

# *STRATEGIC REPORT*

## *FM14-21*

Portugal

Reporting period:  
01 August 2023 - 31 July 2024

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## 1. EXECUTIVE SUMMARY

Since the previous reporting period (1st August 2022 – 31st July 2023), significant progress has been made in the implementation of the European Economic Area Financial Mechanism (EEA FM) 2014-2021. A total of 411 projects have been selected, with 410 contracts signed including all 14 pre-defined projects (PDP) and the Active Citizens Fund as detailed below:

Figure 1 - Programmes - Summary of the Calls for Proposals - without PDP										
Programme	Nr. opened Calls	Call (re)launched or reinforced with reallocated amounts	Total Amount Available	Received Applications	Total amount Requested	Open calls ongoing	Open Calls to launch	Selected Projects (without PDP)	Nr. Projects with DPP	% Projects with DPP
Blue Growth	10	5	42 452 942,00 €	254	157 708 269 €	0	0	115	64	55,7%
Environment	8	0	27 135 294,00 €	161	62 848 716,00 €	0	0	57	27	47,4%
Culture	2	0	10 192 935,79 €	75	46 685 596,74 €	0	0	15	15	100,0%
Work-Life balance	7	0	6 352 941,15 €	147	23 184 571,11 €	0	0	27	27	100,0%
<b>Total</b>	<b>27</b>	<b>5</b>	<b>86 134 113 €</b>	<b>637</b>	<b>290 427 153 €</b>	<b>0</b>	<b>0</b>	<b>214</b>	<b>133</b>	<b>62,1%</b>

Figure 2 - Overall Programmes - Selected projects summary - with PDP					
Programme	Amount Available for Projects (total)	Nr. Projects Selected (with PDP)	Total Fund selected Projects	% commitment for Projects	Nr. Projects Contracts signed
Blue Growth	42 452 942 €	119	42 427 023,00 €	99,9%	118
Environment	27 135 294 €	60	24 054 225,45 €	88,6%	60
Culture	10 192 936 €	17	10 192 935,79 €	100,0%	17
Work-Life balance	6 352 941 €	33	6 352 941,15 €	100,0%	33
Active Citizenship	9 805 000 €	182	10 620 035,00 €	108,3%	182
<b>Total</b>	<b>95 939 113 €</b>	<b>411</b>	<b>93 647 160,39 €</b>	<b>97,6%</b>	<b>410</b>

Throughout the entire EEA FM 2014-2021 period, both the COVID-19 pandemic and the war in Ukraine have negatively impacted individual projects as well as overall Programmes. Additionally, the high volume of projects and the large number of execution reports under analysis have further contributed to challenges in execution. To address these challenges, Programme Operators (PO's) have implemented mitigation measures, including close monitoring.

The National Focal Point (NFP) continued to closely monitor progress, compliance and risks across the Programmes, covering various aspects of implementation. Quarter reports from the POs were consistently maintained, along with monthly reports for all Programmes.

During this reporting period, the implementation of the Fund for Bilateral Relations (FBR) continued with the completion of several projects and their assessment by the NFP. With the COVID-19 pandemic no longer significantly affecting operations, the planned activities proceeded, and project promoters (PP) were able to adapt as necessary.

Over the past year, the NFP has actively facilitated FBR support for new, pre-defined initiatives (PDPs) in areas of bilateral interest between Portugal and the donor countries. As a result, several new pre-defined projects were started or approved, and additional PDPs are anticipated in the coming months.

Until the end of the FBR, with the final date of eligibility being 30 April 2025, the NFP will focus on closing projects resulting from the Calls and on the development and completion of the new PDPs.

There were no major changes to the national-level Management and Control Systems; however, the NFP experienced significant staffing changes, particularly in the Communication, Bilateral relations and Administrative teams. Despite these changes, the NFP remains highly committed and motivated to ensure the continued success of the EEA FM 2014-2021 and to maintain high standards of implementation and oversight.

In 2024, communication efforts focused on disseminating the results achieved by the EEA FM 2014-2021, with special emphasis on closing events and activities across Programmes. The NFP actively engaged in various activities to share these results with diverse target audiences. Consequently, meetings and close coordination between the FMO, NFP, and PO communication teams remained essential.

The NFP also undertook numerous communication activities, emphasizing a cohesive and strategic approach to enhance the visibility of the EEA Grants. One of the most impressive results was highlighted in the 2024 Awareness study: six years after the first study, there was a significant increase in awareness of the Grants. Currently, 49% of respondents are aware of financial supports granted to Portugal outside the EU, compared to just 6% in 2018. Additionally, 24% of respondents now know about EEA Grants, compared to only 4% in 2018. These remarkable achievements were made possible through the collaboration and joint efforts of the Donor Countries, FMO, NFP, PO, and PP.

## **2. COUNTRY DEVELOPMENTS AND EFFECTS OF THE GRANTS**

The legislative elections in March 2024 led to a new Government composition. The current Government's program is fully aligned with the Sustainable Development Goals of the United Nations 2030 Agenda, as well as with the European structural and investment funds goals.

In response to the severe impacts of the pandemic on European economies, the European Council agreed on the Next Generation EU, a strategic instrument to alleviate the economic and social repercussions of the crisis. The latter aims at fostering economic convergence and resilience, while promoting sustainable, long-term growth. It also addresses the challenges of transitioning towards a greener, more digitally oriented society.

The Portuguese Recovery and Resilience Plan (PRR) has been formulated under this framework and is designed to enact a series of reforms and investments intended to restore sustained economic growth, thereby supporting the objective of convergence with Europe over the next decade. The implementation will continue until 2026, consisting of an investment strategy that benefits all Portuguese citizens and is centered around three pivotal dimensions: Resilience, Climate and Digital Transition.

In addition to PRR, the Portuguese Government continues to implement various measures to improve household incomes and address the rising cost of living, which has been

exacerbated by war in Ukraine and has led to a widespread increase of inflation. These effects had also an impact in the implementation of the EEA FM in Portugal, as rising prices and material costs have negatively affected projects and programmes, particularly the Culture Programme, which has a significant infrastructure component.

Over the past few years, the repercussions of the COVID-19 pandemic and the war in Ukraine have highlighted the importance of the EEA Grants' impact. At the current stage of implementing the EEA FM 2014-2021, all projects have been concluded, although the programmes are still reviewing the final project reports submitted by the PP. As a result, not all the necessary data is yet available to fully assess the results and impacts of the Grants. Nonetheless, the indicators for all programmes have largely been met, and the programmes are expected to complete their final evaluations by the end of 2024 or early 2025.

Although it has not yet been possible to fully assess the effects of the grants on reducing social and economic disparities, progress in strengthening bilateral relations with donor states entities is evident at project level, with 62% of the contracted projects entail one or more Donor States entities as partner entities. Numerous PDPs are being created and contracted in various areas of bilateral interest, such as digitalization, public administration training, ocean research and security. Very interesting bilateral activities have been developed during this period, including the Ports Digitalization Mission in Oslo and Bergen in June 2024.

### 3. STATUS OF PROGRAMMES

#### GENERAL

Although the final date for project eligibility was set for no later than 30 April 2024, the PO are still in the process of analysing the final project reports submitted by the PP. The estimate for financial execution suggests that a significant progress of 93% is expected to be achieved by the end of the year, as detailed in the table below:

**Figure 3- Overall Programmes - Financial execution**

Programme	Total (Projects+Manag.)	Certified amount under the last IFR	% Certified	Financial Execution 30/6	% Financial Execution	Estimated Financial Execution by 31.12.2024	% Estimated Financial Execution by 31.12.2024
Blue Growth	44 882 354 €	15 581 504 €	35%	30 208 782 €	67%	42 759 707 €	95%
Environment	28 882 353 €	12 214 742 €	42%	22 848 200 €	79%	27 354 750 €	95%
Culture	11 055 759 €	3 568 275 €	32%	8 278 828 €	75%	9 848 054 €	89%
Work-Life balance	7 176 471 €	4 291 254 €	60%	6 414 038 €	89%	7 176 471 €	100%
Fund for Bilateral Relations	3 422 000 €	1 352 765 €	40%	1 511 958 €	44%	2 479 682 €	72%
Technical Assistance	1 810 500 €	1 394 852 €	77%	1 489 161 €	82%	1 663 798 €	92%
<b>Total</b>	<b>97 229 437 €</b>	<b>38 403 392 €</b>	<b>39%</b>	<b>70 750 967 €</b>	<b>73%</b>	<b>91 282 461 €</b>	<b>94%</b>
Active Citizenship	11 500 000 €	9 827 421 €	85%	10 390 100 €	90%	10 005 000 €	87%
<b>Total</b>	<b>108 808 971 €</b>	<b>48 230 813 €</b>	<b>44%</b>	<b>81 141 067 €</b>	<b>75%</b>	<b>101 287 461 €</b>	<b>93%</b>

## PT-INNOVATION Blue Growth Innovation and SMEs

With the aim of fostering enhanced value creation and sustainable growth, the Blue Growth, Innovation, and SMEs Programme focuses on three distinct areas: (i) Business Development, Innovation, and SMEs, (ii) Research, and (iii) Education, Scholarships, Apprenticeships, and Youth Entrepreneurship.

The Programme included a total of 5 Open Calls and 3 Small Grant Schemes (SGS), resulting in the selection of 115 projects under the open calls and 3 PDP. Project execution is estimated to reach 95% completion by the end of the year.

