



FUNDAÇÃO  
CALOUSTE GULBENKIAN  
CIDADANIA ATIVA



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## CIDADANIA ATIVA PROGRAMME

PT05 – FUNDS FOR NON-GOVERNMENTAL ORGANISATIONS

## 2015 ANNUAL PROGRAMME REPORT

Public Version – July 2016



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## 1. EXECUTIVE SUMMARY

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Implementation of the Cidadania Ativa Programme progressed steadily in 2015. A total of 36 projects were concluded and received final payment during the year, compared to 5 small projects until the end of 2014. Considering only the projects closed until December 31<sup>st</sup> 2015 (which are almost exclusively small projects) about 21 200 beneficiaries have been directly targeted by the support provided by the Donor Countries.

Overall, the Programme supports 113 projects, 72 of which were still ongoing by the end of the year. Almost every small project was closed by the end of the year, whereas most of the large projects were still underway. The projects that are still underway have about € 6 700 000 allocated, nearly 90% of the Programme's regranting resources. Nevertheless, it already seems apparent that all Programme targets will be met or, in some cases, surpassed (see section 3), and therefore the objective of strengthening civil society will be accomplished.

Among the outcomes reached so far it should be stressed that 6 NGOs report increased engagement in policy and decision-making with local, regional and national governments; 20 NGOs promote better understanding and attitudes towards minorities and at risk groups; and 23 smaller/grass roots organisations demonstrate increased capabilities in relation to sustainability and extension of activities.

The only call for proposals to be opened in 2015 concerned additional activities to be carried out as part of ongoing projects. This call used about € 87 000 in savings reallocated from closed projects, thus providing support to additional activities under 16 ongoing projects.

Although no other calls were opened, six new projects were initiated during 2015, four of which through the over-commitment of resources. Deeming this to be a worthy investment, the CGF Board of Trustees approved the overbooking of projects within the scope of this Outcome when the possibility of over-commitment of resources became available in March 2015. The Board of Trustees granted these new projects up to € 256 000 in all.

These six new projects concerned the "Empowerment of Vulnerable Groups" outcome, which was added to the Programme in 2014, when the EEA Grants reserve for Portugal was allocated, reflecting the wish of the Donor Countries to help address the challenge of youth employability and inclusion in Portugal. Youth inclusion and employment stand among the direst social difficulties faced by Portuguese society today, and these six projects joined a set of 21 large projects which had been approved in 2014 to address the challenge. Overall, nearly € 2 500 000 were allocated to the projects under this outcome, none of which were yet concluded by December 31<sup>st</sup>.

Meanwhile, 43 projects are supported under the Outcome "Democratic Values, Including Human Rights, Promoted", with up to about € 2 600 000. By far, this Outcome and the issues it addresses received the greatest attention from the Portuguese civil society. By the end of the year, a total of 13 projects, including one large project, were closed.

The Outcome "Strengthened Capacity of NGOs and an Enabling Environment for the Sector Promoted", under which 31 projects are supported with up to about € 1 800 000, is also a major focus for the Programme since the CGF submitted its original Programme proposal in 2012. 18 out of these 31 projects, including three large projects, had been completed by December 31<sup>st</sup>.

Regarding the Outcome "Increased Involvement of NGOs in Policy and Decision Making Processes with Local, Regional and National Governments", about € 800 000 were allocated in support to 12 projects, of which 5 small projects were already completed by the end of the year and 7 large projects were underway.



Eight Bilateral Cooperation Initiatives (BCIs) were completed until December 31<sup>st</sup>, with nine additional Initiatives underway by the turn of the year. In 2015, two study trips were also organised, to Iceland (in June, on Women's Rights) and to Norway (in October, on the participation of youth in democratic processes and the defence of Human Rights). 14 representatives of the Portuguese civil society participated in these learning and networking opportunities.

A national NGO Fair was held in Portugal for the first time in 2015. 128 NGOs from Portugal and seven other European countries including Norway and Iceland participated in this 4-day event, which was attended by an estimated 25 000 people. The fair was part of Greenfest, the largest annual event in Portugal dedicated to promoting the best sustainability practices in the environmental, social and economic areas; this year's edition was dedicated to Active Citizenship.

The NGO Fair was announced to the general public in February, during an event at the CGF where the main results of the Survey on the NGO Sector in Portugal, carried out within the scope of the Programme during 2014, were presented. This event was attended or watched online by about 500 people. Interest in this survey's results, which can potentially help shape future programmes aiming at the civil society, was significant.

The Programme's ex-post evaluation study to be carried out by an independent evaluation team in 2016 was launched at the end of 2015.

Interest in the Programme remained high throughout the year, with many interested parties inquiring about calls to be opened in 2015. The fact that no "normal" calls could be opened in 2015 – and will not be open in 2016 – poses a problem to many organisations in the Portuguese civil society, which still face considerable financial constraints, not least because of the recent economic crisis and the current economic outlook.

## 2. PROGRAMME AREA SPECIFIC DEVELOPMENTS

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Portuguese civil society organisations have been hard pressed to find innovative and more effective answers to the problems they address, as well as new financing arrangements, improved technical and organisational skills and efficiency. A stagnant economy since the turn of the century, Portugal has been hard hit by the economic crisis since 2009 and has only experienced a very modest growth since 2014.

The economic crisis brought about an 8% drop in GDP and the net loss of over 0.6 million jobs, or 12% of the entire pre-crisis workforce. Profound changes in the labour market, for example, have meant that many workers faced long-term unemployment, with a very significant social impact. Also, youth unemployment in Portugal during 2015 remained above 30%.



**PT05-0101 Employability and Skills through Art**, promoted by the PELE Association in partnership with the Directorate-General for Prisons and Rehabilitation and the Faculty of Psychology of the University of Porto, is providing training activities and additional cultural offer within the prison system. It uses artistic tools such as theatre and music in assessing and certificating skills in order to leverage the process of reintegration into society and integration into the labour market.

