MPM (HPM)	MAIN PROJECT MANAGER
HW	HARDWARE
IT	INFORMATION TECHNOLOGY
NPPP (JŘBU)	NEGOTIATED PROCEDURES WITHOUT PRIOR PUBLICATION
KA	KEY ACTIVITY
MMR – NOK	MINISTRY OF REGIONAL DEVELOPMENT – NATIONAL COORDINATION CENTER
MYES (MŠMT)	MINISTRY OF EDUCATION, YOUTH, AND SPORTS
NA	NOT AVAILABLE
NCIP	NATIONAL CENTER FOR INFORMATIONAL SUPPORT OF RESEARCH, DEVELOPMENT, AND INNOVATIONS
NTK	NATIONAL LIBRARY OF TECHNOLOGY
OA	OPEN ACCESS
OP RDE (OP VVV)	OPERATIONAL PROGRAMME: RESEARCH, DEVELOPMENT, AND EDUCATION
IER	INTERMIN EVALUATION REPORT
HEC (RVŠ)	HIGHER EDUCATION COUNCIL
RDI COUNCIL (RVVI)	COUNCIL FOR RESEARCH, DEVELOPMENT, AND INNOVATION
SaaS	SOFTWARE AS A SERVICE
SB (SR)	STATE BUDGET
IOCB (ÚOCHB)	INSTITUTE OF ORGANIC CHEMISTRY AND BIOCHEMISTRY
R&D (VaV)	RESEARCH AND DEVELOPMENT
RDI (VaVal)	RESEARCH, DEVELOPMENT, AND INNOVATION
VISK	EDUCATIONAL INSTITUTE OF THE CENTRAL BOHEMIAN REGION
UNI	UNIVERSITY



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Operační program Výzkum, vývoj a vzdělávání



UCT (VŠCHT)	UNIVERSITY OF CHEMISTRY AND TECHNOLOGY, PRAGUE
PRI (VVI)	PUBLIC RESEARCH INSTITUTION
PP (VZ)	PUBLIC PROCUREMENT
PPA (ZZVZ)	PUBLIC PROCUREMENT ACT



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Definitions

Member Institutions (MI)	Unless stated otherwise MIs in this text are defined as MIs, which are institutions with a signed agreement for centralized procurement, and participating institutions, who are interested in signing an agreement for centralized procurement with CzechElib but have not yet done so.
EIR Provider	Unless stated otherwise, the EIR Provider is defined as an entity that is a publisher or exclusive supplier of electronic information resources.

1. Executive Summary

1.1. Introduction

The fourth interim report has been prepared in compliance with the contract for work between the Ministry of Education, Youth and Sports (MEYS) and Ernst & Young, s.r.o. (EY) signed on October 18, 2017. The contract was signed based on outcome of the following Public Procurement (PP) contract: Evaluation of the Systemic Project “National Centre for Electronic Information Resources (EIR) – CzechELib” (hereinafter also “Project”) funded by Priority Axis 1 of the Operational Program for Research, Development, and Education (PA1 OP RDE).

Objectives of the Evaluation are in accordance with procurement documentation in terms of:

- ▶ Continuous qualitative and quantitative evaluation of the Project’s realization and the extent to which the evaluated Project fulfills its objectives.
- ▶ Provision of feedback and recommendations concerning CzechELib’s project implementation to OP RDE’s Managing Authority and the ISP implementor.

The Inception Report defines a total of 14 evaluation questions (EQs), while this interim report (4th IER) focused on the following 8 EQs.

- ▶ EQ1 – How is the project being implemented?
- ▶ EQ2 – To what extent are defined target groups familiar with the existence and overall concept of the Project? Is the current publicity and promotion of the EIR effective?
- ▶ EQ3 – To what extent are the selected representatives of the target group satisfied with the informational and methodological support from the national license center?
- ▶ EQ4 – What is the Project’s ongoing perceived benefit among the representatives of participating institutions?
- ▶ EQ5 – What is the Project’s ongoing perceived benefit by other key actors?
- ▶ EQ6 – Is the preparation and implementation of internal evaluations, i.e. evaluations within the Project, effective?
- ▶ EQ7 – To what extent is the created national licensing center fulfilling its role and functional?
- ▶ EQ9 – Are there any other identifiable shortcomings/ weaknesses or gaps in the centralized purchasing system not mentioned in the Project that need to be addressed? If so, what are they and what are the proposed solutions?

1.2. Main Findings and Conclusions

In the evaluated period, **all scheduled CzechELib project activities** were realized. The Director of NTK was appointed Chief Negotiator by the Prime Minister of the Czech Republic in issues of optimal financial and other contractual conditions of transformation contracts and in the acquisition, disclosure and publication of EIRs. During the evaluated period, **all prepared license agreements with EIR providers were signed**. Furthermore, the first **transformation contract** was signed, too. Those will be crucial in the **approved and initiated** follow-up project -- **National Center for Informational Support of Research, Development, and Innovation (NCIP)**. The project's presentation and fixing the level of MI's contribution is going to be **essential for the Project's further unraveling**. The financial support MIs will receive for the acquisition of EIR will decrease. To prepare for this change, MIs should be informed about membership details as soon as possible. During structured interviews, vast majority of MI representatives confirmed their interest in joining the Project.

The implementation team, as well as the MIs and other target groups had to **adapt to Covid-19 pandemic-related government measures**. All activities (trainings, seminars, meetings, etc.) were transferred to an online form, some of which may continue to take place online, such as training. Representatives of MIs appreciate that they do not have to travel for training, saving time and financial resources

According to the representatives of MIs, demand for EIR has increased during the evaluated period. The **possibility of remote access to EIRs was even more appreciated**, as CzechELib grants access to a vast majority of EIR providers. At the same time, a new communication platform for representatives of MIs is being created. It is a forum for discussions of e.g. nominations of resources. Information from semi-structured interviews suggests that the awareness of the Project is not high. Therefore, the promotion of the Project should be strengthened, for example, on websites, newsletters etc.

During the evaluated period, the **Project budget reduced** to CZK 1.1 billion primarily due to under-utilization of savings. The support for EIR funding was drawn from the state budget (SB) as planned at the inception of the project. The licensing unit within the Project has been strengthened – a new position will be created for negotiations with EIR providers. Moreover, further development of the tools, **ERMS and CELUS**, was approved in the evaluated period. At the same time, the financial support for the Project's publicity was increased. The implementation team managed to negotiate a cap on year-on-year price increases, or only slight increases for the years 2021 and 2022 as financial measures to the increase of other, COVID-19 related, costs. In some cases, the EIR price remained the same, however, based on an agreement between the implementation team and suppliers, MIs were granted access to a greater volume of titles.

An **internal evaluation** began in the last quarter of 2020, during which a questionnaire was created for seven key employees of the NTK, who then commented on the draft internal evaluation report, or supplemented information by phone. In April, the first internal evaluation report was prepared, which responding to **15 evaluation questions** and describing the next steps in the Project. The EQs were mainly focused on **services for centralizing purchases of EIRs, access to EIR target groups, internal processes of the Project's operation**, and securing project activities. The conclusions of the evaluation indicate that **the set objectives were achieved and that project processes are functional**. However, in order to maintain the functionality of the project, **processes and activities need to be adapted to current requirements**. Quality communication with key groups is an essential factor. Further internal evaluation should take place next year and continue in the follow-up NCIP project.

1.3. Recommendations

- ▶ **Anchoring the Setting for Internal Evaluation** so that its results can be systematically evaluated in the following evaluation periods and help in successfully setting up processes in the follow-up NCIP project. The Evaluation should thus contain the same or similar EQs. However, we recommend a deeper focus on the Project's internal processes. The Evaluation in the next period should use interviews as one of the qualitative methods. Those may take place online, should the COVID-19 pandemic-related government measures still be in place.

- Reasoning – for the purposes of ongoing internal evaluations and to cover the topics that are not the focus of external evaluation.
- ▶ **Reflecting Current Themes in the Communication Strategy** and communicating them to MIs. According to questionnaires and semi-structured interviews, the following themes are the most topical ones: fixing the conditions for joining the follow-up project NCIP, existence of the communication forum for MIs, communicating benefits of joining the Project for smaller or very specialized institutions, and support in EIR and Open Access promotion within each MI.
 - Reasoning – those themes are viewed by MIs as necessary and up to date.
- ▶ **Maintaining Relevant Activities in an Online Form.** These include, for example, trainings and seminars that can be carried out online, as participants can watch the recordings etc. On the other hand, other meetings, such as the Annual meeting of MIs, should, where possible, be restored to an in-person mode.
 - Reasoning – online training is much less time consuming for most respondents (they do not have to travel to Prague). Maintaining personal contact at least once a year will help maintain relations between MIs and help smoothly implement the follow-up project.
- ▶ **Set-up processes for the NCIP.** Current processes and methods should be adapted to the needs of the follow-up NCIP Project. The questionnaire and interviews mainly highlighted the implementation team's communication with the MIs and the process of purchasing and managing the EIR. These aspects should also be maintained in the follow-up project.
 - Reasoning – it is effective to use the best practices and know-how of the CzechELib project, i.e. what currently works.

2. Summary of Evaluation Activities To-Date & Activity Plan for the Next Period

2.1. Description of Implemented Activities

The evaluation activities for the fourth interim report primarily focused on the assessment of the **CzechELib's benefits** from the perspective of MI representatives, considering the government measures amidst the COVID-19 pandemic.

Furthermore, the report focuses on the **evaluation of project implementation**, as well as **communication and cooperation** between MIs and the implementation team. The report also touches on the follow-up NCIP project, its readiness and how informed the MIs are about the project. Information was collected from other actors of relevant institutions (representatives of public administration in RDI) and university students on top of those from MIs. As opposed to the 3rd IER, the 4th IER is broader in focus as it deals with 8 EQs instead of 3 as was the case in the last evaluated period. The structure of EQs is similar to that of the 2nd IER, thus, more often than not, we compare the progress from this IER's conclusions.

In the second half of March 2021, a survey among MI representatives took place. The goal was mainly to get feedback on the implementation and course of the Project, communication of the implementation team, benefits of the Project etc. from the MI representatives' point of view. The questionnaire was revised and approved by the Contracting Authority (CA) as well as the implementation team. The second survey took place in April of 2021 and targeted university students. The questionnaire was focused on the knowledge of CzechELib and included 5 questions. Information from the survey for **MIs were complemented with semi-structured interviews** that focused on the details of topics included in the questionnaire.