An overview of the status is provided in the tables below:

Figure 4 - Blue Growth Programme - Budget Performance - Programme Management and Outcomes							
Budget Heading	Contracted Eligible Expenditure	Revised Eligible Expenditure*	Total Executed Amount**		%	Estimated Executed amount by the end of 2024	%
			By the end of Previous Reporting Period (31/03/2024)	By the end of Present Reporting Period (31/07/2024)			
Programme Management (1)	3 429 412 €	2 429 412 €	1 857 397,00 €	1 857 397,00 €	76%	2 429 412,00 €	100%
Outcome 1 Increased competitiveness for PT enterprises within Blue Growth	26 776 470 €	25 796 138 €	13 374 710,00 €	14 831 205,00 €	57%	24 506 331,10 €	95%
Outcome 2 Resource Efficiency of enterprises in Marine Sector supported	1 176 471 €	1 795 344 €	860 771,00 €	1 121 653,00 €	62%	1 705 576,80 €	95%
Outcome 3 Enhanced performance of Portuguese research organizations	9 423 529 €	9 423 529 €	8 180 942,00 €	8 480 942,00 €	90%	8 952 352,55 €	95%
Outcome 4 Education, training and cooperation in marine / maritime issues enhanced	3 900 000 €	5 437 931 €	3 735 150,00 €	3 917 585,00 €	72%	5 166 034,45 €	95%
<b>TOTAL</b>	<b>44 705 882 €</b>	<b>44 882 354,00 €</b>	<b>28 008 970 €</b>	<b>30 208 782 €</b>	<b>67%</b>	<b>42 759 706,90 €</b>	<b>95%</b>

Figure -5- Blue Growth Programme - Call Performance summary									
Blue Growth	Name (Fill according the Annex I of PA)	Total Grant Available	Calls (re)launched / reinforced with reallocated amounts	Dates		Applications Received	Total Requested Amount	Applications Approved with funds available	Total Approved Amount
				Launch	Close				
Call 1	1st call for Business, Development, Innovation and SMEs	9 435 984 €		12/06/2019	29/11/2019	35	48 025 983 €	23	9 435 984 €
Call 2	2nd call for Business, Development, Innovation and SMEs	14 256 902 €	5 680 432 €	10/02/2021	30/06/2021	51	37 470 899 €	19	14 256 902 €
Call 3	Resource Efficiency of Enterprises in Marine Sector Supported	410 057 €		22/10/2019	31/12/2019	3	851 109 €	2	410 057 €
Call 3 (2R)	Resource Efficiency of Enterprises in Marine Sector Supported	1 385 287 €	1 500 000 €	10/02/2021	31/05/2021	6	2 856 408 €	3	1 385 287 €
Call 4	Research	5 423 529 €	0 €	28/07/2020	30/10/2020	63	58 648 881 €	6	5 423 268 €
Call 5	Education	2 726 471 €	1 176 471 €	28/07/2020	11/12/2020	27	6 188 295 €	12	2 726 263 €
SGS 1	Call for initiatives for business growth in start-ups	836 316 €		23/10/2019	30/06/2020	6	875 485 €	6	836 316 €
SGS 1 (2R)	Call for initiatives for business growth in start-ups	836 514 €	1 029 469 €	10/02/2021	31/05/2021	7	1 111 803 €	7	836 514 €
SGS 2	Call for initiatives for development of business and management skills – training on job	430 421 €		02/09/2021	30/11/2021	10	572 533 €	8	429 972 €
SGS 3	Ocean Literacy (including awareness of marine litter thematic and nautical sports not included in curriculum)	711 460 €	361 460 €	24/10/2019	28/02/2020	46	1 106 873 €	29	686 460 €
<b>TOTAL</b>		<b>36 452 941 €</b>	<b>9 747 832 €</b>	-	-	<b>254</b>	<b>157 708 269 €</b>	<b>115</b>	<b>36 427 023 €</b>

In line with the special concerns outlined in the Memorandum of Understanding (MoU), which stipulates that the PO should seek synergies with the programme “Environment, Climate Change and Low Carbon Economy”, a Joint Cooperation Committee (CC) meeting was organized on 24<sup>th</sup> May. This meeting, which involved the Donor Programme Partners (DPPs) for the Blue Growth and Environment programmes, focused on reviewing the status of the Programmes implementation and the bilateral activities as well as discussing the synergies between the two programmes, and addressing key aspects for the future EEA FM 2021-2028. As an example of joint bilateral activities, a conference and matchmaking event was organized in June by Innovation Norway (IN) in partnership with both Programmes. The event, held in Sofia, Bulgaria, aimed to discuss business opportunities within the European Green Deal.

Regarding the outcomes of the Programme, despite challenges related to Covid-19, the war in Ukraine, and inflation, Outcome 1 - Increased competitiveness for Portuguese enterprises within the focus area of Blue Growth, Outcome 3 - Enhanced performance of Portuguese research organizations and Outcome 4 - Education, training and cooperation in marine and maritime issues enhanced – have exceeded the proposed targets. Meanwhile, Outcome 2 - Resource Efficiency of enterprises in Marine Sector increased - have successfully achieved most of the proposed targets.

## Challenges faced under the Blue Growth Programme

- National budgetary regulations: present a constraint on the financial implementation of the Programme. Despite this, efforts are made annually to expedite and streamline the process.
- Projects execution: the substantial volume of projects and the large number of reports under analysis have contributed to challenges in execution. Most projects have been completed by the end of the EEA FM 2014-2021 eligibility period, and a significant number of on-site verifications are currently underway. Six projects have been identified as non-compliant: three are in the process of termination, and three have already been terminated.

The PO is still determining the remaining budget, with approximately €780,000 identified so far related to the six non-compliant projects. By the end of the year, the PO will remain focused on closing out the EEA FM 2014-2021, including finalizing project execution, assessing remaining budgets, and managing any potential fund returns.

## Status of the bilateral funds

In the Blue Growth Programme the current situation is as follows:

Figure -6- Blue Growth Programme -FBR Expenditure			
Programme	MoU Allocation and reinforcement	Expenditure Executed by 30.06.2024 (verified and reported by NFP)	% Executed by 30.06.2024
Blue Growth	200 000,00 €	108 963,72 €	54,48%

The MoU allocation of €500.000 from the FBR, distributed to the various Programmes, was transferred from the NFP to the PO's in December 2018. So far, no additional allocations have been required for the Blue Growth programme.

In line with the specifics of the Blue Growth programme outlined in the MoU, the Port Modernization Mission in Oslo and Bergen was organized in June 2024. This event, which involved entities working within the maritime sector and port infrastructure, was designed to foster bilateral cooperation between Portugal and Norway. It aimed to enable both countries to advance sustainable practices and drive innovations towards a greener future in companies in the ports, maritime transportation, and offshore wind sectors.



## PT-WORKLIFE Work-life Balance and Gender Equality

The Work-life Balance and Gender Equality Programme (WLB) covers 3 key areas: (i) Work-life Balance, (ii) Domestic and Gender-based Violence and (iii) Good Governance, Accountable Institutions, Transparency.

The Programme has made significant progress and is expected to achieve 100% financial execution by the end of this year, as outlined in the table below:

Figure - 7- Worklife Balance Programme - Budget Performance - Programme Management and Outcomes							
Budget Heading	Eligible Expenditure	Revised Eligible Expenditure*	Total Executed Amount		%	Estimated Executed amount by the end of 2024	%
			By the end of Previous Reporting Period (31/03/24)	By the end of Present Reporting Period (30/06/2024)			
Programme Management	705 882 €	823 529,41 €	693 164,32 €	721 218,30 €	88%	823 529,41 €	100%
Outcome 1 Enhanced gender equal opportunities in the labour market	3 252 942 €	2 677 417,65 €	2 373 939,16 €	2 366 493,09 €	88%	2 677 418,14 €	100%
Outcome 2 Improved accountability systems for women's equal participation	2 100 000 €	2 099 998,79 €	1 889 999,47 €	1 889 999,47 €	90%	2 099 998,79 €	100%
Outcome 3 Improved system for protection and prevention of domestic and gender-based violence	1 000 000 €	1 575 524,71 €	1 442 886,65 €	1 436 326,94 €	91%	1 575 524,71 €	100%
<b>TOTAL</b>	<b>7 058 824 €</b>	<b>7 176 470,56 €</b>	<b>6 399 989,60 €</b>	<b>6 414 037,80 €</b>	<b>89%</b>	<b>7 176 471,05 €</b>	<b>100%</b>

The Programme has launched 7 calls (4 Open Calls and 3 SGS) resulting in a selection of 27 projects under open calls and 6 PDP. A brief status update on the calls is presented in the table below:

Figure - 8 Worklife Balance Programme - Call Performance summary										
Worklife Balance Programme	Name	Total Grant Available	Calls (re)launched with reallocated amounts	Dates		Applications Received	Total Requested Amount	Applications Approved with funds available	Total Approved Amount	Unallocated Amounts
				Launch	Close					
Call 1	System for assessing the value of work and pay and development of instruments for measuring gender inequalities in work organizations	900 000 €	0	28/02/2019	23/05/2019	10	2 206 676 €	2	441 690 €	458 310 €
Call 2	Projects to combat sex segregation in educational and professional choices and discrimination in the labour market	870 000 €	0	08/03/2020	19/06/2020	26	6 010 834 €	4	703 250 €	166 750 €
Call 4	Projects to improve protection of victims of violence against women and domestic violence	700 000 €	0	07/03/2019	30/05/2019	19	3 652 963 €	3	680 011 €	19 989 €
Call 5	Intervention projects to promote gender equality at local level	1 200 000 €	0	08/03/2019	31/05/2019	34	7 816 770 €	6	1 200 000 €	1 €
SGS 1	Studies on the economic impact of gender equality	200 000 €	0	08/03/2019	31/05/2019	10	562 998 €	3	172 235 €	27 765 €
SGS 2	Prevention projects for children and young people and promoting non-violent masculinities	300 000 €	0	07/03/2019	30/05/2019	39	2 000 659 €	5	270 418 €	78 632 €
SGS 3	White books/studies to foster gender equality	552 942 €	0	21/04/2021	30/06/2021	9	933 671 €	4	385 513 €	167 429 €
<b>TOTAL</b>		<b>4 170 000 €</b>				<b>147</b>	<b>23 184 571 €</b>	<b>27</b>	<b>3 853 117 €</b>	<b>918 875 €</b>

The special concerns outlined in the MoU regarding gender equality and work-life balance have been addressed through the development of activities and approaches involving the participation of the Norwegian Equality and Anti-discrimination Ombud (LDO) as the DPP.