The project will also enable institutions and professionals to mediate issues facing young people who have been or are currently incarcerated; and to disseminate the methodology, which is being implemented in Northern Portugal, at national and international level.

| GDP, % change on previous quarter | Dec2014 | Mar2015 | Jun2015 | Sep2015 |
|-----------------------------------|---------|---------|---------|---------|
| EU-28                             | 0.5     | 0.6     | 0.5     | 0.4     |
| Euro Zone                         | 0.4     | 0.5     | 0.4     | 0.3     |
| Portugal                          | 0.4     | 0.5     | 0.5     | 0.0     |

| Unemployment rate, overall | Dec2014 | Mar2015 | Jun2015 | Sep2015 |
|----------------------------|---------|---------|---------|---------|
| EU-28                      | 10.0    | 9.7     | 9.6     | 9.3     |
| Euro Zone                  | 11.4    | 11.2    | 11.1    | 10.6    |
| Portugal                   | 13.5    | 13.5    | 12.4    | 12.3    |

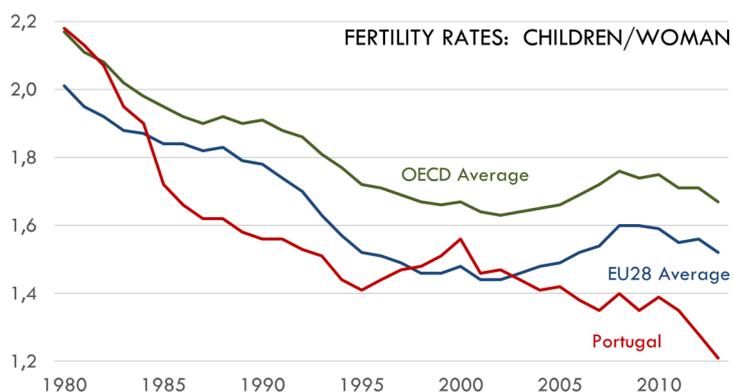
| Unemployment rate, age group 15-24 | Dec2014 | Mar2015 | Jun2015 | Sep2015 |
|------------------------------------|---------|---------|---------|---------|
| EU-28                              | 21.5    | 21.0    | 20.7    | 20.1    |
| Euro Zone                          | 23.2    | 22.7    | 22.5    | 22.3    |
| Portugal                           | 33.3    | 33.0    | 30.9    | 31.6    |

Source: Eurostat, 18.01.2016

Poverty (as defined by the share of people living with less than 50% of the median disposable income) is high in Portugal, as the country still has one of the most unequal income distributions in Europe, despite progress in the last decade (the economic crisis halted a long-term gradual decline), and again, unemployment is one of the main reasons for declining incomes. Families with children should also receive more support, and among poor households, this is a particularly acute problem.

Portugal has long been facing a demographic crisis as well, as it has been among the fastest aging countries in the World for a long time. Today, falling fertility rates and ageing populations threaten economic growth and the provision of pension, public health and elderly care services in Portugal as in few other places in the developed world.

This problem has been exacerbated in recent years by high emigration, since many unemployed people have been forced to find work in other countries (many of whom are young people facing high youth unemployment), and by the economic crisis itself, as people are more prone to delay starting or expanding a family in light of the bleak economic outlook.



Both the natural balance and the net migration rate have been negative in Portugal in recent years. Population peaked in 2010 at approximately 10.6 million, and has since decreased. The ageing population is already shaping the provision of social services, including those provided by civil society organisations, in the various parts of the country.

A growing number of people have been trying to reach Europe in recent years. Conflicts in Syria, Iraq and Afghanistan have greatly exacerbated this problem, and in 2015, it has exploded into a refugee crisis. Portugal received only small numbers of refugees; nevertheless, this is a relevant issue in Portugal and a new challenge for the civil society.



Investment under the Programme in projects targeting migrants, asylum seekers and victims of human traffic is being supported by the Programme with about € 330 000. These projects address the needs of Portuguese NGOs, which in most cases work with people coming from sub-Saharan Africa and Brazil; and included a major upgrade of the information and communication systems at one of the major NGOs working with refugees.

The Survey on the NGO Sector in Portugal, published in 2015, confirmed the need for further investment in the sector. According to this survey, the context in which NGOs operate in Portugal is increasingly difficult, dynamic and complex. The growing demands of users, the increasing complexity of problems to be resolved and the increased competition among organisations, both in services provided and in access to funding, are some of the issues faced by NGOs. Another challenge is building capacities within the organisations that operate in the sector – there is need for expanded and improved training of NGO executives and employees, and for the implementation of quality certification processes.

In short, the Survey confirms the main traditional weaknesses of the civil society organisations, in some cases worsened by the current crisis: insufficient funding, fragmentation of the sector, lack of training on planning, management, result-oriented project implementation and evaluation, deficient governance systems and insufficient communication skills to publicise their actions and reach potential volunteers and sponsors.

Over the last couple of years, most NGOs experienced a drastic reduction of private corporate support while the State was obliged as well, due to budget constraints, to be more selective and restrictive regarding public funding.

In 2015, NGOs faced an added challenge. Structural Funds under the 2014-2020 framework were not yet available to the NGOs; and the 2009-2014 period of the EEA Grants was coming to a close, with no calls for applications being opened within the scope of the NGO Fund, apart from the call for additional activities, for ongoing projects only (see section 4). This fact was often mentioned throughout the year – the support provided by these sources is crucial to many struggling organisations.

### 3. REPORTING ON PROGRAMME OUTCOMES

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A total of 36 projects were concluded and received final payment during the year, compared to 5 projects until the end of 2014. Of these 41 projects, for which the output achievements are presented below, 37 are small projects, i.e., with an approved support of up to € 25 000 and a duration of up to 12 months; and the other 4 are larger projects with an approved support of up to € 125 000 and a duration of up to 24 months.

Overall support to these projects totals slightly under € 1 000 000, whereas the 72 projects that are still not closed, and which are almost exclusively large projects, have about € 6 700 000 allocated for support. The need to meet the eligibility deadline of April 30<sup>th</sup> 2016, a significant constraint from the beginning of the Programme, dictated that many projects would have an implementation period of no more than 18 months; and in order to make optimum use of the available time, more than half of the large projects were scheduled to be completed only in March-April 2016. These alone are expected to absorb nearly half of the amount made available by the EEA Grants.