Furthermore, **semi-structured interviews with representatives of public administration in RDI**, such as MYES and HEC etc., were conducted. Those interviews were focused on the general awareness of the Project, the perceived benefits of the Project, comparison with similar Projects, possible risks of the Project and the follow-up NCIP project. All the structured interviews were conducted online in the first half of April 2021. The CA was regularly informed in monthly reports.

In November 2020 and April 2021, two meetings between EY and CzechELib's implementation team took place. The focus of those meetings was as follows:

- ▶ Project management and planned activities, including in the context of COVID-19 pandemic-related government measures
- ▶ Follow-up NCIP project
- ▶ Communication with MIs and other interested parties
- ▶ Internal evaluation
- ▶ Staffing of the implementation team.

2.2. Plan for the Next Period

Activities in the next period will be based mainly on relevant evaluation questions for the final report 2022 (all evaluation questions, EQ1 – EQ 14, see Inception Report). The most relevant topics for the following periods the following:

- ▶ Satisfying MI's demands for EIR and its perceived benefits,
- ▶ Evaluation of the ERMS and the EIR usage statistics module by MIs,
- ▶ Setting up an internal evaluation system,
- ▶ Communication and PR,

- ▶ Project sustainability (EIR financing, follow-up NCIP project, Open Access, etc.)
- ▶ Evaluation of the whole Project and its contribution in the field of EIR in the RDI sector.

2.3. EY's Methodological Approach to Evaluation

The methodology used in this evaluation was based on the framework of previous evaluation activities. Primary methods included desk-research, questionnaire surveys with representatives of MIs and university students, semi-structured interviews with representatives of MIs, the project implementation team, and representatives of the academic sector and public administration.

The information was obtained from representatives of the following types of MIs:

- ▶ Public Research Institutions (PRIs)
- ▶ Universities
- ▶ Hospitals (including faculty hospitals)
- ▶ Other research organizations
- ▶ Libraries not included above (e.g. regional).

2.3.1. Surveys Among MIs

The aim of the survey was to identify the attitudes of the MIs, their expectations associated with the Project and to identify the perceived benefits of the involvement of organizations in the CzechELib project.

In particular, the questionnaire covered the following topics:

- ▶ Evaluation of the benefits of the CzechELib project,
- ▶ Cooperation and communication of the CzechELib implementation team with representatives of MIs, especially in the context of the COVID-19 pandemic,
- ▶ Evaluation of the Project's and key processes' progresses (e.g. how EIR is selected)
- ▶ Follow-up NCIP project,
- ▶ Possibilities of further support for and education of MIs in terms of CzechELib.

The survey was carried out online (CAWI). Qualtrics XM internal questionnaire tool was used for data collection. A total of 156 contacts representing 121 institutions were delivered by the CzechELib implementation team for data collection.¹ 110 people completed the questionnaire at least partially, while a total of 97 respondents (62%) completed the questionnaire. The return on the questionnaire was thus higher compared to that in 2020, in which 59.5% of respondents completed the whole questionnaire.

¹ Two representatives, i.e. authorized persons (to communicate with the CzechELib project) and a representative of an authorized person were contacted for each of 18 MIs. The delivered contact list also included some participating institutions, i.e. institutions with which the project was negotiated, but these institutions did not procure any EIZ through the CzechELib project. One contact refrained from completing the questionnaire due to a conflict of interest.

Representatives of PRI made up the biggest portion of respondents. The representation of each type of organization is given in the following table:

Table 1 CAWI structure by organization type (N=110)

Organization Type	Representation in CAWI (%)
Public Research Institutions (PRI)	44,6 %
Universities	23,6 %
Other Research Organizations	11,8 %
Libraries not included above	16,4 %
Other²	3,6 %

For three types of organizations, we looked at their size (university, PRIs and libraries) in order to detect possible differences between organizations of different sizes. Information on the representation of each sub-group is given in Attachment 1.

People who are responsible for or involved in the management and purchase of EIR were interviewed. Respondents with responsibility for purchasing EIR (33.8%) and for the management of EIR in the organization (31.8 %) made up the largest percentages. The detailed structure of respondents according to the type of their involvement in the purchase and management of EIR is shown in Table 2.³

Table 2 Structure of CAWI respondents according to their role in the organization

Respondent 's role in relation to EIR	Representation in CAWI (%)
Person responsible for purchasing EIR in the organization	33,8 %
Person responsible for the management of EIR in the organization	31,8 %
Person involved in the purchase of EIR in the organization	18,2 %
Person involved in the management of EIR in the organization	11,7 %
EIR user (exclusively)⁴	3,2 %

² Respondents defined "Other" as, for example, public sector organizations or museums.

³ It was possible to mark more than one answer and thus the sum is not equal to 100%. Given the results, it can be stated that the respondents often have a concurrence of roles in the purchase and administration of EIR in the organization.

⁴ Despite mentioning that the option is exclusively for the EIR user, the two respondents who mentioned this option also stated the share in the purchase of responsibility for the management of the EIR. For this reason, we left these two respondents in the sample. Three respondents who mentioned only the EIR user option were not included in the sample.

Respondent 's role in relation to EIR	Representation in CAWI (%)
Other roles (e.g. contact person) ⁵	1,3 %

As in the case of the organization type, all the roles of respondents in relation to the management / purchase of EIR in the organization were sufficiently included in the survey.

The information obtained from the survey is given for each relevant EQ, as well as in Attachment 1 (technical report) and Attachment 2.3 (anonymized CAWI results). For the purpose of generalization, open questions were encoded into exhaustive categories (e.g. open question on communication satisfaction and cooperation was encoded into four different evaluations, see Attachment 1 for more).

2.3.2. Structured Interviews with MI Representatives

Based on the survey carried out, respondents were approached for structured interviews. The topics of the semi-structured interviews were based on relevant EQs, some of which overlapped with the questionnaire. Such questions were then addressed in more detail in interviews than in the survey.

The structure and questions of the interviews were partly intertwined with the scenarios of the 2018 and 2019 interviews. Questions on the NCIP project and on the impact of the COVID-19 pandemic on the work with EIR in the institutions and on the course of the CzechELib project were added to this period of study.

The interview script was consulted with the CA and the implementation team of the CzechELib project and the final form is available as Attachment. 2.5. The interviews took place in the second half of April and in early May 2021.

A total of 17 structured interviews took place. The selection considered the geographical location of the institution in such a way as to cover as large a territory of the Czech Republic as possible. Seven respondents were from an institution based in Prague, four in Brno and one in each of the regional cities such as Hradec Králové, Zlín or České Budějovice.

Most interviews were conducted with representatives of RDIs and universities. The number of respondents to structured interviews by type of organization is contained in Table 3:

Table 3 Number of respondents to structured interviews by type of organization (N=17)

Organization Type	Count
Public Research Institutions	5
Universities	7
Hospitals (including faculty hospitals)	0 ⁶
Other Research Organizations	1
Libraries not included above	4

⁵ It was, for example, a contact person or an authorized person such as a librarian, etc. (according to the respondents, the management of the organization decides on the purchase of EIR, which can also be expected for some organizations whose representatives stated that they are responsible for the purchase).

⁶ The interviewees were selected from the contacts listed in the survey, but none of the hospital representatives agreed in the questionnaire for a subsequent interview.

2.3.3. Structured Interviews with Representatives of Other Key Players

Further structured interviews were conducted with representatives of other key actors (e.g. representatives of CAS, AVO -- Association of Research Organizations, and HEC). The interview with these respondents focused mainly on the following topics:

- ▶ Knowledge of the CzechELib project and availability of relevant information,
- ▶ Evaluation of the benefits of the CzechELib project to date,
- ▶ Comparison with related projects implemented before the CzechELib project,
- ▶ Sustainability of the achieved results of the CzechELib project and the follow-up NCIP project.

Due to the limited time availability of potential respondents, four personal and telephone interviews were conducted at the end of May.

2.3.4. Survey Among University Students

Finally, another target group of the Project, university students, were asked to give feedback as part of the evaluation. Although feedback from students was collected, they are rather a secondary target group, as they do not communicate directly with the project implementation team, but rather with universities.

A short online questionnaire (CAWI) was designed to collect answers to relevant EQs. In agreement with the CA, the questionnaire was sent through the evaluation body to 20 students of mainly Prague universities. The online questionnaire tool used was the internal Qualtrics XM.

By mid-May 2021, the questionnaire was filled partially by 19 students and only completed by 10. Therefore, the information obtained from this questionnaire does not have a sufficiently high representative value. Partial findings are presented within the relevant EQ and the results of the questionnaire are presented in Attachment 2.4. in xls format.

3. Assessment of Evaluation Questions

The following EQs were addressed in the 2nd IER:

- ▶ EQ1 – How is the Project being implemented?
- ▶ EQ2 – To what extent are defined target groups familiar with the existence and overall concept of the Project? Is the current publicity and promotion of the EIR effective?
- ▶ EQ3 – To what extent are the selected representatives of the target group satisfied with the informational and methodological support from the national license center?
- ▶ EQ4 – What is the Project's ongoing perceived benefit among the representatives of participating institutions?
- ▶ EQ5 – What is the Project's ongoing perceived benefit by other key actors?
- ▶ EQ6 – Is the preparation and implementation of internal evaluations, i.e. evaluations within the Project effective?
- ▶ EQ7 – To what extent is the created national licensing center fulfilling its role and functional?
- ▶ EQ9 – Are there any other identifiable shortcomings/ weaknesses or gaps in the centralized purchasing system not mentioned in the Project that need to be addressed? If so, what are they and what are the proposed solutions?

3.1. Assessment of EQ1

Assessment of EQ1 – How is the project being implemented?

Project in the reference period **corresponds to the schedule** and all key scheduled **activities have been carried out**. By the end of 2020, a total of 12 licensing agreements and 5 contracts with the new MIs had been signed. Amendments (e.g. on capping year-on-year price increases) to contracts were signed with MIs throughout January and February 2021⁷.

The implementation team managed to negotiate fixing or reducing the year-on-year increase in EIR prices, due to increased costs of MIs related to COVID-19. Some prices were maintained at the previous year's level and some increased only minimally, but in this case, suppliers provided more services for the MIs (see EQ 4). The financial milestones of the project are all fulfilled, the 16. Project Implementation Report and 19. Payment Request are approved.