Additionally, a CC meeting was held in Oslo on April 22<sup>nd</sup>, in coordination with the DPP. The meeting focused on reviewing the status of the Programme execution and results, discussing bilateral cooperation, and examining key aspects for the upcoming EEA FM 2021-2028.

Regarding the outcomes of the Programme, despite challenges posed by Covid-19, the war in Ukraine, and inflation, Outcomes 1 - Enhanced gender equal opportunities in the labour market, Outcome 2 - Improved accountability systems for women's equal participation and Outcome 3 - Improved system for the protection and prevention of domestic and gender-based violence have been consistently evaluated and achieved throughout the EEA FM 2014-2021 period.

### Challenges faced under the Work-Life Balance Programme

- National budgetary regulations: present a constraint on the financial implementation of the Programme. Despite this, efforts are made annually to expedite and streamline the process.
- Projects Execution: The PO continues to focus on analyzing the final reports submitted by PP. Although the latest approved projects and PDP had a short implementation timeframe, all projects have been completed and are on track to meet the Programme's indicators. The PO is actively reviewing the final reports, with remaining budgets and potential fund reimbursements under examination until early September. Currently, approximately €10.000,00 in remaining budgets have been identified.

### Status of the bilateral funds

In the case of WLB Programme the current situation is as follows:

Figure -9- Blue Growth Programme -FBR Expenditure			
Programme	MoU Allocation and reinforcement	Expenditure Executed by 30.06.2024 (verified and reported by NFP)	% Executed by 30.06.2024
Worklife Balance Programme	178 037,00 €	64 596,87 €	36,28%

The MoU allocation of €500.000 from the FBR, distributed to the various Programmes, was transferred from the NFP to the PO's in December 2018.

Given that over 70% of the initially allocated amount for the WLB Programme has already been executed, an additional allocation of €78.037 was transferred by the NFP on 4<sup>th</sup> April 2024. This allocation supports new bilateral activities, including combating levels of bullying and sexual harassment in the workplace, conciliation, employment, equal pay, unpaid work, domestic violence, climate change, 4 Day Week Pilot and a gender-based approach to artificial intelligence.to

During the CC meeting in Oslo on 23<sup>rd</sup> April 2024, the PO organized a session with LDO to discuss in detail the ongoing and upcoming bilateral activities under the FBR. These activities include levels of bullying and sexual harassment in the workplace; collaboration with law enforcers and judges; sharing and improving research methodologies and good practices on retrospective analysis in domestic violence homicide situation; the 4-Day Work Week for Gender Equality; addressing climate change and gender equality, promoting equality between women and men in the artificial intelligence world; and planning the closing event, scheduled for December 5-6 2024, in Lisbon.

### PT-ENVIRONMENT Environment, Climate Change and Low Carbon Economy

The Programme aims to improve the environmental status of ecosystems and reduce adverse effects of pollution and other human activities. It covers 2 key areas: (i) Environment and Ecosystems and (ii) Climate Change Mitigation and Adaptation.

The estimated execution is expected to reach 95% by the end of the year, as outlined in the table below:

Figure -10- Environment Programme - Budget Performance - Programme Management and Outcomes							
Budget Lines	Eligible Expenditure	Revise Eligible Expenditure**	Total Executed Amount ***		%	Estimated Executed amount by the end of 2024	%
			By the end of Previous Reporting Period (31.03.2024)	By the end of Present Reporting Period (30.06.2024)			
Programme Management	2 276 471 €	1 747 059 €	1 323 422,62 €	1 423 683,99 €	81%	1 639 217,85 €	94%
Outcome 1 Increased application of circular economy principles in targeted sectors	12 050 000 €	11 374 422 €	10 442 563,49 €	10 579 157,21 €	93%	11 374 421,90 €	100%
Outcome 2 Enhanced sustainable development in Biosphere Reserves	2 200 000 €	2 257 475 €	1 842 468,21 €	2 227 067,24 €	99%	2 257 475,47 €	100%
Outcome 3 Increased climate change resilience and responsiveness in targeted areas	11 708 823 €	13 503 397 €	7 412 747,56 €	8 618 291,69 €	64%	12 083 634,28 €	89%
<b>TOTAL</b>	<b>28 235 294 €</b>	<b>28 882 353 €</b>	<b>21 021 202 €</b>	<b>22 848 200 €</b>	<b>79%</b>	<b>27 354 750 €</b>	<b>95%</b>

The Programme included a total of 5 Calls and 3 SGS, resulting in the selection of 57 projects under calls and 3 PDP. A brief status on the calls is presented in the table below:

Figure 11 - Environment Programme - Call Performance summary

Environment Programme	Name (Fill according the Annex I of PA)	Total Grant Available	Calls (re)launched or reinforced with reallocated amounts	Dates		Applications Received	Applications Approved with funds available <sup>(3)</sup>	Total Approved Amount	Nr. contracts signed
				Launch	Close				
Call 1	deposit-return solutions	6 400 000 €	0	05/09/2020	31/01/2020	13	8	6 400 000,37 €	8
Call 2	circular economy in construction	3 500 000 €	0	18/07/2019	31/10/2019	25	10	3 793 570,00 €	10
Call 3	biosphere reserves	2 200 000 €	0	29/11/2019	15/05/2020	7	1	2 257 475,80 €	1
Call 4	low-carbon economy measures	6 058 823 €	0	30/01/2020	01/06/2020	7	7	6 544 613,66 €	7
Call 5	climate change-related extreme weather preparedness and risk management	1 229 858 €	0	04/10/2021	18/01/2022	13	4	1 340 013,61 €	4
SGS 1	plastics in oceans	1 000 000 €	0	18/07/2019	31/10/2019	24	6	944 469,00 €	6
SGS 2	circular economy standards	1 000 000 €	0	18/07/2019	31/10/2019	4	4	193 879,00 €	4
SGS 3	local adaptation measures	2 650 000 €	0	02/12/2019	30/04/2020	68	17	2 580 204,01 €	17
<b>TOTAL</b>		<b>24 038 681 €</b>	<b>0</b>	-	-	<b>161</b>	<b>57</b>	<b>24 054 225,45 €</b>	<b>57</b>

The special concerns outlined in the MoU, including Circular Economy, with a focus on the building sector, living labs for low carbon cities, and the National Network of Biosphere Reserves, have been addressed through the development of activities and approaches involving IN, as the DPP, which plays a crucial role in facilitating the Programme's implementation.

Additionally, to foster synergies with the Blue Growth, Innovation and SMEs Programme, as highlighted in the MoU, a joint CC meeting was held on May 24<sup>th</sup>. This meeting, involving the DPPs for both Blue Growth and Environment programmes, focused on reviewing the status of the Programmes implementation, discussing bilateral activities as well as discussing the synergies between the two programmes and addressing the key aspects for the upcoming EEA FM 2021-2028. As an example of joint bilateral activities, a conference and matchmaking event involving companies acting in green and innovative business within the scope of the Blue Growth and Environment programmes was organized in June by Innovation Norway (IN) in partnership with both Programmes. The event, held in Sofia, Bulgaria, aimed to explore business opportunities within the European Green Deal.

## Challenges faced under the Environment Programme

- Organizational Changes: The approval of Decree-Law n.º 43-B/2024, dated July 2, 2024, will lead to the dissolution of the Secretaria Geral do Ambiente (Programme Operator) as of January 1, 2025. It has been noted that the team allocated to the EEA Grants will remain in place until December 31, 2024. However, as part of the restructuring, an autonomous entity will be established to close the Environment Programme of the current EEA FM 2014-2021.
- National budgetary regulations: pose a constraint on the financial implementation of the Programme. Despite this, efforts are made annually to expedite and streamline the process.
- Projects Execution: The PO continues to focus on analyzing the final reports submitted by PP. Currently, both remaining budgets and potential reimbursements are under review.

## Status of the bilateral funds

In the case of Environment Programme the current situation is as follows:

Figure -12- Environment Programme -FBR Expenditure			
Programme	MoU Allocation and reinforcement	Expenditure Executed by 30.06.2024 (verified and reported by NFP)	% Executed by 30.06.2024
Environment	180 856,00 €	125 634,58 €	69,47%

The MoU allocation of €500.000 from the FBR, distributed to the various Programmes, was transferred from the NFP to the PO's in December 2018.

Given that the PO had already executed an amount exceeding the initial allocation for the Environment Programme, the NFP reimbursed the difference of €823,00 to the PO on 5<sup>th</sup> April 2024.

Additionally, an extra allocation of €80.033,00 was transferred by the NFP on 5<sup>th</sup> April 2024, to support new bilateral activities in the areas of Climate Adaptation, Green Deal and Circular Economy.