Regarding the projects that have been completed by the turn of the year, they enabled the achievement of two of the Programme's targets:

- At least 20 NGOs promoting better understanding and attitudes towards minorities and at risk groups; and

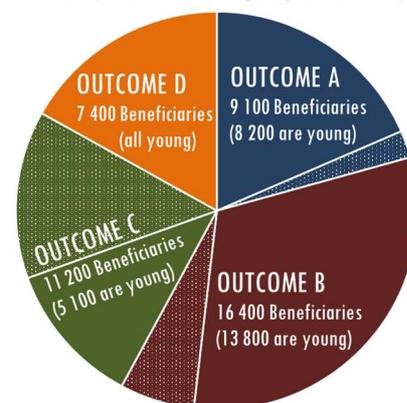
- At least 20 smaller/grass roots organisations demonstrating increased capabilities in relation to sustainability and extension of activities.

14 out of 21 output targets have also been achieved, and in some cases surpassed. Outputs are expected, by the end of the Programme, to reach or exceed all targets, and therefore all targets should be achieved in the coming months. Altogether, the contracted results anticipate a more efficient use of resources than planned.

Prudent estimations at the planning stage of the Programme and a result-oriented management at the grant contracting stage helped achieve these results. Also, the number of projects actually supported is larger than initially anticipated; and a higher than expected number of NGOs became involved as project partners.

The total number of direct beneficiaries of the Programme was calculated from information requested to the promoters or already available. Overall, it is expected that the Programme will have at least 44 100 direct beneficiaries, of which, about 78% will be young people.

EXPECTED NUMBER OF DIRECT BENEFICIARIES:  
44 100 (of which, 34 500 young beneficiaries)



### 3.1. OUTCOME A: INCREASED INVOLVEMENT OF NGOs IN POLICY AND DECISION MAKING PROCESSES WITH LOCAL, REGIONAL AND NATIONAL GOVERNMENTS

| OUTCOME INDICATORS – OUTCOME A<br>5 out of 12 projects closed up to 31.12.2015  | Programme Target | Contracted Outputs | Achievement (31.12.2015) |
|---|------------------|--------------------|--------------------------|
| Number of NGOs reporting increased engagement in policy and decision-making with local, regional and national governments               | 10               | -                  | 6                        |
| Number of NGOs engaged in activities in partnership with local authorities and state institutions                                       | 10               | -                  | 6                        |
| OUTPUT INDICATORS   |                  |                    |                          |
| Number of cooperation or dialogue activities with local regional or national governments initiated or developed                         | 7                | 108                | 150                      |
| Number of laws, policies and practices changed or improved as a consequence of NGO influence  | 4                | 24                 | 2                        |
| Number of NGO projects implemented in partnership with local authorities or state institutions  | 10               | 10                 | 3                        |
| Number of welfare and basic services provided in partnership with public entities   | 7                | 58                 | 63                       |
| No. of beneficiaries of proximity services (welfare and basic services) provided locally in partnership between NGOs and municipalities | 150              | 7 410              | 13 106                   |



### 3.2. OUTCOME B: DEMOCRATIC VALUES, INCLUDING HUMAN RIGHTS, PROMOTED

| <b>OUTCOME INDICATORS – OUTCOME B</b><br>18 out of 43 projects closed up to 31.12.2015                          | Programme<br>Target | Contracted<br>Outputs | Achievement<br>(31.12.2015) |
|---|---------------------|-----------------------|-----------------------------|
| Number of NGOs promoting democratic values, including Human Rights  | 30                  | -                     | 21                          |
| Number of NGOs promoting better understanding and attitudes towards minorities and at risk groups               | 20                  | -                     | 21                          |
| <b>OUTPUT INDICATORS</b>  |                     |                       |                             |
| Number of NGOs which monitor and report on Human Rights and Citizenship   | 7                   | 74                    | 22                          |
| Number of NGOs which engage first-time volunteers   | 5                   | 72                    | 20                          |
| Number of NGOs involving their target groups in empowerment activities  | 5                   | 72                    | 42                          |
| Number of NGOs addressing children and youth at risk issues   | 12                  | 39                    | 8                           |
| Number of NGOs organizing awareness raising campaigns on minority rights, antidiscrimination and groups at risk | 6                   | 65                    | 39                          |
| Number of NGOs fighting discrimination and promoting tolerance  | 14                  | 76                    | 43                          |

### 3.3. OUTCOME C: STRENGTHENED CAPACITY OF NGOS AND AN ENABLING ENVIRONMENT FOR THE SECTOR PROMOTED

| <b>OUTCOME INDICATORS – OUTCOME C</b><br>18 out of 31 projects closed up to 31.12.2015   | Programme<br>Target | Contracted<br>Outputs | Achievement<br>(31.12.2015) |
|--|---------------------|-----------------------|-----------------------------|
| Number of smaller/grass roots organisations demonstrating increased capabilities in relation to sustainability and extension of activities | 20                  | -                     | 23                          |
| Number of NGOs reporting strengthened capacities (self-assessment)   | 30                  | -                     | 23                          |
| <b>OUTPUT INDICATORS</b>   |                     |                       |                             |
| Number of NGOs which were able to find new sources of funding/revenue  | 10                  | 47                    | 12                          |
| Number of NGO personnel (leaders, staff, volunteers) who received training   | 500                 | 7 479                 | 1 445                       |
| Number of NGOs diversifying services and or activities   | 8                   | 53                    | 17                          |
| Number of organisations able to evidence good governance procedures  | 12                  | 50                    | 14                          |
| Number of organisations demonstrating that they have robust financial procedures in place  | 5                   | 26                    | 9                           |
| No. of organisations regularly consulting with target groups and other stakeholders on needs and the effectiveness of their initiatives    | 5                   | 53                    | 19                          |