Due to government measures in the context of the COVID-19 pandemic, vast majority of events and activities were held in an **online form**, including the annual meeting of MI representatives, trainings and seminars. During the MI meetings, one of the key topics was the follow-up NCIP project. As part of this project, financial support for MIs will decrease and the emphasis on Open Access and transformation contracts will be increased⁸. Since 2021, EIR has not been supported through the CzechELib project, but through the state budget.

⁷ By the time this report was finalized, a total of 13 License Agreements had been concluded with EIR providers and 48 new agreements on securing and making available EIR with MIs. A complete overview of all license agreements for the years 2018-2021 is available online here: <https://www.czechelib.cz/cs/145-licencni-smlouvy?year=2021>

⁸ The NCIP Steering Committee should discuss specific conditions in the third quarter of this year.

The following table shows the Project's progress considering the set plan set out in the Project Charter (version valid as of May 2021).

Table 4 Implementation of Project Phases

Activity	Plan	Current Status
Initiation of the Project	1. Q 2017	Fulfilled
Development of systems for the purchase, provision, management and evaluation of EIR.	4. Q 2018	Fulfilled – in the last evaluation period, a management system (ERMS) and an evaluation system (CELUS) were created. The system for purchasing (so-called voicemail) is not used due to the complicated acquisition of EIR (but is not a mandatory CEL output).
Development of methodologies for management, workflow, financial flows, negotiating strategies for the purchase of EIR etc.	2017 a 2018	Fulfilled – the procedure for the selection and acquisition of EIR has been stabilized.
Web development and implementation of functionalities.	2.–3. Q 2017	Fulfilled – website containing information about the project and the EIR offered have been created.
Signing contracts with domestic and foreign EIR providers.	2018, 2019, 2020	Fulfilled all planned EIR access licensing agreements for the period 2020-2022 ⁹ all planned EIR access licensing agreements for the period 2020-2022). License agreements for the period 2021-2022 were signed by the end of January 2021.
Purchase/provision of EIR for users in the project.	2017, 2018, 2019	Fulfilled – in spring 2019, all contracts between NTK and MIs were signed to secure and make the EIR available for access to the EIR for the period 2019-2022. Contracts and methodologies are updated annually/continuously as needed.
Purchase/provision of EIR for users from the project.	2020	Fulfilled – before the end of 2020, all contracts with EIR providers, including the first transformation contract, were signed. EIR funding is provided from the state budget after 2020.
Operation of the center, possible further transitions to OA, evaluation, draft	2021–2022	Partially fulfilled, the center's operations are stable, transformation contracts are in progress (the first transformation contract was

⁹ Some EIRs were not acquired for the entire period of 2019-2022, but only a part of it. In exceptional cases, a shorter period was negotiated (metric instruments with the consent of the RV or EIR, when it was not possible to negotiate the entire period with the supplier).

Activity	Plan	Current Status
recommendations for the future functioning of the center.		signed at the end of 2020), future operation is solved in the preparation of a follow-up project.
Negotiation of the terms of the purchase of EIR for the next period.	2022	NA
Conclusion of the Project.	4. Q 2022	NA
Evaluation of the benefits of the functioning of CzechELib.	1. Q 2022 – until the conclusion of the OP RDE.	NA

In the period under review, the activities were carried out according to the noted dates. The process steps of the Project are functional and settled, mainly because there was enough time during the duration of the Project to fine-tune inefficient process steps and other problems. The information obtained from the survey as well as from structured interviews indicate the satisfaction of MI representatives and other relevant entities with the Project's process set-up¹⁰. Despite the limitations caused by the coronavirus crisis, the process managed to remain the same, which was rated positively by the respondents. In this context, it was also possible to ensure that selected EIR providers reduced or cancelled the year-on-year price increases in the prices of individual EIR.

A detailed description of each sub-question is given below.

Assessment of partial EQs – How are the key activities of the project implemented?

During the period under review, all key activities of the Project took place except for KA7 (Final Evaluation and Recommendations), which takes place only in partially in the form of internal evaluation and will continue mainly in the upcoming year.

Project management, i.e. **KA1**, was carried out according to the set schedule throughout the entire evaluated period. The standard functioning of the team was partially limited by government measures related to the ongoing pandemic since part of the team worked outside the office, but standard procedures and processes were nevertheless maintained. The budget was reduced from CZK 1,296,971.63 to CZK 1,100,533.75. CZK 20 million has been approved to strengthen the license unit, where there are currently two unoccupied jobs. One should focus on contract negotiation and the other on bibliometric analyses. In general, it is difficult for both the licensing unit and the Project as such to find suitable candidates, given the fact that these positions require considerable expertise, but there is a significant financial constraint on the part of the project in terms of salary. Even so, the implementation team is stable and well-managed. Two people are employed part-time for one full-time job as a publicity guarantors (KA6). Otherwise, the staff team is provided for sufficiently.

Creation, operation and evaluation of CzechELib, i.e. **KA2**, is proceeding as planned. The National Licensing Centre largely meets the needs and the expectations of the participating MIs. Communication and cooperation with the implementation team is assessed very positively by the MIs. In the period under review, the first internal evaluation was carried out and an evaluation report was prepared.

Within the framework of **KA3** (System rules, tenders for the provision of EIR licenses and evaluations) took place during the evaluation period of the provision of EIR for MIs. As of 31 December 2020, all license

¹⁰ The process is understood as the following steps: nomination of EIR, signing of contracts on centralized procurement/contracts on securing and making EIR available, conclusion of License Agreements, and Invoicing of advance payments/billing and payments to providers.

agreements for 2021-2022 were concluded, including the conclusion of one transformation contract (which will be crucial for the follow-up NCIP project) and at the beginning of 2021 the additions to the contracts for the security and disclosure of EIR with MIs were addressed. Price fixation or minimization of the increase in year-on-year price growth for 2021 and partly for 2022 was negotiated with EIR suppliers. For these purposes, 189 additions to the current contracts had to be concluded. In the first quarter of 2021, new contracts were signed (a total of 48 EIR supplementary contracts). In the next phase of the project, the conditions for 2022 and the setting of the amount of support and length of contracts by the NCIP Steering Committee will be negotiated.

Ensuring access to the EIR and MI support was carried out without significant problems within the **KA4** (Administration and management of the operation of access to and evaluation of EIR). MIs may use statistical tools to monitor and manage EIR, which they usually rate positively (more KA5). As described in KA2, communication and cooperation between representatives of MIs and the implementation team works well.

KA5 (Technological provision of the center administration) is ensured primarily by electronic tools ERMS (EIR management software) and CELUS (software for monitoring the use of EIR). According to information from semi-structured interviews, not all institutions use them (out of 17 respondents, 4 do not use a single tool, 6 use only one tool, 2 respondents use the tools only passively and 5 use both tools), however, respondents who use the tools are mostly satisfied with them, although they have some complaints about the user-friendliness of these tools. Similarly, the above tools and work with them were often mentioned in training proposals. In general, MIs are satisfied with the technological security of the project.

The Project's publicity within the framework of **KA6** (Project publicity, EIR promotion and support of EIR users) was significantly influenced by the filling of the position of guarantor in 2019. Two people filled the position as one full-time initiated their work as the guarantor. There has been a change in this area, and since January 1, 2021, the Communication Department has been classified under the NTK Strategy Department. In general, communication was affected by the COVID-19 pandemic, when several meetings had to be held online (e.g. traditional meetings of representatives of MIs). There is currently a communication plan CzechELib 2021/2022, aimed primarily at raising awareness of the Project and, above all, at EIR, which can switch from a license subscription model to a model of transformation contracts. CzechELib's activities will then be part of NTK's external communication strategy, which is currently being developed.

KA7 (Final evaluation and recommendations) will be a key activity especially at the Project's conclusion. The ongoing internal evaluation started in 2020 with the help of an external consultant, and, in April 2021, the evaluation report was finalized based on a comment procedure. Further internal evaluation will take place in 2022. Chapter 3.6 will deal with the topic of evaluation in more detail.

Assessment of partial EQs – Does the implementation of key activities and outputs correspond to the current needs?

Realization of key activities and outputs largely corresponds to the Project schedule and current needs of MIs. Compared to the Project's initial implementation, there is no delay in project activities. Licensing and EIR disclosure agreements for MIs were signed according to the schedule. All activities (training, meetings of MIs, etc.) of the Project had to be transferred online due to government restrictions in response to the COVID-19 pandemic, but this did not cause a significant delay in time. Representatives of MIs evaluate participation in the project positively.

Assessment of partial EQs – Are there risks that threaten the implementation of the project and the achievement of the stated objectives?

The risks listed in the following table emerge from the Project Charter (current version as of May 2021). These were the risks identified by the Charter at the Project's inception and their continuous assessment by the evaluator in terms of relevance, probability rate and possible impact on the Project. In this subsection, we also point to possible additional risks beyond the framework and level shown in the table.

Table 5 Risk assessment for project implementation

#	Title – Description – Measures		EY's Risk Assessment in the Evaluated Period
1.	Title	Duration of order administration according to MEYS regulations in MEYS departments.	<p>The risk is significantly lower than in the previous period, but it is still relevant.</p> <p>Despite the lower number of PPs than at the Project's inception, their implementation is time-consuming and administratively demanding.</p> <p>The complexity of PPs arises from the need for inspection and the approval processes of the Managing Authority, or other entities (the Czech government, or Leadership Meeting of the MEYS).</p>
	Description	In 2017, several public contracts of a smaller or larger nature will be implemented, which in the event of a failure or delay may disrupt the Project schedule and the fulfillment of individual stages.	
	Measures	Adoption of such exceptional measures at the MEYS in order to start contracts within the necessary deadlines, perfect preparedness of tender documents.	
2.	Title	Complexity of Public Procurements (PPs)	<p>The risk is still current. Legal supervision is ensured by an external provider. Of the inspections to date, one had a financial impact – the costs were assessed as ineligible and thus paid for outside of CEL, the other inspections had no financial impact.</p>
	Description	In view of the experience of the previous programming period, the area of public procurement appears to be highly complicated and problematic and the risk of incorrect procurement procedures by the contracting authority is quite high. In the case of contracts on such a specific subject-matter (for most EIR there is only one provider, and that is their publisher), as is the case with this project, the risk is even higher. The risk can be significantly reduced by ensuring external legal supervision of the whole process and related documentation.	
	Measures	Provision of external service (legal supervision) ensuring supervision of the whole process, planning for sufficient funds for this service, perfectly prepared tender documentation.	
3.	Title	Delay in the start of project implementation	<p>The risk is no longer relevant. Current phase of the project eliminated the delay from the beginning of the project.</p>
	Description	A significant majority of EIR access licenses negotiated under the current decentralized model are valid only until the end of 2017. New licenses must therefore be secured during 2017. Over the course of 2017, it is therefore necessary not only to create a functioning national licensing center, but also	