Between May 21<sup>st</sup> and 23<sup>rd</sup> 2024, the PO promoted an Adaptation Discussion Forum aimed at enhancing climate change adaptation at local level. This forum included various activities under Outcome 3, such as visits to climate adaptation projects in the Alentejo region, networking opportunities, and a seminar titled "Environment Programme Projects for Climate Adaptation." The seminar, which featured participation from DPP IN, focused on priorities, needs, results, and recommendations.

Regarding the outcomes of the Programme, despite challenges related to Covid-19, the war in Ukraine, and inflation, the Programme has made significant progress. Outcome 1 - Increased application of circular economy principles in targeted sectors, Outcome 2 - Enhanced sustainable development in Biosphere Reserves and Outcome 3 – Increased Climate Change resilience and responsiveness in targeted areas - have exceeded the proposed targets.

## PT-CULTURE Cultural Entrepreneurship, Cultural Heritage and Cultural Cooperation

The Programme focus on strengthening social and economic development through cultural cooperation, entrepreneurship, and heritage preservation.

The estimated execution is expected to reach 89,1% by the end of the year, as outlined in the table below:

Figure - 13 - Culture Programme - Budget Performance - Programme Management and Outcomes							
Budget Lines	Eligible Expenditure	Revised Eligible Expenditure*	Total Executed Amount **		%	Estimated Executed amount by the end of the 4th quarter of 2024	%
			By the end of Previous Reporting Period	By the end of Present Reporting Period			
Programme Management	862 823,41 €	N/A	430 853,94 €	452 358,94 €	52%	716 324,16 €	83,0%
Outcome 1 - Cultural Heritage management enhanced	6 751 472,03 €	N/A	3 207 446,84 €	4 778 175,13 €	71%	5 883 436,43 €	87,1%
Outcome 2 - Improved access to contemporary arts	3 441 463,76 €	N/A	2 953 950,57 €	3 048 293,50 €	89%	3 248 293,53 €	94,4%
<b>TOTAL</b>	<b>11 055 759,20 €</b>	<b>- €</b>	<b>6 592 251,35 €</b>	<b>8 278 827,57 €</b>	<b>75%</b>	<b>9 848 054,12 €</b>	<b>89,1%</b>

The Programme involved two Calls, which resulted in the selection of 15 projects under Outcome 1 (Cultural Heritage management enhanced) and Outcome 2 (Improved access to contemporary arts), along with 2 PDP.

A brief status update on these calls is presented in the table below:

Figure - 14- Culture Programme - Call Performance summary											
Culture Programme	Name <i>(Fill according the Annex 1 of PA)</i>	Total Grant Available	Calls (re)launched or reinforced with reallocated amounts	Grant Rate	Dates		Applications Received	Total Requested Amount	Applications Approved with funds available	Total Approved Amount	Nr. Contracts signed
					Launch	Close					
Call 1	Local development through the Safeguarding and Revitalization of Coastal Cultural Heritage	4 551 700 €	0 €	85%	05/09/2019	04/05/2020	31	31 222 219 €	6	4 551 700 €	6
Call 2	Connecting Dots – Arts mobility and audience development	3 288 326 €	0 €	85%	05/09/2019	28/10/2020	44	15 463 378 €	9	3 288 326 €	9
<b>TOTAL</b>		<b>7 840 026 €</b>					<b>75</b>	<b>46 685 597 €</b>	<b>15</b>	<b>7 840 026 €</b>	<b>15</b>

The special concerns outlined in the MoU emphasize the critical role of arts and cultural heritage in promoting local and regional development with emphasis on employment, social inclusion and cohesion, on cultural entrepreneurship, on cultural heritage management, preservation and conservation and on audience development and cultural activities in education. These goals are being actively addressed through the projects selected within the framework of the two open calls.

Specifically, one of the Programme's criteria stipulates that around 20% of the total eligible expenditure should be allocated for cultural cooperation and exchange between the Donor States and Portugal. This is being achieved through Outcome 2, which involves mandatory partnerships with entities or artists from the Donor States. Although partnerships were not mandatory under Outcome 1, all 6 selected projects include a bilateral partnership, reflecting the strong emphasis on collaboration and cultural exchange within the Programme.

## Status of the bilateral funds

In the case of Culture Programme the current situation is as follows:

Figure -15- Culture Programme -FBR Expenditure			
Programme	MoU Allocation and reinforcement	Expenditure Executed by 30.06.2024 (verified and reported by NFP)	% Executed by 30.06.2024
Culture	172 026,00 €	99 149,88 €	57,64%

The MoU allocation of €500.000 from the FBR, distributed to the various Programmes, was transferred from the NFP to the PO's in December 2018.

Given that over 70% of the initially allocated amount for the Culture Programme has already been executed, an additional allocation of €18.550,00 was transferred by the NFP on 28<sup>th</sup> September 2022 to support the organization of a Seminar titled "Climate Changes – Heritage & Arts", which was held in October 2022. Furthermore, on 25<sup>th</sup> January 2024, an additional allocation of €53.476,00 was transferred by the NFP to support a new bilateral activity organized by the Programme Partner, DGArtes, in collaboration with the Arts Council Norway. This activity was designed to strengthen cooperation and build a solid relationship between DGArtes and Arts Council Norway, as well as to enhance connections with similar institutions in other beneficiary countries.

These efforts are in line with the specifics of the Culture Programme as outlined in the MoU. DGArtes and the Arts Council Norway, have been advancing bilateral activities to foster cooperation. These activities include sharing lessons learned from the current EEA FM and expanding knowledge on contemporary challenges through various workshops, seminars, study visits and staff exchange.

Regarding the outcomes of the Programme, despite challenges related to Covid-19, the war in Ukraine, and inflation, Outcome 1 - Cultural heritage management enhanced have achieved and, in some cases, surpassed the proposed targets. Outcome 2 - Improved access to contemporary arts in low-density municipalities - have exceeded the proposed targets.

## Challenges faced under the Culture Programme

- **Organizational Change:** The implementation of Decree-Law No. 78/2023, dated September 4, led to the creation of Património Cultural, I.P., which took over the responsibilities, rights, obligations, and contractual positions of the former Direção-Geral do Património Cultural. This new entity, effective from January 1, 2024, is responsible for safeguarding, conserving, restoring, researching, enhancing, and disseminating both tangible and intangible cultural heritage. In May, a new Board of Directors was appointed at Património Cultural, I.P., leading to changes in key

positions, including those related to the EEA Grants. However, these organizational changes have not yet resolved the limited management capacity that have persisted throughout the EEA FM 2014-2021. During the reporting period, the Programme continued to face challenges due to insufficient experience in programme management and ongoing instability within the core team of the PO.

- **Execution Rate of Projects from Call #1 and PDP 1:** The COVID-19 pandemic and the conflict in Ukraine have had a significant negative impact on the projects and the overall Programme. Price increases, particularly, have adversely affected project execution, especially in Outcome 1. The PO is currently evaluating the remaining budgets for all projects, although no situations have arisen that would require fund returns.

To address these challenges, the NFP and the PO have implemented several mitigation measures:

- **Regular Meetings and Updates:** These include weekly updates to projects, on-site visits, and frequent communication to ensure project alignment and progress.

- **Close monitoring:** The Programme demands rigorous monitoring from the NFP, involving weekly reports (journey model) and catch-up meetings to discuss financial and material execution results and constraints. Monthly meetings with managing Directors from the PO track the progress of both calls.

- **Emphasis on Stability:** The NFP has been actively emphasizing the importance of maintaining a stable team until the completion of the current EEA FM 2014-2021, with continuous follow-up on this matter.

These efforts aim to ensure effective management and successful implementation of the Programme despite the outlined challenges.

#### 4. STATUS OF BILATERAL FUNDS

The material execution of projects continued during this reporting period, with the final group of open call approved projects commencing. As the significant effects of the COVID-19 pandemic were no longer impacting projects, the FBR execution progressed. Whenever constraints arose or substantial alterations were required, the Joint Committee for Bilateral Relations (JCBF) was consulted to ensure the successful completion of the projects.

A fifth version of the Work Plan was developed and is currently under review, incorporating updates to the FBR. This version also included revised total amounts for calls, which were adjusted based on the final assessments of completed projects, reflecting an increase since the last strategic report.

During this reporting period, the JCBF held a meeting to review and present key updates on FBR execution:



- 20<sup>th</sup> JCBF Meeting – Held on 5<sup>th</sup> March 2024 at Nova University of Lisbon, Campolide campus – this meeting included and overview of the FBR, a status update on FBR Calls #1 and #2, a presentation on the status of PDP, the PO Bilateral Activities Work Plan 2024-2025 and NFP Bilateral Activities for 2024.

At this meeting, all PO were present and reported on their planned bilateral activities for 2024-2025, as outlined in their workplans. PO participation in the JCBF was crucial for fostering information exchange and coordination with representatives from the donor countries.

The cooperation among all JCBF members has continued to be paramount in ensuring the establishment, growth, and oversight of activities that promote and enhance bilateral relations between countries.

## FBR Open Calls

The results of FBR Open Call #1 have proven to be broad, diverse and in alignment with the consensus among JCBF members, highlighting the strategic relevance and fruitful outputs of promoting bilateral relations.

In accordance with FMC’s instructions, stipulating the obligatory inclusion of Norwegian partners in bilateral initiatives under this Call, it became necessary to close Call #1.