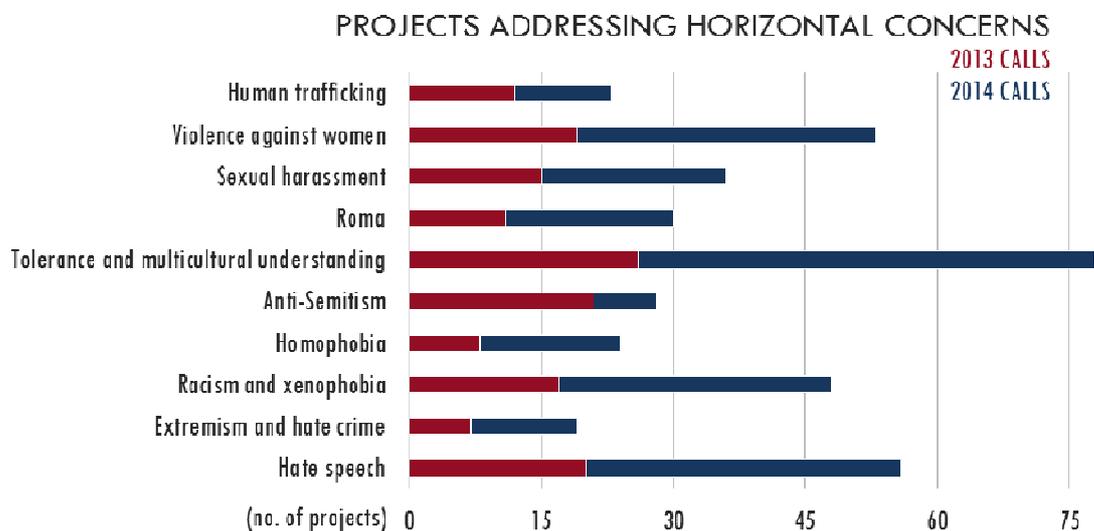
### 3.4. OUTCOME D: EMPOWERMENT OF VULNERABLE GROUPS

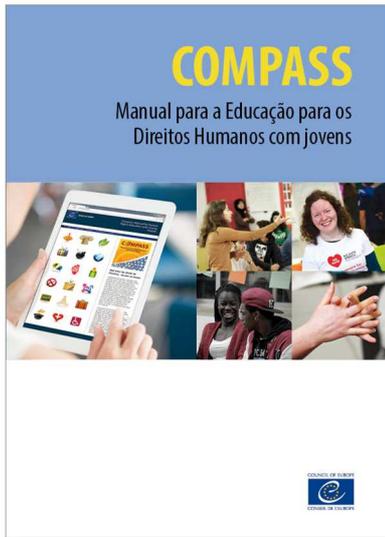
| OUTCOME INDICATORS – OUTCOME D<br>No projects (out of 27) closed up to 31.12.2015                           | Programme Target | Contracted Outputs | Achievement (31.12.2015) |
|---|------------------|--------------------|--------------------------|
| Number of beneficiaries using new skills for employability  | 150              | -                  | 0                        |
| Number of NGOs assisting new entrepreneurs on job creation  | 7                | -                  | 0                        |
| Number of NGOs using participatory approaches to engage vulnerable groups of youth facing risk of exclusion | 7                | -                  | 0                        |
| OUTPUT INDICATORS   |                  |                    |                          |
| Number of NGOs addressing employability issues  | 7                | 46                 | 0                        |
| Number of vulnerable young people involved in capacity building actions for employability                   | 200              | 5 578              | 0                        |
| Number of new entrepreneurs assisted  | 50               | 2 467              | 0                        |
| Number of beneficiaries of social, educational and cultural inclusion actions                               | 250              | 4 817              | 0                        |

The 27 projects under this Outcome were initiated between September 2014 and May 2015, with no projects closed by the 31<sup>st</sup> December 2015.

### 3.5. HORIZONTAL CONCERNS

Each of the applications submitted to the Programme’s calls included a commitment to address at least one of the concerns set by the Donor countries. This was clearly defined in the calls’ rules, and the online application form reflected this. With the Programme’s six final projects approved, a complete view of these commitments is now possible. Tolerance and multicultural understanding, hate speech, violence against women and racism and xenophobia were the most covered concerns. About half the projects addressed one or more of these concerns in some way.





Each promoter reports on its project’s final report on how these concerns were addressed, which normally involve either explaining how the project’s “core activities” contributed towards addressing the issues; or alternatively, how specific activities, in many cases awareness-raising activities created specifically to address the Programme’s requirement, made this contribution.

For example, PT05-0129 “We Stand for Human Rights!” will strengthen the presence of education for human rights in Portugal, namely by promoting a better cooperation between the higher education system and NGOs. The project is being implemented in partnership with the Higher School of Education at the Polytechnic Institute of Lisbon, the Norwegian Human Rights Academy and the international network DARE Democracy and Human Rights Education in Europe. It includes the translation to the Portuguese language of the Council of Europe’s "Compass - Manual for Human Rights education with young people", which is presented at the project’s closing event in January 2016.

#### 4. PROJECT SELECTION

Six new projects were initiated during 2015. Two of these projects resulted from applications to the 2014 calls which were being held in a reserve list. Also, and as the possibility of over-commitment of resources became available in March, the CGF Board of Trustees approved the overbooking of projects within the scope of the Programme. Four additional grants, worth up to € 256 000 in all, were approved in April through overbooking. All six projects approved in 2015 concerned Outcome D.

Although all remaining regrating resources available to the Programme had been allocated to the 2014 calls, a call for proposals for additional activities was launched during 2015. Under this call, additional activities within the scope of an ongoing project supported by the Programme could be proposed for support.

At three preannounced dates, admitted proposals were evaluated and additional support approved, up to the total amount available for regrating at that time, from savings made in closed projects. 41 proposals were received, and a total additional support of about € 87 000 was granted, to activities within the scope of 16 ongoing projects.

##### 4.1. BREAKDOWN OF ALLOCATED GRANTS PER OUTCOME

All projects to be supported under the Programme were thus selected by April, and the last grant contract was signed by 15 June. The breakdown of allocated grants by the end of the year, for the entire set of 113 projects to be supported, is presented in the table below.