#	Title – Description – Measures		EY's Risk Assessment in the Evaluated Period
		to secure new license with providers using the center.	
	Measures	Maximum possible contraction of deadlines for communication with the community, intensive involvement of the expert group. Direct expedited appointment of the Expert Council by its Chairman for the Project's 1 st phase. Possible execution of some activities that do not explicitly require project costs before the project begins.	
4.	Title	Non-fulfillment of project objectives at the end of its implementation date	
	Description	It is possible that there will be the need for project changes that are not compatible with the approved version of the Project. An important factor may be the transformation of the business model for e-magazines into Gold Open Access.	The risk is minimal, primarily due to the approval of the follow-up NCIP project that will be more focused on the Open Access model.
	Measures	The risk is partially eliminated by shortening the subsidized period from the OP RDE to 3 years (a shorter time horizon will allow a more flexible response to the situation).	
5.	Title	Sustainability of the project after the end of support from the OP RDE.	Given the approval of the follow-up NCIP project, this risk should be minimal. Support from MIs for the purchase of EIR should be ensured by this Project. In the interviews, particularly, the quality and constructive cooperation of all stakeholders in approving and implementing this project was appreciated.¹¹
	Description	There is a risk that the MEYS will not provide a sufficient limit of workers with an adequate payroll fund for the some of the workers providing CzechELib operations.	
	Measures	At the end of the funding from OP, funding will still be provided at least for the operation of the national center and, where appropriate, for the purchase of EIR from national sources.	
6.	Title	Decision of the State not to follow up with aid from the SB after the end of the aid from the OP RDE	See Risk #5
	Description	There is a risk that the concerted efforts of the MEYS, CRC, HEC, and CAS will not be able	

¹¹ Approved as a "project of shared activities", according to Act No. 130/2002 Coll. This is a new institute.

#	Title – Description – Measures		EY's Risk Assessment in the Evaluated Period
		to persuade the RDI COUNCIL to renew support for the provision of EIR from the RDI support budget from 2020. If support for the purchase of EIR is not provided after the end of the support from the OP RDI, there is a risk of a massive exodus of CzechELib users.	
	Measures	1. CzechELib will provide materials for intensive lobbying at government level. 2. By the quality of its services, CzechELib convinces you that it is advantageous to remain a user even under these conditions.	
7.	Title	Demise of the software vendor	The risk is not relevant, NTK owns the source code.
	Description	It cannot be ruled out that the company that produces and maintains the ordered software will cease to exist.	
	Measures	The software will be created as an open and documented code, its functionality will be divided into separate and independent applications.	
8.	Title	CzechELib's location in the NTK	The risk has not been confirmed.
	Description	At present, NTK does not have space capacity to place about 20 employees of the CzechELib center.	
	Measures	The integration of the CTU Central Library, modelled on that of the IOCB and UCT, would improve the situation. Recruiting a significant part of the experts from the recipients' staff (they already have their own spatial capacity), or from persons allocated on the Dejvice campus (own capacity, short walk for team meetings). Usage of teleconferencing resources to communicate with more distant team members.	
9.	Title	Financing the purchase of EIR at national level from the SB will not be secured or will be secured to a limited extent.	See Risk #5
	Description	There is a risk that SB funds for the purchase of EIR will not be allocated sufficiently.	
	Measures	CzechELib will ask the MEYS to urge RDI COUNCIL to renew support for the acquisition of EIR starting in 2020 in the preparation of	

#	Title – Description – Measures		EY's Risk Assessment in the Evaluated Period
		the medium-term outlook for the budget in 2017. At the same time, it will ask the representative of higher education institutions and the CAS Presidency to support this application.	
10.	Title	Licensing center staffing - project	<p>The risk is lower than in the preceding evaluated periods. The position of publicity guarantor has been filled. Within the license unit, two FTE positions are missing (focused primarily on contract negotiation and bibliometric analysis).</p> <p>In general, it is difficult to find suitable candidates for jobs in the Project, given the relatively specialized expertise and limited salary options.</p>
	Description	Due to the need for specific qualifications of the main project manager and members of the project team, it is possible that these positions will not be filled in a timely manner.	
	Measures	Identifying and contacting of potential professional employees started already in the 3Q 2016. Q 2016. Adequate amount of planned wage resources will increase the recruitment success rate.	
11.	Title	Staffing of the licensing center - professional	<p>See Risk #10</p>
	Description	Due to the need for high and specific qualifications of professional employees for the CzechELib National Licensing Centre, it is possible that these positions will not be filled in a timely manner and sufficient number.	
	Measures	Identifying and contacting of potential professional employees started already in the 3Q 2016. Q 2016. Adequate amount of planned wage resources will increase the recruitment success rate.	
12.	Title	Lack of successful transition of current experts with experience in negotiating EIR licenses and prices into the central organization.	<p>See Risk #10</p>
	Description	There is a risk that experts in negotiating EIR licenses and prices (especially leading consortia in the implementation of support programs of the MEYS) will not be interested in working within the central organization, or these experts will not be approached.	
	Measures	The identifying and contacting of potential professional employees started already in the 3rd century AD. Q 2016. Adequate amount of	

#	Title – Description – Measures		EY's Risk Assessment in the Evaluated Period
		planned wage resources will increase the success rate of recruitment	
13.	Title	The hardware fails during the Project.	There is a risk, but it is minimal. The acquired hardware should provide sufficient capacity. In the event of an outage, it should be possible to use NTK reserves.
	Description	Failure of regular hardware cannot be ruled out.	
	Measures	Sufficient resources are allocated for consumer hardware to replace it. For so-called enterprise hardware, it is envisaged to contractually provide guarantees for the duration of the Project's sustainability.	
14.	Title	Sustainability and data security	The risk is minimal, there has been no change in risk level during the period under review.
	Description	Since the data will also contain sensitive information, such as prices and terms and conditions, it is essential that their inalienability is ensured.	
	Measures	The risk is eliminated by the software being operated in a local installation, not as a SaaS.	
15.	Title	Unwillingness of users to participate in the CzechELib licensing center.	The risk is partially still relevant, although to a lesser extent than in previous evaluated periods. Part of the EIR is procured by non-CEL MIs, usually due to their very narrow specialization. The risk increase is likely to occur in 2023, when the aid will be reduced (the same risk will then apply to the follow-up NCIP project).
	Description	There is a risk that some potential participants will buy separately from their own budgets, or, considering the required level of contribution, look for other sources of financing for the purchase of EIR, leading to fragmentation of the EIR portfolio.	
	Measures	The amount of aid is a magnet for institutions. The risk is significantly reduced by shortening the pilot period – a reasonably low participant contribution. In the period of financing of the EIR from the SB, the amount of funding will depend on the amount of aid. The CzechELib offer of services convinces users of the advantages of participation in the project, during and after the sustainability period.	
16.	Title	Hardware will not sustain operations	The risk is minimal, there has been no change in the risk level during the period under review.
	Description	The hardware is designed for high loads, yet with exceptionally successful fulfillment of the Project's objectives, its capacity can be exceeded.	

#	Title – Description – Measures		EY's Risk Assessment in the Evaluated Period
	Measures	The hardware is designed for high loads, yet with exceptionally successful fulfillment of the Project's objectives, its capacity can be exceeded.	
17.	Title	Establishment of a parallel institution focused on the central purchase of EIR in the Czech Republic, decentralization of the system.	The risk is minimal, the current project is functional according to MIs and other actors. The incentive to set up a similar institution should therefore be low.
	Description	There is a risk that some organizations will set up a parallel association to purchase EIR.	
	Measures	The amount of funding is a magnet for institutions. A parallel organization without support makes no sense and is not attractive to users. The CzechELib service offer convinces users of the advantages of participation in the project.	

Other risks, in addition to those identified in the Charter, according to the assessor, are the following:

- ▶ **Setting financial conditions in the follow-up NCIP project.** Most representatives of the MIs confirmed their interest in participating in the follow-up project on the condition that financial conditions would not change significantly. They would then have to reassess which resources they could source and whether they would participate in the project at all.
- ▶ **License agreements expire in 2022.** It is therefore necessary to start the acquisition process for license agreements taking effect from 2023. However, the rules on the amount of funding and the duration of contracts have not yet been agreed upon.
- ▶ **Transformation contracts** will be different from the current set-up. Should there be a significant increase in prices, it will be up to the individual MIs whether they still have not only an interest, but also the funds to cover the new prices.
- ▶ **Unstable political situation** with regards to the position of Minister of Education could cause personnel changes at the MEYS. Under the current personnel settings, cooperation (Minister of Education and Deputy Director of the Higher Education, Science and Research Section) works very well, communication is correct and reliable. Several respondents stated that a constructive approach from the highest levels of the Ministry also contributes to the fulfilment of the objectives of the Project.
 - ▶ Amendments to the VAT Act are part of the risk of political instability. This year, most EIRs were included in lower rates (10%). As such, this change does not pose a risk, however frequent changes in the law in this area can lead to unpredictability regarding EIR prices.
- ▶ **The situation regarding the coronavirus crisis.** Although the current situation appears to be relatively stable, there is still a risk of unexpected changes in government measures. Uncertainty in this aspect and its effects may lead to a MIs' budget decreases.
- ▶ **Perceived worse bargaining position of smaller institutions** may negatively affect their willingness to participate in a follow-up project.

In the 2nd evaluation report, a lower perceived benefit among large key institutions and a possible negative impact on their cooperation and possible involvement after the conclusion of the project implementation appeared as an additional risk. This risk has been significantly reduced in this evaluation report. In both the survey and structured interviews, most institutions plan to participate in the follow-up NCIP project.

3.2. Assessment of EQ2

Assessment of EQ2 – To what extent are defined target groups familiar with the existence and overall concept of the Project? Is the current publicity and promotion of the EIR effective?