Subsequently, on 1st July 2021, Call #2 (Portugal & Norway - Partnerships for Innovation) was launched with the aim of supporting partnerships between entities from Portugal and Norway that address innovative approaches. Call #2 remained open continuously until 26th May 2023, and it featured four cut-off dates: (1) the first decision period on 26th November 2021; (2) the second on 27th May 2022; (3) the third on 25th November 2022, and (4) the fourth and final one on 26th May 2023. The JCBF members reached a decision on the last submitted applications in July 2023.

The relevant statistics from FBR Open Call #1, which include seven cut-off dates and FBR Open Call #2, with its four cut-off dates, are presented in the tables below:

Figure - 16- FBR - Open Call #1 results & current execution

	OPEN CALL# 1							TOTAL	TOTAL with withdraw
	1 <sup>st</sup> Cut-off date 17.05.2019	2 <sup>nd</sup> Cut-off date 12.09.2019	3 <sup>rd</sup> Cut-off date 10.01.2020	4 <sup>th</sup> Cut-off* date 08.05.2020	5 <sup>th</sup> Cut-off date 18.09.2020	6 <sup>th</sup> Cut-off date 15.01.2021	7 <sup>th</sup> Cut-off date 12.05.2021		
Applications received	26	9	23	12	13	37	12	132	132
Applications accepted	24	9	17	12	13	34	12	121	121
Amount requested	220 987,00 €	118 302,00 €	259 340,00 €	157 883,00 €	182 366,00 €	508 433,70 €	155 974,11 €	1 603 285,81 €	1 603 285,81 €
Applications approved*	11	5	9	6	8	13	6	58	57
Amount Approved*	142 795,22 €	66 386,51 €	109 682,14 €	81 290,43 €	102 713,07 €	166 727,88 €	76 797,53 €	746 392,78 €	735 142,78 €
Applications approved with a Norway partner	11	5	8	3	7	12	6	52	52
Applications approved with a Iceland partner*	1	0	1	4	3	3	0	12	11
Applications approved with a Liechtenstein partner	0	0	0	0	0	0	0	0	0
Norwegian Partners	12	8	11	3	8	15	6	63	63
Icelanders Partners*	1	0	1	8	3	3	0	16	16
Liechtenstein Partners	0	0	0	0	0	0	0	0	0
Closed Projects	10	5	8	3	3	3	1	33	33
Current executed amount	99 894,10 €	50 930,71 €	75 890,02 €	47 202,70 €	65 895,59 €	94 852,68 €	36 456,15 €	471 121,95 €	471 121,95 €

\* Includes Initiative FBR\_OC1\_58 which have withdrawn after approval (11.250€) - Icelandic Partner

Figure - 17- FBR - Open Call #1 results & current execution

	OPEN CALL# 2				TOTAL
	1 <sup>st</sup> Cut-off date 26.11.2021	2 <sup>nd</sup> Cut-off date 27.05.2022	3 <sup>rd</sup> Cut-off date 25.11.2022	4 <sup>th</sup> Cut-off date 26.05.2023	
Applications received	8	27	38	53	126
Applications accepted	5	24	28	35	92
Amount requested	99 809,00 €	374 417,11 €	474 117,34 €	717 750,58 €	1 666 094,03 €
Applications approved	2	12	16	15	45
Amount Approved	27 000,00 €	167 242,05 €	213 943,60 €	208 886,25 €	617 071,90 €
Closed Projects	1	1	1	0	3
Current executed amount	21 244,59 €	83 574,38 €	125 088,75 €	111 617,55 €	341 525,27 €

## FBR Pre-defined Bilateral Initiatives

Since the beginning of the FBR, a total of 13 PDPs have been approved. Out of these, one initiative was subsequently cancelled, and five have already been successfully completed in previous reporting periods.

During this reporting period, two initiatives were completed:

- "e-Bug": Led by Direção-Geral da Saúde (DGS- General Directorate for Health), concluded in December 2023;
- EEA Cooperation and Europe Day Exhibition: organized by the Portuguese Embassy in Oslo, Norway, this initiative focused on showcasing EEA cooperation.

The ongoing bilateral initiatives are:

- "Empowering Public Administration through Knowledge and Innovation - Capacity Building Exchange": Led by Instituto Nacional de Administração (INA – Portuguese National Institute of Public Administration). This initiative aims at fostering collaboration between the public administration sectors of Portugal and Iceland. It seeks to exchange best practices, improve skills, and promote efficient governance, in alignment with INA's mission and vision and the Iceland Institute of Public Administration and Politics (IPAP).
- "Benchmarking towards digital transformation in business registry": Led by Instituto dos Registos e do Notariado (IRN - Portuguese Institute of Registries and Notary). This initiative focused on strengthening the relationship between central government registration agencies from Portugal and Norway. It aims to exchange best practices in business registry, optimize public registration processes, emerging technologies, ensure compliance with new regulations, and explore the benefits of open data initiatives. It is expected to build a stronger institutional partnership between IRN and its Norwegian counterpart, Brønnøysund Register Centre.

Three bilateral initiatives approved by JCBF are schedule to begin in the next reporting period:

- “Preventing and combating fisheries crimes”: Led by the Portuguese Maritime Police, and the Norwegian National Authority for Investigation and Prosecution of Economic and Environmental Crime (Økokrim) as partner;
- “Coastal Ocean SYnergies between Norway and Portugal (COSYNOPT)”: Led by the Portuguese Hydrographic Institute, and the Norwegian Institute of Marine Research as partner;
- “.PT and ISNIC initiative - Atlantic Roots, Digital Future”: Led by DNS.PT Association, and the ISNIC (icelander institution, responsible for the management, maintenance and registration of domains under Iceland code top-level domain) as partner.

An outline of the PDP is provided in the following table:

Figure - 18 - FBR - Bilateral Initiatives						
N.	Bilateral Initiatives	Promoter	Partner(s)	Status	Budget	Execution
FBR/01	AICEP & Innovation Norway	AICEP - Portuguese Trade & Investment Agency	Innovation Norway	Completed	5 449,93 €	5 449,93 €
FBR/02	Mental Health and Primary Health Care	ACSS - Central Administration of the Health System	Norwegian National Advisory Unit on Ageing and Health; Regional Centre for Child and Adolescent Mental Health, Eastern and Southern Norway	<i>Canceled</i>	- €	- €
FBR/03	Enhancing the Protection of the Rights of the Child	CNPDCJ - National Commission for the Promotion of the Rights and the Protection of Children and Young People	Agency for Child and Family Welfare for the City of Oslo	Completed	36 092 €	19 337,78 €
FBR/04	Gender Equality Seminar in Iceland	Ministry for Foreign Affairs of Iceland	-	Completed	37 000 €	33 031,00 €
FBR/05	On the route of microplastics	IH - Portuguese Hydrographic Institute	NIVA - Norwegian Institute for Water Research; Associação para a Inovação e Desenvolvimento da FCT; Associação para a Investigação e Desenvolvimento de Ciências - Centro de Química Estrutural	Completed	63 168,96 €	<i>under analysis</i>
FBR/06	E-bug partnership and development project PT-NOR 2021-2023	DGS - General Directorate for Health	University of Oslo; Portuguese Directorate General of Education; INFARMED - Portuguese National Authority of Medicines and Health Products	Completed	99 345,98 €	<i>under analysis</i>
FBR/07	Portugal and Iceland: investigating biodiversity and world changes together	Público (media)	University of Iceland's Institute of Research Centres; Southwest Iceland Nature Research Centre; RIF Field Station; Marine and Freshwater Research Institute	Completed	7 450 €	7 276,87 €
FBR/08	Empowering Public Administration through Knowledge and Innovation - Capacity Building Exchange	INA - Portuguese National Institute of Public Administration	Institute of Public Administration and Politics, University of Iceland	On going	38 314 €	<i>Analysis to be conducted in the upcoming Reporting Period</i>
FBR/09	Benchmarking towards digital transformation in business registry	IRN - Portuguese Institute of Registries and Notary	Brønnøysund Register Centre	On going	12 369,48 €	<i>Analysis to be conducted in the upcoming Reporting Period</i>
FBR/10	Exhibition on EEA Cooperation / Celebration of Europe Day	Portuguese Embassy in Oslo	-	Completed	783,50 €	783,50 €
FBR/11	Preventing and combating fisheries crimes	Portuguese Maritime Police	Norwegian National Authority for Investigation and Prosecution of Economic and Environmental Crime (Økokrim)	Approved for funding	36 702 €	<i>Analysis to be conducted in the upcoming Reporting Period</i>
FBR/12	Coastal Ocean SYnergies between Norway and Portugal (COSYNOPT)	IH - Portuguese Hydrographic Institute	Norwegian Institute of Maritime Research	Approved for funding	29 519,68 €	<i>Analysis to be conducted in the upcoming Reporting Period</i>
FBR/13	.PT and ISNIC initiative - Atlantic Roots, Digital Future	DNS.PT Association	Internet á Íslandi hf. (ISNIC - Icelandic Institute)	Approved for funding	52 619,16 €	<i>Analysis to be conducted in the upcoming Reporting Period</i>
<b>TOTAL</b>					<b>418 814,69 €</b>	<b>65 879,08 €</b>

## Bilateral activities carried out by the NFP

Between June 17<sup>th</sup> and 19<sup>th</sup>, the NFP, in collaboration with the Blue Growth PO (Directorate-General for Maritime Policy) and the DPP IN, and supported by the Norwegian Embassy in Portugal, organized a visit for a Portuguese delegation to the ports of Oslo and Bergen. The delegation, consisting of representatives from entities involved in the maritime sector and port infrastructure and explored opportunities for bilateral cooperation.