The last grant contract to be signed under the Programme concerned **PT05-0141 Driving license for Youth Employment**. It provides training for employability, focusing on young people in vulnerable situations; as well as training and mentoring of young entrepreneurs. Apart from valuable skills, beneficiaries which successfully complete their participation in this project under the “Empowerment of vulnerable groups” outcome will receive a training certification.

| Outcomes  | No. of Projects | Supported Investment | Granted Support | Involved NGOs | Other Partners | Direct Beneficiaries |
|---|-----------------|----------------------|-----------------|---------------|----------------|----------------------|
| <b>A</b> Design and Implementation of Public Policies | 12              | € 0.95 M             | € 0.86 M        | 18            | 12             | 9 100                |
| <b>B</b> Promoting Democratic Values and Human Rights | 43              | € 2.96 M             | € 2.62 M        | 59            | 36             | 16 400               |
| <b>C</b> Strengthening the Effectiveness of NGOs      | 31              | € 2.04 M             | € 1.84 M        | 51            | 16             | 11 200               |
| <b>D</b> Supporting Youth Employability and Inclusion | 27              | € 2.76 M             | € 2.46 M        | 46            | 34             | 7 400                |
| <b>OVERALL</b>  | <b>113</b>      | <b>€ 8.71 M</b>      | <b>€ 7.78 M</b> | <b>156</b>    | <b>88</b>      | <b>44 100</b>        |

A total of 43 projects are being supported under Outcome B with a total of up to € 2 620 000, the largest share among the four Outcomes. All these projects were approved up to the end of 2014. It should be noted that the 2014 calls for applications included a reserve list, drawn from all calls and including the top scoring applications that had not been selected, regardless of the Outcome they concerned. All these applications were used as savings became available.

10 Outcome B applicants and 3 Outcome D applicants, out of a total of 15 applicants on the list, agreed to carry out their projects, despite having less time available. Because most of these applications concerned Outcome B, which had the highest-scoring applications and the highest demand, the total number of projects and total grant allocation under this Outcome exceeded what had been originally planned.

In the beginning of 2015, 21 projects resulting from the call for applications regarding Outcome D “Empowerment of Vulnerable Groups” were underway. Grant allocations to these 21 projects, in the beginning of 2015, totalled about € 2 070 000. As mentioned above, all six projects approved in 2015 concerned this Outcome; and thus, by December 31<sup>st</sup> the total was nearly € 2 460 000 in grants, allocated to 27 projects.

Support under Outcome C, which concerns capacity building, is expected to total up to 24% of the overall amount for the Programme. By the end of the year, € 1 840 000 were allocated to this set of 31 projects. The following section presents a more detailed account of the activities related to capacity building throughout the year.

Under Outcome A, 12 projects are being supported with a total of up to € 860 000. Five of these projects, the smaller ones, have already been successfully concluded. Because of the type of support being provided, which in many cases involves awareness-raising, there is a very significant number of beneficiaries for a comparatively modest investment.

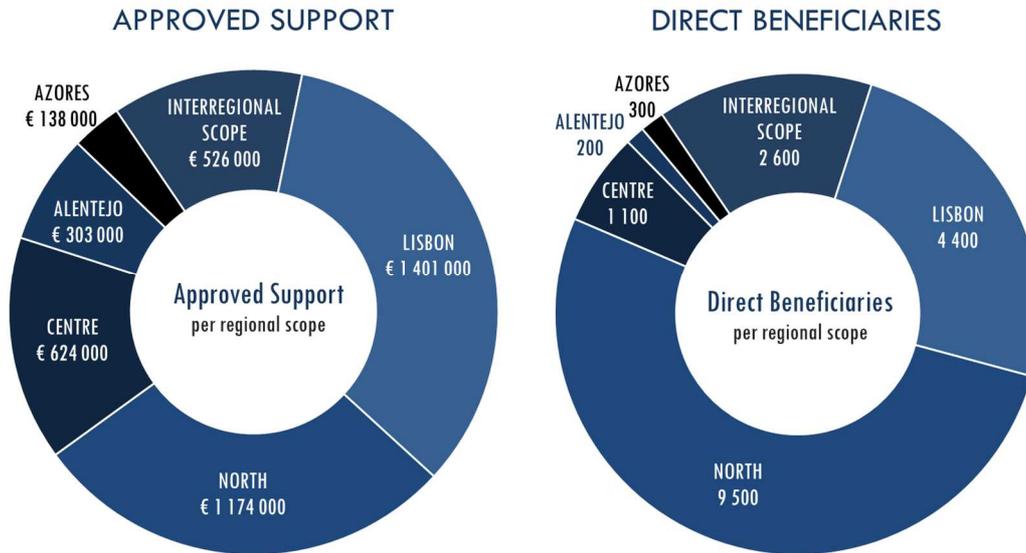
#### 4.2. BREAKDOWN OF ALLOCATED GRANTS PER REGION

Regarding the geographical dispersion of the support provided, two of the projects approved in 2015 have national scope (PT05-0138 and PT05-0141; € 133 000 granted), two are being implemented in the Centre (PT05-0139 and PT05-0140; € 127 000 granted), one in the North (PT05-0137; € 82 000 granted) and another in the Azores Islands (PT05-0136; € 69 000 granted).

The breakdown of allocated grants by the end of the year is presented in the graphic below. About 42% of the supported projects are expected to either have national impact or benefit a large part of Portugal (and are not depicted below), while 58% either focus on parts of Portugal within more than one NUTS II region; on a single

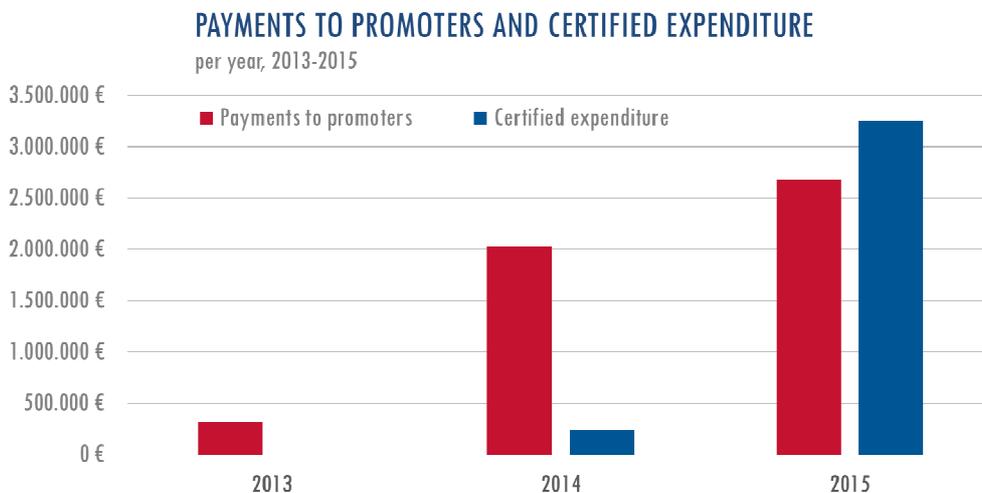


NUTS II region; or are even more geographically circumscribed. The Lisbon Region benefits the most from regionally-focused projects, although support focusing on Northern Portugal is also very significant – most notably, as regards awareness-raising on environmental issues and sustainability, and on gender violence in schools. The remaining regionally-focused grants will benefit the central region of Portugal, Alentejo (southern Portugal) and the Azores Islands.