The survey and the interviews have shown that **publicity and promotion, which is aimed at MIs, is satisfactory**. Respondents believe that they have sufficient information and rate communication with the **implementation team positively**. Representatives of institutions usually communicate with the implementation team on an ad hoc basis when they have a problem, and according to them, communication is always fast and helpful (see Chapter 3.3 – EQ 3). Information about the Project, its concept, etc. is then regularly updated on the project website or at meetings of MI representatives (organized online this year). Both meetings and website content are rated positively by respondents, although most would like to return to meeting outside the online space.

Communication with other target groups (representatives of public administration in the field of RDI or representatives of RDI COUNCIL) takes place in a similar way as in the previous period evaluated, i.e. communication takes place mainly within the Expert Council and the Management Committee of the CzechELib project, in which representatives of the project implementer are involved, as well as the MEYS, CAUL, CRC, and CAS.

Assessment of partial EQs – To what extent do the defined target groups have an awareness of the existence and overall concept of the CzechELib project?

For representatives of other actors (MEYS, HEC, CAS, etc.), awareness of the existence of the Project is high. Information is obtained by representatives through the Project Expert Council, by partial involvement in the project or through personal and professional contacts of members of the implementation team. Only one respondent stated that they had only marginal information about the Project and that they would appreciate a more official communication channel; other respondents were satisfied with the level of information.

University students have very little knowledge of the Project; only 2 students out of 10 complete responses in the second questionnaire replied that they knew about the existence of the CzechELib project, with only one of the respondents able to elaborate about the Project ("central purchase of electronic information resources"). Although university students are the target group of the project in terms of users of Project outputs, it is not the target group of communication and promotion of EIR by the project team. It is the MIs that are responsible for the communication and promotion of EIR within the MIs. The information obtained from the survey is thus complementary, but due to the low number of respondents, the results cannot be considered fully representative.

Assessment of partial EQs – How is the publicity of the Project implemented and what effects does the publicity have, is the publicity effective?

Primary source of communication between MIs and the implementation team **is through regular joint meetings**, this year's meeting being held online. Furthermore, communication takes place individually in case of ad hoc problems or through a regular newsletter. Cooperation and communication with MIs is set up functionally and works without much difficulty.

Communication and publicity of the project towards other interested parties takes place mainly through the following channels:

- ▶ Project website,
- ▶ Meeting of the Project Steering Committee,
- ▶ Personal communication – telephone, email, personal and online meetings,
- ▶ Email info@czechelib.cz.

Communication to interested parties is particularly anchored in the following documents:

- ▶ Communication management strategy,
- ▶ Communication plan CzechELib 2021-2022.

Currently, there are two part-time employees who work as publicity guarantors, equivalent of one full-time worker. The current plan focuses on internal (NTK employees) and external (MIs, library visitors, EIR providers, employees/externals of MIs, representatives of other institutions such as the HEC, CAS, CRC, etc.) communication. In addition to the standard focus on project information, communication focuses on EIR, which can go into the model of subscription licenses for access to EIR (i.e. the model of transformation contracts) and, in general, the topic of Open Access, given that it is a key theme of the follow-up NCIP project.

Communication with **MIs is effective and functional.** Publicity towards other institutions is set and works, but it could be increased and intensified. According to interviews, respondents receive information from different sources and in different formats. Unifying the communication channels towards these institutions could help raise awareness and make the provided information clearer.

3.3. Assessment of EQ3

Assessment of EQ3 - To what extent are the selected representatives of the target group satisfied with the informational and methodological support from the national license center?

As can be seen from the survey and the interviews, **information and methodological support from the national licensing center is adequate is evaluated mostly positively.** Respondents are generally satisfied with the quantity and method of information provision, even in the context of the coronavirus crisis, when most representatives of MIs experienced an increased level of support from the implementation team. Representatives of institutions appreciated the rapid transition to online communication (especially when it comes to online training and online meetings). Some types of communication, such as the annual meetings, were preferred in person, on the contrary, the online form of training could be maintained, given that it is very time consuming for many representatives to travel to Prague.

Proposals on possible topics for further support for MIs include: **Open Access**, although it is a key theme and has considerable scope within the project, other topics are **statistical tools, follow-up NCIP project or bibliometrics.**

In structured interviews, respondents mentioned a newly established platform that serves as a **forum for MIs.** Less than a third of representatives said during interviews that they knew about the existence and that they considered it **useful**, whether they use it actively or passively, e.g. to see interest in potentially nominated resources among other institutions. However, more than half of the respondents were unaware of the platform, its existence could be further promoted through newsletters, websites, etc.

The structured interviews also revealed a need for further support from the licensing center in **promoting EIR and OA among users in specific institutions.** Respondents believe that there is support in this area, but that they would appreciate an increase in funding, especially in the context of the coronavirus crisis and greater demand for EIR in their institutions. The above forum could be used for such support (methodological support, leaflets, promotional materials, etc.).

78% of the representatives of the MIs are **very satisfied** with communication, cooperation and information from the project team (improvement from 2nd IER, where 38% of respondents were very satisfied), **15.5% are satisfied** (40% of respondents in 2nd IER) a **4,5 %** is then **satisfied with minor reservations** (12% of respondents in 2nd IER), **one** the respondent replied that he/she was dissatisfied (7 respondents in 2nd IER), **9 respondents** have chosen **N/A** (4 respondents in 2nd IER). Compared to the beginning of the project, **the evaluation of speed and fluency of communication**, improved substantially. Respondents often pointed out precisely that communication is always fast, helpful and that everything is done according to predetermined deadlines. The **website** and its **informational clarity and user simplicity** (most of the necessary information can be found on the website by representatives of the MIs) were also mentioned. The same views on communication and support were expressed during the structured interviews. Based

on the information obtained, the **communication and other follow-up support processes can be considered settled and correctly set up**. Effectively implemented processes in the field of communication should also be used in the follow-up NCIP project so that the know-how and best practice of the CzechELib project are used to the maximum extent possible.

Among the deficiencies identified in several cases in the questionnaire were, in particular, **lack of information on activities and obligations, too short deadlines, limitations arising from the obligation to communicate through only one representative and lack of online meetings**, for which the respondent would appreciate a regular schedule (e.g. quarterly). Open replies are available in the anonymized results of the survey. In the interviews, there was also a complaint about the need to communicate with only one person and with the occasional lack in clarity of information.

3.4. Assessment of EQ4

Assessment of EQ4 - What is the Project's ongoing perceived benefit among the representatives of participating institutions?

Representatives of MIs perceive the **benefits of their involvement** in the project as large and **crucial** for their institution. Eleven different categories were evaluated in the survey, selected based on a discussion with the CA, representatives of the CzechELib project, and the Project Charter. All potential benefits offered were evaluated by MI representatives **positively** on average by a rating of 7 or higher. The best-rated benefits were listed by respondents as follows:

- ▶ Reducing the cost of EIR,
- ▶ Stabilization of EIR funding,
- ▶ Reduction of administration,
- ▶ Unify billing practices and licensing terms.

A detailed evaluation of the individual benefits is given in the following table:

Table 6 Perceived contribution of the project from the point of view of representatives of the institutions involved

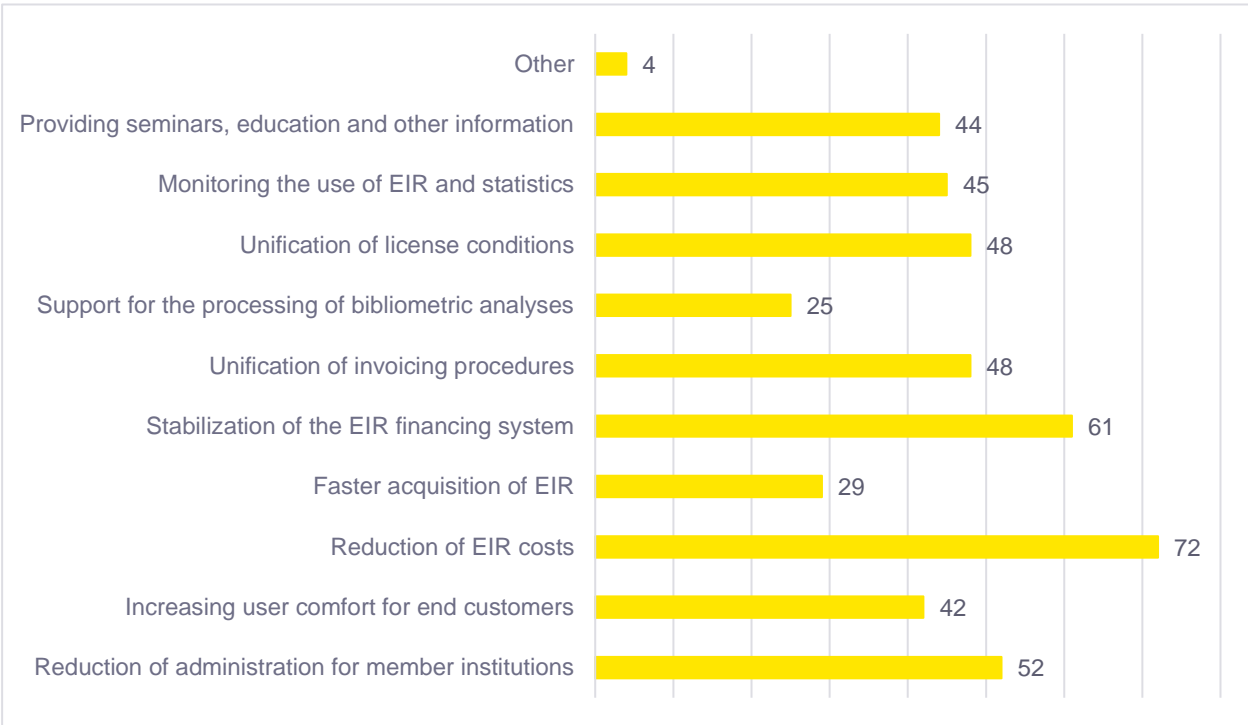
Note 1 scale 10=great contribution, 1=no contribution

Contribution	Evaluation
Reduction of EIR costs	9
Stabilization of the EIR financing system	8,8
Reduction of administration for member institutions	8,5
Unification of license conditions	8,4
Unification of invoicing procedures	8,4
Providing seminars, education and other information	7,8
Increasing user comfort for end customers	7,6
Monitoring the use of EIR and statistics	7,5
Faster acquisition of EIR	7,1
Support for the processing of bibliometric analyses	6,9

Other	-
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The following chart shows how many respondents voted for the benefit by rating it 9 or 10.