The visit included a tour of Oslo and Bergen Ports, Wergeland Base AS and several Norwegian companies and maritime clusters. The primary goal was to foster cooperation in line with Europe's green initiatives, the EU's reconstruction plans and Norway's green alliance with the EU. It also sought to follow up on recommendations from the Ocean Panel, of which both Norway and Portugal are members.

The visit was highly successful, strengthening bilateral relations between Portugal and Norway in the maritime sector and port infrastructure sector, and receiving positive feedback from all participants.

Until April 30, 2025, the NFP will focus on managing, monitoring and closing out the implementation of the FBR initiatives and the pre-defined contracted initiatives.

Regarding the FBR on Programmes, the NFP will continue to work closely with the PO to ensure the effective use of FBR allocations. Additionally, the NFP will encourage the PO to update their bilateral activities plans and discuss potential new initiatives with the DPP, exploring bilateral opportunities within relevant programme themes.

## Financial Execution and Disbursements

The financial execution and disbursements are summarized in the following table:

**Figure - 19- FBR - Bilateral Initiatives**

Total Grant	Execution								Disbursements (including advance payments)
	2018	2019	2020	2021	2022	2023	1st sem 2024	Total	
3 422 000,00 €	75 282,00 €	231 387,00 €	239 417,45 €	192 412,56 €	209 784,12 €	432 291,99 €	94 152,76 €	1 474 727,88 €	2 587 174,01 €
Rate	2%	7%	7%	6%	6%	13%	3%	43%	

The financial execution of the FBR experienced a significant slowdown in 2021 due to the pandemic. However, during 2022 and 2023, there was an acceleration in the implementation of the FBR. Due to changes in the NFP team composition, the NFP is currently making efforts to further expedite execution till the end of 2024.

## 5. MANAGEMENT AND IMPLEMENTATION

### a. Management and control systems (MCS)

During the reporting period, the NFP implemented several updates to the MCS, namely the reference to provisions from Resolution of the Council of Ministers n.º 73/2023, which establishes the NFP for the next programmatic period.

Considering that the small size of the NFP team did not allow to provide an adequate response to the analysis of the financial reports of activities and initiatives financed through the FBR, the NFP outsourced this service. The MCS description is currently under review to include this newly established procedure.

Regarding the staffing of the NFP, there were several changes during the reporting period:

- The Coordination Adviser Ricardo Perdigão performed functions until 31<sup>st</sup> July 2023 and was replaced by João Custódio on 1<sup>st</sup> October 2023;
- The Communication Officer António Fogaça left on 31<sup>st</sup> October 2023 and was replaced by Ulrica Botelho on 1<sup>st</sup> March 2024;
- The Bilateral and Programme Officer Sara Gomes left on 31<sup>st</sup> December 2023 and was replaced by Inês Braga on 1<sup>st</sup> March 2024;

### MCS at Programme level

The Annual Audit Report presents the outcomes of audits conducted from 01 July 2022 to 30 June 2023.

The audit concluded that *“In general, the management and control systems for EEA grants are functioning well, but some improvements are still needed. Thus, we considered that the assurance level obtained following the system audits is average.”*

### b. Complaints

The NFP received five complaints during the reporting period, three via formal complaint mechanism and two through regular email. All complaints were given equal attention and consideration:

- On 10/11/2023 a complaint was received through the complaint mechanism, submitted by Inland Norway University of Applied Sciences, a partner in a project funded by the Active Citizen Programme. The complaint concerned a lack of final payment by the

project promoter. The complainant was informed that the matter had been forwarded to the Programme Operator for verification.

- On 26/11/2023 Intermezzo Ungdomsorganisasjon, a partner in a project funded by the Worklife Balance Programme, submitted a complaint via regular email to NFP. The complainant raised concerns about discrepancies in the agreed-upon payment amounts as stipulated in a contract. The NFP forwarded the complaint to the PO for verification. It was concluded that the partner had not provided to the PP with the necessary financial evidence of the expenses incurred, which was the reason for the delay in payment. The NFP recommended that the complainant submit the missing financial documents to the project promoter. The payment was subsequently made on 28/06/2024.
- On 28/12/2023, a complaint was received via regular email from the Portuguese Union for Workers of Archaeology to NFP, alleging workplace harassment. The NFP requested information from the PO, who confirmed that an inquiry has been opened. The inquiry was concluded on 06/11/2024, and it was determined that there were no grounds for disciplinary proceedings. The complaint was closed and the complainant was notified.
- On 01/04/2024, a complaint was submitted through the formal complaint mechanism by Associação Pé Ante Pé (APAP) alleging illegal works in Ribeira de Silves related to a project funded by Environment Programme. The complaint was forwarded to the PO, who conducted an on-site verification and held a meeting with the PP. No irregularities were identified. The complainant was informed of these findings but insisted that a prior mandatory binding opinion from some entities was missing.
- On 04/01/2024, another complaint was received submitted through the formal complaint mechanism by Associação Pé Ante Pé (APAP), again regarding alleged illegal works in Ribeira de Silves under a project financed by the Environment Programme. The complaint was forwarded to the PO, who conducted an on-site verification and met with the project promoter. No irregularities were found. However, the complainant maintained that the prior mandatory opinion of some entities has not been obtained. The PO then requested an opinion from the competent authority to determine if the complaint was justified and is waiting for this opinion.

### **c. Irregularities**

During the reporting period, there were no irregularities reported by the Irregularities Authority.

#### d. Audit

The Annual Audit Report setting out the findings of the audits carried out during the period between 1<sup>st</sup> July 2022 to 30<sup>th</sup> June 2023 stated that “*there is a reasonable assurance that the underlying transactions financed by the European Economic Area Financial Mechanism 2014-2021, within the scope of projects and management costs as well as technical assistance and bilateral funds, are legal and regular*”.

Regarding audits on projects, the Control and Audit Unit of the Cohesion and Development Agency P.I. (Agency's UCA), under Audit Authority quality control procedures, has carried out audits in operations under the Technical Assistance, Bilateral Fund, Blue Growth, Work-Life Balance and Environment and Programmes (February 2024).

The audit report identified one project in Blue Growth Programme that required actions:

- **Project “The Peladron Project”**

Non eligible expenditure - This error does not give rise to financial correction in advances paid to the Promoter. However, the Promoter must proceed with the correction of the error identified in the next execution report.

Non-compliance with the guidelines on organizing the project dossier - Without questioning the merits that the chosen option may have or the necessity due to internal issues of the Promoter, it is recommended that in the future, the documentary organization of the project dossier be coordinated with the Managing Authority.

## 6. MONITORING AND EVALUATION

### a. Monitoring

According to the description of the MCS at national level, the various levels of monitoring - compliance, results, and risk-based monitoring, are conducted through the implementation of several activities, including:

- Quarter reports from the PO;
- Regular control meetings, at least with a biannual periodicity, with the PO staff including the General Directors;
- Consolidation of the information on controls, audits and complaints;
- Follow-up, as an observer, of the meetings of the CC meetings between the PO and their respective DPP and of the selection procedures by the PO;
- Prior validations before submitting to the FMC/FMO the documents owed by the PO, pursuant to the Regulation, *inter alia*, provisional approval of proposals to amend the Programme Agreement (Article 6.9.3), approval of management and control systems for the PO (Article 5.7.2), positive appraisal of the Pre-defined Projects (Article 6.5.3);



During the reporting period, the NFP conducted two sets of meetings with each of the PO teams that were held in December 2023 and June-July 2024. The discussions during these meetings offered significant insights that contributed to the Risk Assessment at the Programme level. Additionally, the NFP actively engaged in numerous targeted working meetings alongside each PO. These meetings were focused on addressing specific challenges identified throughout the implementation process. These interactions were found to be highly beneficial and productive.

The NFP was observer in all CC Meetings hosted by the PO, which is considered an important monitoring tool.

The NFP has also been proactively facilitating ongoing assistance to all PO's throughout the various stages of Programme implementation. This assistance has been delivered namely through the organization of workshops focusing on specific matters that are instrumental for the PO's work planning. Furthermore, collaborative training sessions have been fostered by the NFP and PO's.

During the reporting period, the NFP organized the following joint training initiatives, with participation from both the NFP and PO:

1. Training on Evaluation, which included both theoretical and practical components. These sessions were aimed at PO and equipped them with the necessary knowledge to develop tender specifications for the final evaluation of their respective programmes. Held in September and November 2023;
2. Training in Industrial Property, the NFP organized together with the National Institute of Industrial Property a tailor-made training so that PO and PP could acquire knowledge in the areas of patents, trademarks and design, in particular, strengthening knowledge about the various forms of Intellectual Property. Held in September 2023;
3. Brainstorming Session organized by the NFP in collaboration with the PO to enhance communication strategies for the EEA Grants, focused on lessons learned, SWOT analysis, strategies to publicize project results, and sharing communications ideas for 2024. Held in November 2023;
4. Training "Digital Communication & Storytelling Training", organized by the NFP and provided by Lisbon Digital School. The training aimed to improve abilities to communicate more effectively on social media, promoting engagement and improving results. Held in March 2024;
5. FMO training on closure of programmes, delivered training by FMO for NFP, PO, CA and AA. Held in May 2024;
6. Two trainings on "Writing to Communicate Effectively" and "Digital writing" organized by the NFP and led by "Escrever Escrever", a certified entity belonging to the European Network of Creative Writing Schools (EACWP). These sessions provided participants tools for writing clear and effective digital content to communicate the impacts and results of projects. Held in May 2024;
7. Training Session "Strategies for Controlling Double Financing in EEA Grants – Closure of EEA Financial Mechanism 2014-2021", organized by NFP in coordination with INA – National Institute of Administration and in collaboration with the Recover Portugal

Mission Structure. The training was dedicated to deepening participant's understanding of double funding concepts in co-financed projects. Held in July 2024.