#### 4.3. PAYMENTS TO PROMOTERS AND CERTIFIED EXPENDITURE

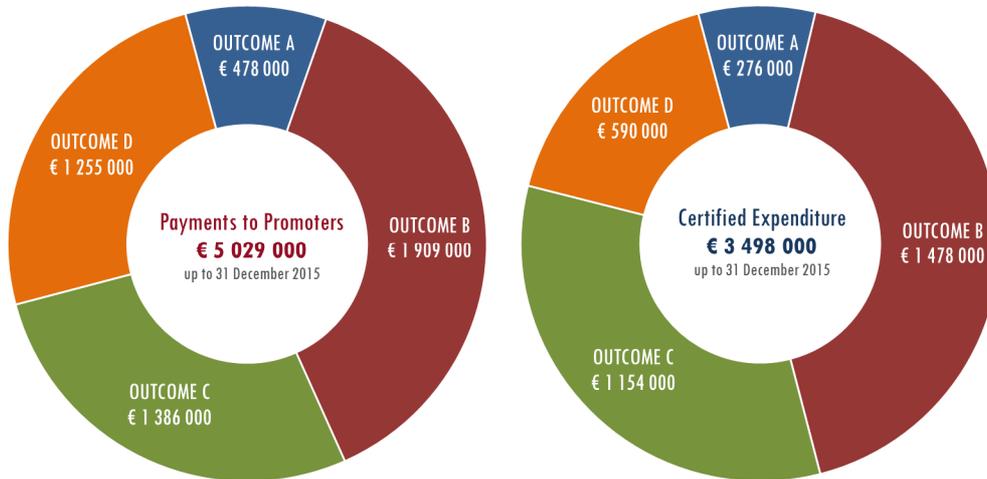
Certified expenditure throughout the year totalled about € 3 250 000. It should be noted that only about € 240 000 had been certified in the previous year, when the first payment claims were received. As for payments, nearly € 2 700 000 were paid to the promoters in 2015. The figure below presents the overall amounts paid per year to promoters, since the beginning of the programme, and the overall amount of certified expenditure per year.



As mentioned earlier, most projects will only be concluded in 2016, having been scheduled in a way as to make full use of the time leading up to the April 30<sup>th</sup> 2016 deadline, and therefore, it is expected that most of the expenditure will be submitted and certified only in 2016.



The following figure presents the breakdown of payments to promoters and certified expenditure since the beginning of the Programme, per outcome.



## 5. CAPACITY BUILDING

### 5.1. PROGRESS ON CAPACITY BUILDING INDICATORS

Capacity building is a core concern for Portuguese civil society, and one of the major priorities for the CGF since the submission of its application for NGO Fund Operator in November 2012. As proposed by the CGF, 40% of all regranting resources made available by Norway, Iceland and Liechtenstein were allocated to the Outcome “Strengthened capacity of NGOs and an enabling environment for the sector promoted” (Outcome C) by the time the Programme was launched in March 2013.

Thus, the capacity building indicators proposed by the FMO in late 2014 were already a part of the Programme’s Outcome C targets, and therefore, it was agreed in January that this matter was already being addressed consistently, and the agreed capacity building indicators and targets became those already approved for Outcome C. More importantly, these would be attained by project promoters specifically wishing to address capacity building, which successfully applied to dedicated calls for applications.

Progress thus far on the capacity building indicators concern the 18 projects under Outcome C that were completed up to December 2015:

- Number of organisations able to evidence good governance and management procedures (target: 12) ..... 10;
- Number of organisations demonstrating to have robust financial procedures in place and diversify their funding sources (target: 5) ..... 23;
- Number of organisations regularly consulting with users, beneficiaries and other stakeholders (target: 5) ..... 14.

As indicated in section 3.3, it is expected that all targets will be met and surpassed, and therefore, it is expected that the Programme will make an important contribution towards this end. All but one of the targets had been



surpassed by December 2015, with 13 projects under Outcome C still being implemented at the time. The significant investment made in the set of 31 projects under this Outcome, which is supported by the Donor Countries with nearly € 1 840 000, will yield about 7 500 direct beneficiaries, just considering NGO personnel (leaders, staff, volunteers) receiving training.

**PROGRAMA PARA EXECUTIVOS DO SETOR SOCIAL**

saiba mais aqui

FORMAÇÃO E CONSULTORIA PARA A SUSTENTABILIDADE

**Gestão e Planeamento Estratégico**

7, 8, 14, 15, 28 e 29 março + 11 abril de 2014 (28h)

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**PT05-0053 MORE - Better Action and Social Innovation** promoted and supported the implementation of more sustainable business models and more efficient governance models, empowering NGOs through a broad spectrum approach consisting of training sessions, consultancy, the creation of work groups, the production of dissemination materials and the application of organizational change plans, focusing on the training of 78 NGO managers from northern Portugal.

Projects under Outcome C will have a direct impact on capacity building in the Portuguese NGO sector, with a direct connection to project targets; while projects under other Outcomes will (in most cases) only achieve this effect indirectly.

Progress on capacity building is satisfactory, with many projects outside the scope of Outcome C contributing to some extent. The table below presents an extended view of the impact thus far in this regard. It should be noted that these results aggregate projects that are focused on capacity building with those that are not, which happen in most cases in projects within the scope of Outcomes A, B and D.

Beyond these results, and regardless of the nature of each supported project and the Outcome they concern, the management team is assessing the impact of each completed project as regards the number of NGOs and personnel that received training in some way; and also in light of the capacity building indicators agreed with the FMO. This is done upon the completion of projects, and based on data requested for the final report.