Chart 1 Appreciation of current and planned benefits of the CzechELib project



Although still above average, contribution in the support for bibliometric analyses was rated the worst. This benefit could increase once the post specializing in bibliometric analysis within the licensing unit is filled in the next review period.

As opposed to the 2019 survey that was carried out in the 2nd IER, the evaluation of monitoring the use of EIR and statistics, which is more closely addressed in the 3rd IER, has shifted the most. Interviews in this year's interim report show that respondents who use the tools are largely satisfied with them. However, statistical and monitoring tools appeared among potential training ideas in structured interviews.

For one of the most significant benefits "**Reducing EIR costs**" it is possible to provide more detailed information on changes in the volume of EIR made available to MIs. For 46% of institutions, the cost of acquiring an EIR is lower than before, while 37% have similar costs – most of these respondents (25% of all respondents) source more resources at similar costs. For 9% of respondents, the costs are higher, but for almost half of them (4% of all respondents), though the cost of acquiring an EIR is higher than before, they are gain access to more resources.

As opposed to the period before the Project's initiation, more than 47 % of institutions source a similar amount of EIR, 45 % source more, and only a minority sources fewer resource. Detailed data are included in the technical report. Structured interviews show that **the benefits of stabilizing funding** for MIs is primarily reflected in the possibility of better planning timetables and allocation of funds. In some cases, respondents reported the transfer of the legal agenda to the implementation team -- another financial and time saving for them as a benefit.

In addition to assessing the current benefits, the structured interviews looked at MI's **expectations for the project**, whether those have been fulfilled, and what the possible expectations are for the conclusion of the project.

Based on the information obtained, it can be concluded that most of the expectations **have been fulfilled**. As a rule, respondents expected to simplify the administrative process of EIR purchasing (which in many cases also led to savings in personnel costs, as administration of the EIR will be covered by less FTE than before Project involvement), and financial support for the purchase of EIR.

As to MI's expectation on the Project's conclusion, respondents talked about **maintaining current process and communication settings**. They also assumed that they would receive **more information** concerning the **follow-up NCIP project**. Those representatives who were aware of the existence of the Project are counting on participation in the project unless the financial conditions of participation are dramatically changed. **Most respondents consider return to their situation before participation in the CzechELib project as unrealistic**.

In general, the perceived **benefits** of the CzechELib project among MIs is high. Respondents mention only minor suggestions for improvements in the form of extending training to topics such as OA, statistical tools, or better information about the follow-up NCIP project.

3.5. Assessment of EQ5

Assessment of EQ5 – What is the Project's ongoing perceived benefit by other key actors?

Other key players view the benefits of the project positively. During the interviews, most respondents made only small suggestions for improvements or possible risks, mainly related to the follow-up NCIP project.

Throughout the interviews, the perceived benefits were mainly the following:

- ▶ Centralization of the purchase of EIR, improvement of the negotiating position in the area of EIR, reduction of financial burdens for MIs,
- ▶ Expansion of the EIR portfolio for MIs and their users,
- ▶ Open Access training of MIs and other users,
- ▶ Platform for communication across MIs.

The essential benefit of the CzechELib project perceived by all respondents is **centralization of the system and unification of EIR purchasing processes**. There are several partial consequences from this. First, thanks to the centralization of the system, **simplified administration** associated with the purchase of EIR in MIs saves time for employees and thus, in many cases, institutions can also save money on staffing. Another consequence of centralization is better **negotiating position for agreements** with domestic and foreign EIR providers, which indirectly leads to an overall **reduction in financial demands** for EIR acquisition. For most MIs, the cost of acquiring an EIR is lower or the same as before they were involved in the project, but if they are the same, they very often acquire more EIR than before they were involved in the project. This is related to the further consequence of the centralization of the system, which is **expanding the portfolio of possible EIRs** for MIs. Finally, centralization of the system **increases the transparency of the whole** process of selecting, purchasing and pricing the EIR.

Another benefit reported by respondents from other institutions is the creation of **communication platforms** (respondents from other institutions were generally aware of the existence of the platform) between MIs (which was further strengthened by the creation of a forum for communication between representatives of MIs) and in general **associations of relevant experts** who can work together on the topic of EIR (including legal issues, IT, etc.). This is accompanied by another positive contribution of the Project, which is **education about EIR and, above all, Open Access**. The latter was mentioned by respondents as essential, especially for the follow-up NCIP project and in general because OA is a trend in Western countries and must also be applied in domestic conditions.

In the context of the coronavirus crisis, communication from the point of view of respondents was maintained on a good level, in some cases it was even intensified. Most activities had to be moved online, which in some cases could be maintained as indicated by the representatives of the MIs.

From the point of view of **expectation** of other institutions, they were mostly **met** (above all, they expected a reduction in administration, raising awareness of EIR, simplifying work with EIR, education, etc.). **Risks**, which respondents perceived at the beginning of the project, **were removed** (above all, concern for sufficient finances and quality staffing). Nevertheless, **similar risks exist for the follow-up project NCIP**. This is primarily **an issue of funding** related to political support at the highest levels and with **setting up financial contributions** acceptable to MIs.

Among the proposals for improvement that were mentioned, the setting up of communication and rights between the Steering Committee and the Managing Authority of the OP RDE, which can cause administratively demanding and bureaucratic negotiations. The involvement of private scientific institutions was mentioned, too.

3.6. Assessment of EQ6

Assessment of EQ6 -- Is the preparation and implementation of internal evaluations, i.e. evaluations within the Project, effective?

In the period under evaluation, systematic internal evaluation was carried out for the first time in the entire existence of the project. The CzechELib project team invited external assistance in the form of a consultant to prepare the internal evaluation, who helped to set up the methodology of implementation and assessment of internal evaluation.

In the last quarter of 2020, the Main Project Manager and the external consultant created **15 EQs** and subsequently the first draft of a **questionnaire survey** for project staff was created. The draft was commented on by project management and other key persons from the CzechELib project team.

Following the commenting procedure, the draft was modified and a second, final version of the survey was created. **7 project staff completed the survey.** Originally, in-depth interviews and workshops were planned as the next step. However, in the context of government measures related to the coronavirus, the talks and workshop were cancelled. Instead, based on the results of the survey, a draft evaluation report was created, which was made available to the abovementioned employees for comments, supplemented by telephone/online interviews when necessary. For further evaluations, we recommend that interviews are held online using MS Teams, Zoom, etc. tools in the case of government regulations. We believe that it is possible to gain more detail through interviews.

In April 2021, a final, non-public, version of the evaluation report was prepared. Further internal evaluation should be carried out in 2022, when the implementation team is considering reaching out to EIR suppliers to find out their view of cooperation with the project team and their position on negotiations on the delivery of EIR with only one central institution. Internal evaluations should also be carried out in the follow-up NCIP project.

In addition, as part of project management, there is an **evaluation of the implementation of the plan**. Furthermore, risk management is carried out and feedback from members of the implementation team is collected. From the point of view of the implementation team, the Project is well designed and implemented, relations with most of the representatives of the MIs are functioning, and the problems are rather minor and infrequent.

Assessment of partial EQs – Is the methodological setting of evaluations and the scope of the collection of input data sufficient to evaluate the results and impacts of the supported project?

The first internal evaluation was created during this period of evaluation. The main author of the evaluation is the Main Project Manager, who created a set of 15 evaluation questions together with an external consultant. These are all processed as part of the evaluation report, including a plan of further steps for the next period under review. However, the data collection has so far only taken place through a limited number of interviews and a survey among NTK employees. In the next phase of internal evaluation, data collection is also envisaged from MIs. Evaluation is also planned for the follow-up NCIP project. For better comparison, it would be appropriate to maintain the form of EQs from the current evaluation for future phases. In the case that workshops, and personal conversations cannot be carried out physically, we recommend organizing them online at least.

Assessment of partial EQs – Does the beneficiary work with the findings and recommendations that resulted from the evaluations?

Given that the 1st internal evaluation took place in the period under review its final output was published in May 2021, it is not possible to evaluate whether the Beneficiary is working with the findings and recommendations resulting from the internal evaluations. However, the evaluation formulates specific recommendations in individual areas that have been assessed as problem areas, the fulfilment of which can be verified in the final evaluation report. The source for possible changes is output of the external evaluation carried out by the Supplier in the form of annual evaluation reports. The recipient is also informed about evaluation activities during the evaluated period through monthly flash reports and other ad hoc communication.

Assessment of partial EQs – Are evaluations in the implemented form perceived by the beneficiary as a beneficial tool for project management?

The final form of the internal evaluation is current as of May 2021. The evaluation answered whether the objectives set had been achieved and whether the procedures set were working. More time needs to pass to evaluate the overall benefits of internal evaluation in retrospect.

3.7. Assessment of EQ7

Assessment of EQ7 – To what extent is the created national licensing center fulfilling its role and functional?

The National Licensing Centre, its operations and functioning can be rated as functional. According to the representatives of the MIs, cooperation and communication with the national licensing center works adequately. The whole process of purchasing and managing EIR, including communication, is positively reviewed and corresponds to the expectations of the MIs. As in previous years, case units fail to meet the demand for some very specialized EIS due to non-compliance with rule 3+.¹²

Assessment of partial EQs – Does the CzechELib Centre provide comprehensive information support on the newly introduced EIR access system? If so, how effectively?

According to the information obtained from the structured interviews and the survey, it is wrong to state that **information support** in the context of access to EIR, **adequate**. Information shall be obtained by MIs within the framework of ad hoc communication between authorized persons of the MIs and staff of the national

¹² The minimum number of MIs required to negotiate the purchase of a particular EIR is set at three, with each member institution having one vote, regardless of the size of the institution. According to an interview with the project implementation team, a lower number of required votes would significantly increase the number of EIR and the number of votes reflects foreign practice.

licensing center. Only one person must be designated as a MI, and in structured interviews there was an opinion deeming this rule superfluous.

Another form of communication is through regular meetings of MIs; this year, the meeting had to be translated into online form. The establishment of a platform serving as a forum for representatives of MIs is new for this year. Respondents who knew about the existence of the forum generally appreciated its creation and functionality, however, over half of the respondents did not know about its existence, so we recommend focusing on its promotion.

Knowledge of the project among university students is very low (see Chapter 3.4 – EQ4) and from the perspective of this target group it is not possible to evaluate the functionality of the national licensing center.¹³

Assessment of partial EQs – How beneficial are the educational activities, seminars, conferences, etc.?