Although the Regulation for the implementation of the EEA FM 2014-2021 did not explicitly mandate the establishment of a Monitoring Committee, Portugal has chosen to maintain this committee during the ongoing funding period. The Monitoring Committee consists of representatives from various sectors that receive support from the EEA Grants, encompassing both governmental and private entities. During the reporting period, the NFP organized two meetings of the Monitoring Committee in September and December 2023. The next meeting is scheduled to take place in November-December 2024.

### **On the spot verifications**

No on-spot verifications were conducted during this period. However, all necessary monitoring activities and required project follow-ups were carried out remotely to ensure compliance with the Programme's requirements.

## **b. Evaluation**

No evaluations have been conducted at the current stage of implementation.

Considering that each PO is responsible for contracting an external entity to evaluate their respective Programme, the NFP organized several capacity-building initiatives for the POs throughout 2023 to assist in the preparation of tender specifications.

Public procurement procedures have been launched and completed, and the POs have commenced their respective evaluations, except for the Culture Programme, which is still in the process of finalizing the necessary procedures to launch the tender.

The NFP is ensuring that all principles related to good governance and impartiality are considered.

## **7. ISSUES FOR THE ANNUAL MEETING**

1. Presentation and discussion of projects execution and results.
2. Constraints that affected the implementation of projects;
3. Update on the ongoing and future bilateral activities
4. Next steps for the EEA FM 2021-2028.

## **ANNEXES**

- A. Risk assessment and management plan**
- B. Evaluation plan**
- C. Cooperation with Donor Programme Partners and/or International Partner Organisations**
- D. Technical assistance report**
- E. Communication summary**

## Annex A: Risk assessment and management plan

## Annex B: Evaluation plan

Please note this Annex is uploaded separately and is not visible in this document. Please download and print separately if needed.

## **Annex C: Cooperation with Donor Programme Partners and/or International Partner Organisations**

The NFP has actively engaged in observing all cooperation committee meetings organized by the PO and DPP under the various agreed Programmes. This involvement has been crucial in understanding the dynamics and effectiveness of these meetings, particularly at this stage of the EEA FM 2014-2021 implementation.

The relevance of this cooperation is particularly evident in several key areas:

**Matchmaking Events:** The setting-up of matchmaking events has been a significant aspect of the Programme's activities. These events facilitate connections between entities from Donor States and beneficiaries in Portugal, fostering collaborative projects and exchanges that enhance the Programme's impact.

**Bilateral Initiatives:** Various bilateral initiatives have been discussed and supported, reinforcing cooperation between Portugal and the Donor States. These initiatives include joint projects, shared expertise, and mutual learning opportunities, all of which contribute to the Programme's overall effectiveness and sustainability.

Overall, the NFP's close monitoring ensures PO operates efficiently and achieves its objectives. The cooperation between the PO, DPP, and other stakeholders has been instrumental in addressing challenges, optimizing project implementation, and promoting successful outcomes under the EEA FM 2014-2021.

## Annex D: Technical assistance report

### Overview of main activities

The total amount of the TA for Portugal (€ 1.810.500,00) is eligible for the period extending from 23<sup>rd</sup> May 2017 to 31<sup>st</sup> August 2025, according with the TA Agreement entered into on the 26<sup>th</sup> September 2017, amended by June 2018 and July 2023.

The TA fund was allocated to Additional Management Systems, in line with article 8.11.2(a) of the Regulation and the eligible expenditure refers to salaries and statutory costs of NFP staff, as well as social security contributions, either from civil servants or other staff employed to carry out tasks related to the management of the EEA Grants 2014-2021, in accordance with article 8.11.3.

Pursuant to the Article 10.1 of the Regulation, the TA fund is also allocated to costs for evaluation on results from the EEA FM 2014-2021, eligible under the TA budget (Article 8.11.2 (g) of the Regulation).

### Budget overview

Figure - 20- TA Execution				
Year	Annual Planned Expenditure TA	Executed	Difference	% Execution
2023	232 790,00 €	165 806,92 €	66 983,08 €	71%
2024	365 862,04 €	145 044,40 €	220 817,64 €	60%

Figure - 21-TA Execution and Balance			
Execution			
Total Grant	Until 2023	2024 (1st semester)	Balance
1 810 500,00 €	1 229 383,91 €	145 044,40 €	436 071,69 €

Although the amount allocated to TA is eligible until 31<sup>st</sup> August 2025, the initial allocation was insufficient to cover salaries until the end of this period. However, in July 2023 and additional TA allocation was approved by FMO.

In July 2024, the NFP requested another additional allocation to TA and is currently awaiting a decision. This request aims to secure funding for salaries until the end of the period and support management expenditures, such as the external audit service for the Bilateral Fund in 2025, as well as communication and travel costs.

As for the subsistence allowances for the NFP team, these have been funded by the Portuguese State budget.

## Procurement

During this period, the NFP acquired an external audit service to analyse the financial reports of bilateral initiatives for the year 2024. All the remaining operating expenses of the NFP are covered by the Portuguese State budget.

## Staffing

Figure - 22 - National Focal Point- National Management Unit Staff				
National Focal Point- National Management Unit				
Name of staff	Official position	Main duties and responsibilities	Work effort	Funded through the Grants (Y/N)
Maria Mineiro	Coordinator	Management and Coordination of the EEA Grants 2014-2021 implementation and enforcement related activities; Official representation of the National Focal Point	100%	Y
Maria João Carapêto	Deputy Coordinator	Assisting the coordinator in the management of the EEA Grants 2014-2021 mechanism, liaising with representatives of donor countries, and replace the coordinator in its absence.	100%	Y
Filipa Rodrigues	Financial Officer	Budgeting, IFR, and FLP preparation and reporting; liaise with certifying and audit authorities. FBR execution, including spot verifications. Irregularities database reporting	100%	Y
Sara Gomes <u>Leaving date:</u> <u>31/12/2023</u>	Bilateral and Programme Officer	FBR managing and control, preparation of FBR open call selection, preparation of the monitoring materials for programs (quarter reports), monitoring and follow up of programme implementation	100%	Y
Inês Braga	Bilateral and Programme Officer	FBR managing and control, preparation of FBR open call selection, preparation of the monitoring materials for programs (quarter reports), monitoring and follow up of programme implementation	100%	Y
António Fogaça <u>Leaving date:</u> <u>31/10/2023</u>	Communication Officer	Communication and Media Coordination, Social Media and website content management	100%	Y
Ulrica Botelho	Communication Officer	Communication and Media Coordination, Social Media and website content management	100%	Y
João Custódio	Coordination Adviser	General management and event logistics support, inventory control and management, administrative and communication tasks	100%	Y



Figure - 23 - Certifying Authority - Cohesion and Development Agency Staff

Certifying Authority - Cohesion and Development Agency				
Name of staff	Official position	Main duties and responsibilities	Work effort	Funded through the Grants (Y/N)
Gisela Rodrigues	Director	Confirmation of IFR analysis and confirmation of eligibility of direct expenditure analysis. Confirmation of forecasts and proposal for management and control systems description and internal procedures manual. Technical support to PO.	1,5%	N
Rogério Martins	Coordinator	Revision of the IFR and revision of direct incurred expenditure eligibility. Revision of forecasts and proposals for management and control systems description and internal procedures manual. Technical support to PO. Following the annual AA audits	5%	N
Graça Carvalho	Technician	Technical and financial IFR analysis. Eligibility verification of the direct incurred expenditure by PO and NFP. Forecast analysis. Management and control systems description and internal procedures manual elaboration. Technical support to PO. Audit report analysis. Other functions as stated in article 5.4 of Regulation	10%	N
Cesaltina Rodrigues	Technician	Technical and financial IFR analysis. Eligibility verification of the direct incurred expenditure by PO and NFP. Forecast analysis. Management and control systems description and internal procedures manual elaboration. Technical support to PO. Audit report analysis. Other functions as stated in article 5.4 of Regulation	10%	N

Figure - 24 - Audit Authority - General Inspectorate of Finance (IGF) Staff

Audit Authority- General Inspectorate of Finance (IGF)- Staff				
Name of staff	Official position	Main duties and responsibilities	Work effort	Funded through the Grants (Y/N)
Ana Cristina Rodrigues	Director	Operation direction and strategic coordination of all audits	5%	N
Teresa Silva	Head of Team	Audits Coordination	10%	N
Isabel Guerreiro	Auditor/Inspector	Audit performance	15%	N
João Silva	Auditor/Inspector	Audit performance	15%	N
Luís Oliveira	Auditor/Inspector	Audit performance	15%	N

Figure - 25 - Irregularities Authority - General Inspectorate of Finance (IGF) Staff

Audit Authority- General Inspectorate of Finance (IGF)- Staff				
Name of staff	Official position	Main duties and responsibilities	Work effort	Funded through the Grants (Y/N)
Ana Cristina Rodrigues	Director	Operation direction and strategic coordination of all audits	5%	N
Teresa Silva	Head of Team	Audits Coordination	5%	N
Isabel Guerreiro	Auditor/Inspector	Audit performance	5%	N
João Silva	Auditor/Inspector	Audit performance	5%	N
Luis Oliveira	Auditor/Inspector	Audit performance	5%	N

## Annex E: Communication summary

### 1. Best projects

The year 2024 is marked by the conclusion of projects and the disclosure of results achieved by the EEA FM - EEA Grants 2014-2021. Special emphasis is placed on communication, particularly on closing events and activities across various Programmes. As part of this phase, the NFP actively engages in various activities and disseminates information regarding the results achieved by the Programmes and projects to diverse target audiences. In particular, on October 23<sup>rd</sup> 2024, a conference will be held to celebrate the 30<sup>th</sup> anniversary of the Agreement on the European Economic Area, in collaboration with donor countries, namely through the Norwegian Embassy in Portugal and the Programme Operators. As one of the most significant moments of the year, the NFP already initiated a service acquisition procedure for the development of:

- **6 films** for the current EEA FM 2014-2021 (one per Program/Fund)
- **1 summary film** of all Programmes/Funds of the current EEA Grants FM 2014-2021
- **1 film** on previous EEA FM

These films that aim to strengthen economic, social and cultural ties between beneficiary countries and donor countries. Furthermore, they are designed to showcase the positive impacts of the grants in reducing economic and social disparities within the EEA region.