An assessment of the impact of each project on the NGO is also made by each promoter, for all projects being supported by the Programme, as they prepare the final reports. A mandatory annex was added to the final report which all project promoters must submit in order to complete their grant contracts and receive final payments. The feedback from closed small and large projects is being aggregated as it is received, in five areas: (a) organizational and technical capacity; (b) good governance and management practices; (c) financial sustainability; (d) contact with beneficiaries / target audience; and (e) improved visibility.

So far, 37 out of 39 small projects and four out of 78 large projects have been considered. Reported improvements up to December 31<sup>st</sup> concern mostly visibility and organizational and technical capacity. Promoters often become more knowledgeable on basic project management procedures and on the required procedures related to the implementation of a supported project, as well as more aware of the importance of communication.

### CONTRIBUTION OF PROJECTS TOWARDS CAPACITY BUILDING

| OUTCOME  | A     | B     | C     | D | OVERALL |
|--|-------|-------|-------|---|---------|
| Organisations which were empowered / received training   | 0     | 38    | 31    | 0 | 69      |
| Personnel empowered / trained  | 6 522 | 2 266 | 1 119 | 0 | 9 907   |
| Organisations able to evidence good governance procedures  | 2     | 15    | 10    | 0 | 27      |
| Organisations demonstrating that they have robust financial procedures in place  | 0     | 10    | 23    | 0 | 33      |
| Organisations regularly consulting with target groups and other stakeholders on needs and the effectiveness of their initiatives | 4     | 16    | 14    | 0 | 34      |

## 5.2. INITIATIVES TAKEN BY THE PROGRAMME

In 2015, other capacity building activities must also be highlighted. In particular, the Programme organised a series of six training sessions carried out in Lisbon and Porto, aimed at providing training to NGOs carrying out projects under the Programme. The topics were structured by Outcomes, each training session being attended by promoters of projects within a given Outcome, and concerning the needs of that particular group of NGOs.

In all, 104 people from promoter NGOs attended one of the six-hour sessions. Demand for the training shaped the set of training sessions: two sessions were held for promoters under Outcomes B and C, and one session was held for promoters under Outcomes A and D. The Inducar Network, which has appropriate experience in organisational and human resources development, was contracted to provide the training.

### CAPACITY BUILDING OF PROMOTER NGOs UNDER THE PROGRAMME

| OUTCOME | NO. OF SESSIONS | PARTICIPANTS |
|---------|-----------------|--------------|
| A       | 1               | 18           |
| B       | 2               | 36           |
| C       | 2               | 27           |
| D       | 1               | 23           |
| OVERALL | 6               | 104          |

Other activities carried out by the Programme in 2015 will also have an impact on NGO capacity in Portugal, namely:

- the first ever National NGO Fair held in Portugal (involving 128 NGOs; important networking experience);
- two study visits to the Donor Countries (involving 14 NGO representatives; on women's rights and involvement of the youth on democratic values' issues);
- the presentation of the Survey on the NGO Sector in Portugal, prepared in 2014 by the Portuguese Catholic University, which provides a very useful outlook of the NGO sector and its needs.

In order to thoroughly assess the Programme's impact *inter alia* on the CSO (namely regarding capacity building and sustainability) a Programme's ex-post evaluation will be carried out in 2016. This evaluation study can also be presented as a good practice and a good example being set in a country where civil society organisations, large and small, seldom carry out evaluation on a regular basis, on its entire range of activities and using robust methodologies.

A tender procedure was prepared, approved by the CGF Board of Trustees in October, and was initiated in December. By April 2016, the independent evaluation team selected to carry out the evaluation will begin its work, which will be completed by October 2016. The purpose of this evaluation is to measure the results achieved



**PT05-0054 Marcos'Centre-Information and Training**, completed in 2015, will improve the lives of people living with rare diseases and their families. A capacity-building project, it improved the promoter's ability to promote equal opportunities and fair treatment to patients with rare diseases and their families, regarding, for example, the access to health care, education and employment services. 439 people received training, exceeding the contracted target.

In order to implement this project, the Raríssimas Association, a Portuguese NGO, partnered with the Norwegian Centre for Rare Diseases, the Portuguese State Secretariat for Primary and Secondary Education, and the National Institute for Rehabilitation.

by the Programme and its foreseeable impact in strengthening Portuguese civil society and in improving the social conditions of the communities targeted by the supported projects.

This study will also identify success cases that can be scaled up or replicated within the Portuguese civil society; as well as produce recommendations on aspects to be improved upon in future interventions and programmes.

Since all project final reports, evaluation reports and follow-up reports (required by the Programme to the promoters of large projects, six months upon completion, in order to assess impact) will be submitted by September 2016, and all BCIs are expected to be completed by that time and its reports approved as well, the relevant information on all the grants provided by the Programme will be available to the evaluator.

## 6. PROGRESS OF BILATERAL RELATIONS

Bilateral cooperation is being fostered by the Programme through projects under the four Outcomes involving partners from the Donor Countries, and through Bilateral Cooperation Initiatives (BCIs).

### Projects implemented in partnership with Donor Countries' Organisations

None of the six projects approved under Outcome D in 2015 included partnerships between Portuguese NGOs and Donor Country organisations. Seven of the Programme's 113 projects include these partnerships, all of them approved earlier (three under the scope of Outcome B, two under Outcome C and two under Outcome D).

| BILATERAL INDICATORS  | PROGRAMME TARGET | ACHIEVED OUTPUTS |
|---|------------------|------------------|
| Number of project partnership agreements in beneficiary civil society | 13               | 7                |

Only one of the seven supported projects which have the participation of Donor Country organisations has already been completed (PT05-0054 Marcos'Centre-Information and Training).

### Bilateral Cooperation Initiatives (BCIs)

In addition to those 7 projects approved under the four Outcomes, the Programme has supported BCIs from the Bilateral Cooperation heading, which in most cases are activities with connection to ongoing "mainstream" projects, for which the promoters have found a Donor partner. Eight BCIs were completed until December 31<sup>st</sup>,



with about € 19 000 being paid in support. Nine additional BCIs were underway by the turn of the year, with about € 40 000 committed in grants. Seven applications were submitted throughout the year, from which five new BCIs were approved.

| BILATERAL COOPERATION INITIATIVES   | PROGRAMME TARGET | ACHIEVED OUTPUTS |
|---|------------------|------------------|
| Number of project partnership agreements in beneficiary civil society   | -                | 17               |
| Number of project activities (conferences, workshops, study tours, consultancies and information activities) shared between Portuguese and Donor Countries NGOs | -                | 21               |

Furthermore, two study trips were organised by the Programme during 2015, to Iceland (in June, on Women's Rights) and to Norway (in October, on the participation of youth in democratic processes and the defence of Human Rights). 14 representatives of the Portuguese civil society participated in these learning and networking opportunities.