Representatives of MIs positively evaluated seminars, trainings and meetings of MIs, as shown by the survey and from the structured interviews. All events had to be moved online from spring 2020. The training should be maintained in its current form, according to most respondents. As they do not have to travel to the training and they can view the recording, as well. On the contrary, they would return the annual meetings to an in-person format when allowed by government measures.

According to the survey data, 98% of respondents are very or rather satisfied with education within the CzechELib project. Only two respondents replied that they were rather dissatisfied with the training within the Project. In structured interviews, most respondents were satisfied with the thematic offer of trainings and their implementation (but not all respondents participated in the training).

During the structured interviews and surveys, respondents were asked what further training they would appreciate. 15% would like EIR-focused training, 31% would like trainings on Open Access and 5% on both topics mentioned above. Other answers were varied, and among the proposals the following topics appeared: training for the promotion of EIR in MIs, work with statistical tools more focused on beginner users, more details on Open Access e.g. focusing on its promotion within a MI.

Open Access is one of the main topics of the CzechELib project and the follow-up NCIP project. Although a lot of time and material is already devoted to the topic, we can recommend intensifying the communication regarding Open Access from the obtained data.¹⁴ Especially in view of its ever-growing importance. The focus of such trainings might not only be on the topic as such, but, for example, on its promotion among users in MIs or assistance with the transition to Open Access.

Assessment of partial EQs – Is the Centre able to meet the needs for purchasing licenses? If so, to what extent?

The method and process of purchasing EIR within the Project meets the needs and requirements of the MIs. Respondents to the survey stated that they were or rather satisfied with the purchasing process (98 %) and only two respondents replied that they were rather dissatisfied.

According to the questionnaire investigation **35% of MIs only receive EIR through CzechELib. More than half purchases EIR outside the national licensing center.** These organizations then differ in the ratio of EIR received through the Project and beyond (funds spent on EIR through the CzechELib project against the total cost of all EIR received within the institution).

¹³ According to the list of evaluation questions, university students are one of the target groups from which information is collected within this EQ, although the CzechELib project does not work directly with this target group.

¹⁴ Within the 2nd IER, 19 respondents stated that they would appreciate more training on OA and 6 respondents stated a focus on EIR and OA. In this evaluated period, 23 and 4 respondents answered the same questions.

Most respondents reported that 56-89% and 90-99% of EIR purchases were made through the National Licensing Centre (70 %). Two respondents reported that they purchased less than a tenth of the total acquired EIR through the Project, while nine respondents received less than half of the EIR through the project.

More than half of the MIs (60%) that also purchase EIR outside the CzechELib, however, stated that the Project was **a fundamental part of EIR** purchases within their institution. We can thus state that thanks to the CzechELib project, MIs purchase a significant number of EIR, and the national licensing center thus manages to meet their demand to a significant extent.

Despite this, however, **no MI demand** for EIR is **fully covered**, for the reasons identified from both the survey and the structured interviews. Largest proportion of respondents, 75 % (46 responses), does not purchase certain resources through CzechELib because the resource cannot be acquired – either it is a highly specialized resource that other institutions are not interested in (i.e. the 3+ rule is not met), or the resource does not meet the conditions of the project (e.g. legal databases). However, according to the representatives in the framework of structured interviews, rule 3+ is logical and understandable.

Other reasons for the acquisition of EIR in a way other than CzechELib are long-term contracts with suppliers outside CzechELib. However, there were only three cases, a significant decrease from 2019, when 20 MIs did not source certain resources through the national licensing center.

Another eight respondents said it was **more advantageous** for their institution to **acquire EIR outside the CzechELib** project, mainly to make **smaller purchases for** individual titles. In such cases, the institution does not use the entire collection. Another reason that was mentioned by two respondents participating in another project and the acquisition of EIR through it (VISK project), this has again seen a decrease from 2019, when almost half of MIs purchased EIR through other projects.

Respondents were further interviewed about the impact of the CzechELib project on the amount of EIR that institutions source and how this amount has changed since the participation in the Project. **Less than half MIs purchase rather more (34%) or significantly more EIR (11%)** through their involvement in the Project than prior to being involved in the Project (34 and 11 respondents).

The interviews show that these are rather smaller institutions that can purchase more EIR through financial savings. A relatively common situation is also a positive financial impact on an institution, where it takes the same amount of EIR but at a lower price (see Chapter 3.4 – EQ 4). **47 respondents** then stated that it was **same quantity** EIR as before participation in the project and 9 respondents are taking fewer EIR.

Assessment of partial EQs – How do cooperating institutions perceive the way in which they are involved in the project-implemented system (has the voluntary approach proven itself, or would they prefer a directive approach)?

Representatives of MIs evaluate the method and system of involvement in the purchase of EIR within CzechELib positively. Primarily, semi-structured interviews show that respondents are satisfied with the level of involvement in purchasing and **the whole process of purchasing EIR** (including their resource demand and nomination of resources) is **transparent and clear**. Many of the representatives highlighted the fact that they can plan according to a predetermined schedule, which greatly reduces the administrative complexity of the whole process. Representatives of some smaller institutions consider their position to be weaker vis-à-vis larger institutions, but they usually have no problem adapting to centrally set rules and rather source resources that larger institutions demand. This is a persistent problem, but it is not perceived as fundamental by respondents and therefore no recommendation has been formulated.

Assessment of partial EQs – Can project management be considered effective?

National Licensing Centre in the period under review **fulfils its purpose** and to a large extent meets all the needs of MIs in the field of EIR according to the planned timetable, without substantially extending deadlines. The delegates from the MIs evaluate the benefits of the project so far very positively. **Project management** thus can be considered as **effective**.

3.8. Assessment of EQ9

Assessment of EQ9 – Are there any other identifiable shortcomings/ weaknesses or gaps in the centralized purchasing system not mentioned in the Project that need to be addressed? If so, what are they and what are the proposed solutions?

Representatives of MIs are **predominantly satisfied** with the centralized purchasing system (process and method of selecting EIR), as can be seen from the interviews and the survey. The current centralized purchasing system settings can be considered **adequate**.

In structured interviews, respondents rated **transparency process**, and **compliance with the schedule** (compared to the start of the project), leading to better internal planning within MIs highly. There were minor complaints in structured interviews about the length of the process or the need to have only one contact person per institution.

Five respondents do not consider the amount of EIR acquired to be optimal or would appreciate additional resources. As a rule, however, **they did not have enough funds** or **did not comply with rule 3+**, which is generally considered logical across respondents as well as from the point of view of the evaluator.

Respondents from smaller institutions then see a problem in **non-consideration of the size of the institution**. They feel that they are at a disadvantage compared to larger institutions, and that smaller institutions are being overlooked at the expense of larger ones. This, from their point of view, is then reflected in the impossibility of complying with, for example, rule 3+, since smaller institutions are usually very specialized and other institutions are not interested in the same resources. Respondents mentioned this disparity mainly because, despite the narrow specialization of the institution, its focus may be a key scientific field or a field essential for the economy of the state.

The survey shows that the procedure in which respondents purchase EIR in the CEL project certainly or rather meets their demands in 96 respondents (50 and 46) 98 %. Two respondents stated that they were rather not satisfied with the procedure of purchasing EIR under CEL. The need for a commitment of three years or more, which may be limited for institutions, was cited as the reason.

92 respondents (36 and 56) were very or rather satisfied with the method of calculating the EIR price for each MI 96%. Four respondents were rather dissatisfied, and a high price was cited as the reason. Furthermore, the replies stated that prices were disproportionately higher than the previous consortium via SUWECO and the non-distinction between the size of research organizations, where small organizations pay the same as large organizations.

Any dissatisfaction with the EIR selection process has emerged in low numbers mostly among small and specialized institutions, which either do not have sufficient funds to acquire additional EIS or do not comply with rule 3+ due to their specialization. This is a change from the previous periods evaluated, when dissatisfaction appeared more with larger institutions in 2nd IER). Due to the small number of complaints, a change in processes is not recommended, however, focusing communication on benefits even for smaller institutions could lead to the elimination of these minor complaints.

4. Conclusions and Recommendations

The following chapter summarizes the conclusions on EQs and is based on the information set out in Chapter 3. Moreover, 4 recommendations are outlined later in the chapter.

4.1. Main Conclusions in the 4th IER

In the period under review **all planned activities have been implemented according to the Project schedule** with no or minimal delay, even though all activities had to be moved online only due to COVID-19 pandemic-related government regulations. As of January 2021, **all license agreements were signed** including the first transformation contract, which will be key to the follow-up NCIP project. Since the beginning of 2021, 5 new MIs have joined the CzechELib project. The project implementation team negotiated a fixation or only a slight increase in the year-on-year increase in EIR prices.

The Project **generally meets the expectations of MIs** and manages to meet their demand. Representatives of MIs assess **cooperation with the project implementation team very positively**, describing it as fast and accurate. The amount of information provided by the implementation team is usually rated adequate. Other benefits of the project such as reducing the cost of EIR, stabilizing EIR financing, reducing administration in the EIR purchasing and management process and the unification of billing procedures and licensing conditions were identified. **Representatives of other actors in RDI** mostly **highlight the centralization of EIR purchases, increased leverage position in EIR price negotiations, unification of the EIR purchasing platform and awareness-raising** provided by the project, e.g. in the area of Open Access.

In the 4th quarter of 2020 **first internal evaluation** was initiated and completed in spring 2021. Its outputs are stated in the IER. Evaluation was based on **15 EQs** and its results were based on a questionnaire between **7 key project employees** and their subsequent revision of the first draft evaluation report. A second internal evaluation should be carried out in the next evaluation period and subsequent evaluations should continue in the follow-up NCIP project.

The representatives of the MIs are, in principle, **satisfied with the educational activities carried out**. Content of **trainings and seminars** seems **sufficient**. Among the topics of further education were Open Access, promotion of EIR within MIs, work with statistical tools, etc. All trainings in the period had to be **implemented online** and MIs' representatives would maintain **this setting retained in the future**.

The method and the whole process of purchasing EIR is deemed appropriate by the MIs – they are, generally, very satisfied with it. However, more than half of the MIs also source EIR outside the national licensing center. This is mainly due to the lack of funding for the resource, or the very narrow specialization of the institution, and thus the non-compliance with rule 3+. This problem appeared more often with smaller institutions.

The sustainability of the project is ensured by the approval and implementation of the follow-up NCIP project. Most MIs are well-informed about the project and would like to be involved if the conditions of engagement are not dramatically different from the current settings.