The films will be disseminated at the EEA Grants 30th anniversary conference, and on social media accounts, and shared with the POs and the PPs. To enhance the reach of these films, the NFP will curate a dedicated playlist on the EEA Grants YouTube channel.

Additionally, an impressive result was observed in the Awareness study conducted by the NFP in 2024: Six years after the first study, and based on the same sample, there has been a significant increase in awareness. Now 49% of respondents are aware of other financial supports granted to Portugal outside the EU, compared to 6% in 2018. Additionally, 24% of respondents now know about EEA Grants, compared to only 4% in 2018. These remarkable achievements were made possible through the collaboration and joint efforts of the Donor Countries, FMO, NFP, PO, and PP.

## 2. Visibility of the Grants and the Donors

The NFP carried out several communication activities during the reporting period. More than isolated communication activities, the NFP prioritized strategic and aligned communication to promote and publicise the EEA Grants, throughout the following activities, such as:

- **Monthly meetings with PO communication teams** to foster close contact and coordination between the NFP and PO communication teams, essential for disseminating the achieved results as projects concluded.
- **Informal exchanges of ideas with PO's communication teams** to promote a close relationship between and a dynamic that improves the communication with various audiences.
- **FMO Communication workshops for PO and Fund Operators:** Held twice a year, these workshops organized by the FMO aimed to share best practices, reflect on lessons learned from the previous year, and plan future communication activities.
- **Brainstorming Session organized by the NFP together with the PO**, in November 2023. The aim of this strategic meeting was to strengthen the communication of the EEA Grants, particularly with project promoters (PP), project partners, donor country partners (DPP), specialized audiences and the general public. It was focused on lessons learned, a SWOT analysis to identify opportunities and risks, strategies to publicize project results more effectively and shared communications ideas for 2024.
- **Training "Digital Communication & Storytelling Training"**, customized training organized by the NFP, in February 2024 for the communication teams of the PO and the NFP. The goal was enhancing the ability to communicate more effectively on social media, promoting engagement and improving results. The training was provided by Lisbon Digital School, a renowned training entity with extensive experience in the field and familiarity with the EEA Grants.
- **Training "Writing to Communicate Effectively" and "Digital Writing"**, organized by the NFP, in April 2024. This training aimed to enhance the capabilities of PO communication teams during the EEA FM closing phase. It provided tools for writing clear and effective digital content to communicate the impacts and results of projects. The training was led by a certified entity belonging to the European Network of Creative Writing Schools (EACWP).
- **Presence at project closing events.** In the final phase of this EEA FM, the NFP actively participated in project closing events organized by project promoters, fulfilling communication obligations and being included in the panel of speakers.
- On the **website**, a combined total of 90 news articles in Portuguese and 51 articles in English, each equipped with features for seamless sharing on various social media platforms.

### 3. Media coverage

The news coverage of EEA Grants funded projects highlights the programmes commitment to transparency, information sharing, and community involvement. Featuring these stories in national and local media significantly enhances the visibility and impact of the projects.

Between August 1, 2023, and July 31, 2024, EEA Grants Portugal was mentioned 808 times in the media. Here are a few examples illustrating how such coverage showcases the diverse and meaningful ways EEA Grants initiatives benefit various areas:

- [FILMar encerrou no Cinemax: a última sessão disponível em RTP Play - RTP Cinemax](#)
- [Central Noticias » Projeto EDUCOAST, Sessão de Encerramento em Tavira](#)
- [Contributos do GreenCoLab e dos associados na valorização das algas para o setor agrícola \(vozdocampo.pt\)](#)
- [Associação dos Portos de Portugal](#)
- [Modernização portos Noruega é fundamental para a transição energética \(rtp.pt\)](#)
- [DGRM confiante em leilão de eólicas offshore ainda em 2024 \(rtp.pt\)](#)
- [Já circulam em Lisboa autocarros movidos a ZERO Diesel B100 - Ipressjournal](#)
- [Projeto de Investigação reflete sobre diferenças jurídicas nos casos de violência doméstica entre Portugal e Noruega - Viral Agenda](#)
- [Projeto de intervenção no Rio Ceira encerrado com visita institucional a Serpins - Trevim](#)
- [Portugal tem 12 Reservas da Biosfera com chancela da UNESCO. Vamos falar sobre isso? – Observador](#)
- [pt.cision.com/cp2013/ClippingDetails.aspx?id=72ca931c-483c-473b-88ab-190fe8f2d453&analises=1&cp=1](#)
- [Centro Cultural Costeiro é inaugurado no dia 25 de maio | Sesimbra - pporto.pt \(pportodosmuseus.pt\)](#)
- [http://www.agronegocios.eu/noticias/comida-a-base-de-insetos-nova-formula-vai-alimentar-peixes-de-aquacultura/](#)
- [Grande parte das vítimas de exploração sexual procuram apoio, mas carecem de assistência especializada \(jn.pt\)](#)
- [https://pt.cision.com/cp2013/ClippingDetails.aspx?id=40783b42-7ad9-4b5c-a60b-f35a71c81f85&userId=4090a993-ac7f-4052-8da0-974b36630939&cp=1](#)

### 4. Website and social media

Link to the National Focal Point's (EEA and Norway Grants) webpage	Total number of page views in the reporting year
<a href="https://www.eeagrants.gov.pt/en/">https://www.eeagrants.gov.pt/en/</a> <a href="https://www.eeagrants.gov.pt/pt/">https://www.eeagrants.gov.pt/pt/</a>	220.220

	Link or account handle	Number of posts published in the reporting year	Number of followers
Facebook	<a href="https://www.facebook.com/EEAGrantsPortugal">https://www.facebook.com/EEAGrantsPortugal</a>	325	5931
X	<a href="https://x.com/EEAGrantsPT">https://x.com/EEAGrantsPT</a>	143	1150
Instagram	<a href="https://www.instagram.com/eeagrantspt/">https://www.instagram.com/eeagrantspt/</a>	435	3188
LinkedIn	<a href="https://www.linkedin.com/company/eeagrantsportugal/">https://www.linkedin.com/company/eeagrantsportugal/</a>	149	6359
Other	<a href="https://www.youtube.com/@eeagrantsportugal11">https://www.youtube.com/@eeagrantsportugal11</a>	2	190

## 5. Visuals

PO and PP consistently upload media files into the EEA Grants media library. The Portugal folder contains a collection of photographs and videos, contributing to the visual resources available:

- The Great Wall: <https://eealibrary.org/asset/45516/The%20Great%20Wall%202023>
- Annual Review Meeting 2023: <https://eealibrary.org/asset/41646/Annual%20Review%20Meeting>
- Projeto Corresp.do Bairro - Associação Passa Sabi: <https://eealibrary.org/asset/41595/514892>
- METAMORPHOSIS (Projeto AE2O – Eu sou infinito): <https://eealibrary.org/asset/41578/474141>
- CERCI – Empower for Impact (Caminhada Mágica): <https://eealibrary.org/asset/41443/473747>
- RADICES - Rehabilitating Traditions | Fighting Ageism: <https://eealibrary.org/asset/41391/472953>
- Digital 4Good: [https://eealibrary.org/asset/41341/433415\\_Digital%204Good](https://eealibrary.org/asset/41341/433415_Digital%204Good)
- Projeto #Direitos.com: [https://eealibrary.org/asset/41150/228307\\_Projeto%20\\_Direitos.com](https://eealibrary.org/asset/41150/228307_Projeto%20_Direitos.com)
- SER Plus: <https://eealibrary.org/asset/41149/228373>
- Cidadãos Ativos 2018-2024: <https://eealibrary.org/asset/41148/264364>
- Gaia without prejudice: <https://eealibrary.org/asset/41145/Gaia%20100%20preconceito>
- 3C's Transformation Agents: [https://eealibrary.org/asset/41144/3C's\\_2min\\_Final](https://eealibrary.org/asset/41144/3C's_2min_Final)
- #ActiveCitizensFund: [https://eealibrary.org/asset/41142/20190311\\_cidadaos\\_activos\\_UK\\_PT](https://eealibrary.org/asset/41142/20190311_cidadaos_activos_UK_PT)
- MAIs - Women farmers in the inner territories: <https://eealibrary.org/asset/37072/Ode%20to%20>
- Project No!: <https://eealibrary.org/asset/33768/Vanessa%20Teodoro%20-%20Project%20No!>
- The game "This war of mine": <https://eealibrary.org/asset/31319/The%20game>