4.2. Evaluation of the Implementation of Recommendations from 2nd and 3rd IERs

Recommendations from the 2nd IER were evaluated in the 3rd IER, but we attach comments to relevant recommendations in this IER, too:

- ▶ **Systematically implement internal evaluation elements for the ongoing evaluation of the project in 2020.**

This period's internal evaluation was carried out from the end of 2020 to April 2021. Key methods included a questionnaire survey with seven key NTK employees. Based on their questionnaire responses, a draft report was created, which the respondents commented on. Internal evaluation should be repeated in the next evaluation period and subsequently in the follow-up NCIP project.

- ▶ **Develop a detailed communication strategy.**

The position of publicity guarantor was filled in December 2019. There is a document CzechELib Communication Plan for 2021 and 2022. CzechELib's activities are part of NTK's external communication strategy, which is currently being designed.

3. The interim report contained two main recommendations. An overview of the implementation for relevant recommendation is given below.

- ▶ **Prioritization of quantitative data collection and addition of qualitative data collection in internal evaluation**

The first internal evaluation took place during the period under review. For its purposes, a set of 15 evaluation questions was compiled. To answer them, a questionnaire among the members of the implementation team was created. Furthermore, workshops and interviews with respondents were planned, but these were replaced by comments from respondents on the draft, occasionally supplemented by telephone interviews. This evaluation set up should also be employed in the following evaluation period.

- ▶ **Communicate more ways of settling comments for MIs' possible comments on electronic interfaces**

Commenting on the electronic interface was not carried out during this period of study. However, as described in the report above, MIs are satisfied with the electronic interface with only minor reservations.

4.3. Recommendations

Based on the findings of individual EQs, recommendations for the next phase of the Project are summarized below.

Anchoring Settings of Internal Evaluation

In view of the information provided in the Report, specifically in EQ 6, the evaluator recommends anchoring the internal evaluation settings so that its results can be evaluated year-on-year. The individual conclusions of the evaluation should be complemented by steps for improvement and their implementation should be evaluated in the next evaluation.

Furthermore, internal evaluation should be more focused on the detail of the process side of the project and on how the project manages to adapt to the new requirements in the field of EIR in order to cover places not targeted by external evaluation. Even if government regulations restricting personal contact continue, we recommend contacting relevant respondents for face-to-face interviews (using MS Teams, Zoom, Skype, etc.) after evaluating the questionnaire.

Reflect Current Topics in the Communication Strategy

As part of the communication strategy for the next period, the evaluator recommends focusing primarily on the follow-up NCIP project and the conditions for participation in the project for the current MIs. Furthermore, the evaluator recommends raising awareness of the existence and functionality of the communication forum for MIs within the newsletter, website or ad hoc communication. In part, communication should be focused on smaller or very specialized institutions, which have been viewed in structured interviews as being in a more disadvantageous position than larger institutions. Communication should therefore be focused on the benefits for this type of institutions.

Last but not least, MIs could use assistance in the promotion of EIR, Open Access, etc. among users within individual institutions. Such support could be methodological or even in the form of the supply of information materials, training, webinars, etc.

Maintain Relevant Activities Online

Due to COVID-19 pandemic-related measures, all activities and events of the Project had to be moved online during the period under review. Even if the government's restrictions are no longer effective, the evaluator recommends maintaining educational activities online. These are mainly trainings and seminars for which representatives of MIs had to commute to Prague -- quite time consuming for some. In addition, in online form, trainings can be recorded, and users can view those at their convenience. On the contrary, an event such as a meeting of representatives of the Member States should be restored to the in-person format, which is essential for them.

Set up NCIP Processes

The follow-up project is key to ensuring the sustainability of the CzechELib project. In structured interviews with representatives of MIs and public administrations in the field of R&D, the Project's organizational structure, its narrow focus, clear communication and the good work of the implementation team was emphasized. Such a setting should be adapted to the follow-up NCIP project (the organizational structure will be expanded by the Scientific Council and the team of transformation contract negotiators, which is a key topic for the Project). Soon, the Project's methodological steps and processes should also be set up (updated), including the MI's conditions for participation in the Project. The method of communication and work of the implementation team was evaluated very positively in the context of interviews and surveys and should also be maintained in the follow-up project.

5. References

For processing of the 4th IER the following sources of information have been used:

1. Methodological documents in the area of ESIF/evaluation:

- ▶ Operational Program Research, Development and Education,
- ▶ Evaluation plan of the Operational Program Research, Development and Education,
- ▶ MMR-NOK methodological documents of the unified methodological environment for the 2014-2020 programming period.

2. Project documents

- ▶ Project application,
- ▶ Project Charter (version valid as of May 2, 2021),
- ▶ Communication plan CzechELib 2021-2022,
- ▶ Presentation on the NCIP project, presentation for meetings of representatives of MIs,
- ▶ Methodological document "Preparation and management of individual projects within the framework of the implementation of the Operational Program Research, Development and Education",
- ▶ Information on the CzechELib project website,
- ▶ Evaluation of Pilot Operation I.

3. Survey among institutions involved in the CzechELib project.

4. Structured interviews with representatives of institutions involved in the CzechELib project.

5. Structured interviews with representatives of other organizations (e.g. public sector organizations).

6. Survey among university students.

7. Two meetings with the CzechELib project team.

6. Attachments

List of Attachments:

Attachment 1 – Technical Report (see the Czech report)

Attachment 2.1 – Questionnaire Template: MIs (CAWI) (see the Czech report)

Attachment 2.2 – Questionnaire Template: University Students (CAWI) (see the Czech report)

Attachment 2.3 – Anonymized Results of MI Questionnaire (see the Czech report)

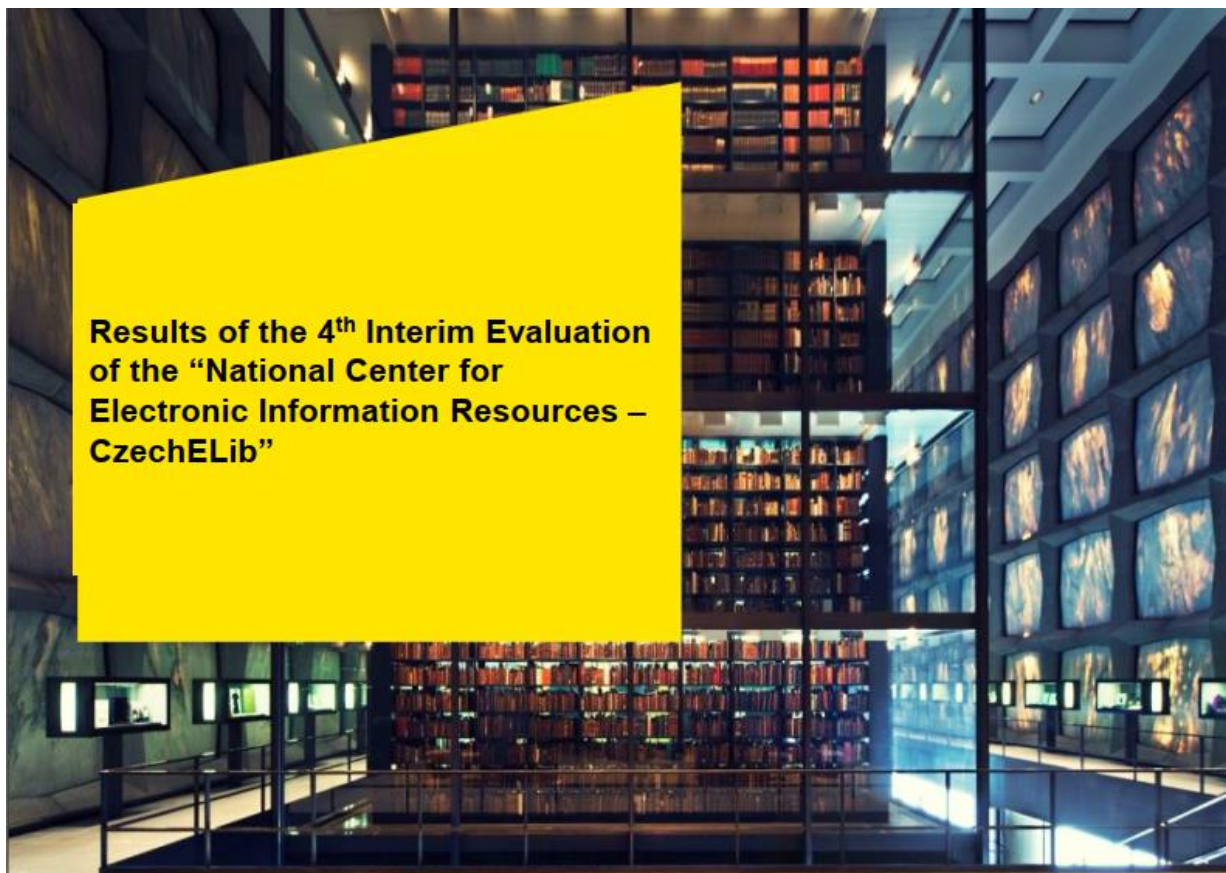
Attachment 2.4 – Anonymized Results of University Students Questionnaire (see the Czech report)

Attachment 2.5 – Interview Script with MIs and Anonymized Transcripts (see the Czech report)

Attachment 2.6 – Interview Script with Other Stakeholder Representatives and Anonymized Transcripts (see the Czech report)

Attachment 3 – Graphical Overview of Evaluation Output

Attachment 3 – Graphical Overview of the Evaluation Output



Key project activities implemented in the evaluated period :



Selection and purchase of EIR, involvement of new member institutions



Information and methodological support to member institutions



Implementation of the first internal evaluation of the CzechELib project

Key Findings:

- ▶ The Project meets the member institutions' needs in terms of EIR and the process of selection and management of EIR purchase is positively reviewed.
- ▶ Communication of the implementation team is evaluated positively by the member institutions.
- ▶ The Project's benefits as perceived by MIs and other actors are mainly in the centralization of EIR purchases, stronger negotiating position, EIR and Open Access trainings and EIR purchasing through CEL.
- ▶ Sustainability of the Project should be ensured by the implementation of the downstream NCIP project.

Recommendations:

- ▶ Anchor settings of the internal evaluation
- ▶ Consider current topics in communication strategies
- ▶ Maintain relevant activities online
- ▶ Set up process and methodology for NCIP



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