The Bilateral Cooperation heading also financed the participation in October's NGO Fair of representatives from six donor country organisations (from Norway, the Diabetes Association, the Equality, Integration, Multiculturalism Association, the Foundation for Peace and Tolerance; and from Iceland, the Women's Rights Association, Women's Counselling and the Icelandic Human Rights Centre); and the keynote speaker of the opening session (Kari Steen-Johnsen, Research Director at the Norwegian Institute for Social Research).

## 7. PROGRESS ON COMPLEMENTARY ACTION

With funding from the Complementary Action heading (€ 30 000), the first ever National NGO Fair was held in Portugal, from 8 to 11 October, as part of the 8<sup>th</sup> edition of Greenfest, an annual event dedicated to the promotion of good sustainability practices, whose 2015 edition was dedicated to Active Citizenship.

128 NGOs from Portugal, Norway, Iceland, Poland, Romania, Hungary, Latvia and Croatia participated in this event, which was attended by an estimated 25 000 visitors.

The event was generally regarded as quite useful. According to a survey conducted afterwards, among the participating NGOs (84 responses), it should be highlighted in particular the good organization of the event; the opportunity provided for networking and learning, including with the foreign NGO representatives; the presence of "people of different cultures" and the "diversity of NGOs" present.

It had a wide coverage both geographically, with NGOs from all the regions of the country being represented; and thematically, with NGOs from various areas addressed by civil society, such as social services, development



Ove Thorsheim (L), Norwegian ambassador to Portugal, Artur Santos Silva (C), President of the Board of Trustees of the Calouste Gulbenkian Foundation, and Carlos Carreiras (R), President of the Cascais Municipality, inaugurate the first national NGO Fair, in Estoril, October 8<sup>th</sup> 2015.



aid, protection of human rights, health, the environment, regional development, culture and arts, education and research, etc.

Complementary action in 2015 covered the following meetings:

- Communication workshop (Athens, February): This workshop provided important tools regarding the Fund Operators' communications activities, insights on the needs to be addressed until the end of the programming period and the Donors' views on the message to be carried across.
- NGO Forum on Participatory Democracy (Riga, March): This Forum, held within the scope of the EU Presidency, concerned the approval of a roadmap for implementation of Articles 11(1) and 11(2) of the EU Treaty (civil dialogue and participation).
- Hungarian NGO Fest (Budapest, June): Participation in the Hungarian NGO Fest in June provided valuable insights on the practicalities of organising such an event, at a time when the first Portuguese NGO fair was taking shape.
- Fund Operator meeting (Brussels, September): This workshop allowed NGO fund operators to share best practices with their counterparts on various subjects such as reporting on programme progress, building capacity and sustainability for the sector, and mapping a country's civil society.

## 8. INFORMATION AND PUBLICITY

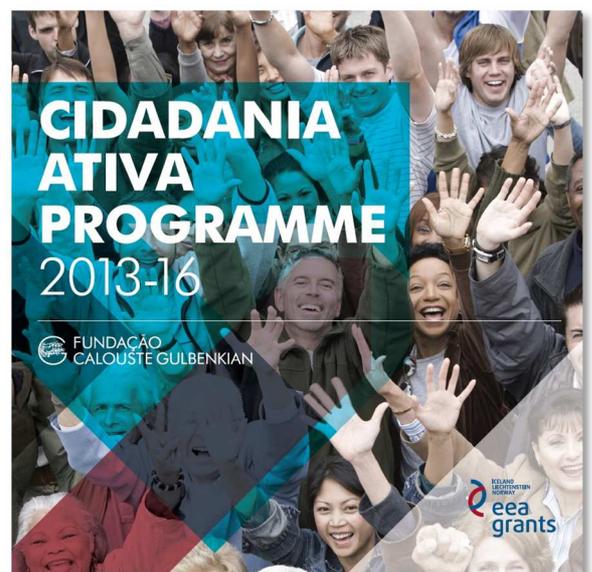
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On February 25<sup>th</sup>, the main results of the Survey on the NGO Sector in Portugal, carried out during 2014 by the Portuguese Catholic University, were presented. This event was attended or watched online by about 500 people, and on that occasion, it was announced that the first national NGO Fair would be held next October.

Interest in the NGO Fair was considerable, with 160 applications being submitted. The Greenfest organisation, promoter of the event in which the NGO Fair was integrated, advertised the Fair extensively in the months before the event. It was attended by an estimated 25 000 visitors (see section 7).

A 16-page brochure was also prepared for the occasion, with general information on what the Programme is, what it supports, who is involved in implementing its projects, who benefits from it and how are beneficiaries distributed geographically, how it will contribute towards social innovation and the strengthening of civil society in Portugal, and of course, the source of its funding.

The online medium continued to be central in the information activities carried out by the management unit in 2015. The Programme's website had about 72 000 page views over the year. Pertinent information for accessing the Programme's resources were available only through the website. Information on the supported projects, news and useful links for searching for cooperation partners in the Donor countries is also available here.





Social media continued to be very important in making known the support provided by the Donors. The CGF's Facebook page in particular – which has nearly 224 000 likes – is an effective means of communicating news, informing on upcoming events and drawing attention to the Programme's website. Other online resources used by the CGF include LinkedIn (nearly 5 500 followers) and You Tube (1 600 subscribers to the CGF's page). By the end of 2015, nearly 50% of all supported projects already had their own pitch videos and other elements shared on these media.

Promoters also use traditional media extensively, and the Cidadania Ativa remains among the CGF's programmes with the greatest number of news articles over the year, mostly by local media across the country.

In order to make the role of the Donor countries more visible in the media, an additional effort in this regard was made. Because the EEA Grants brand is not yet widely known in Portugal, unlike that of the CGF, this was a task that required a continued effort. Several actions were taken, and the FMO was informed of these additional efforts in July.

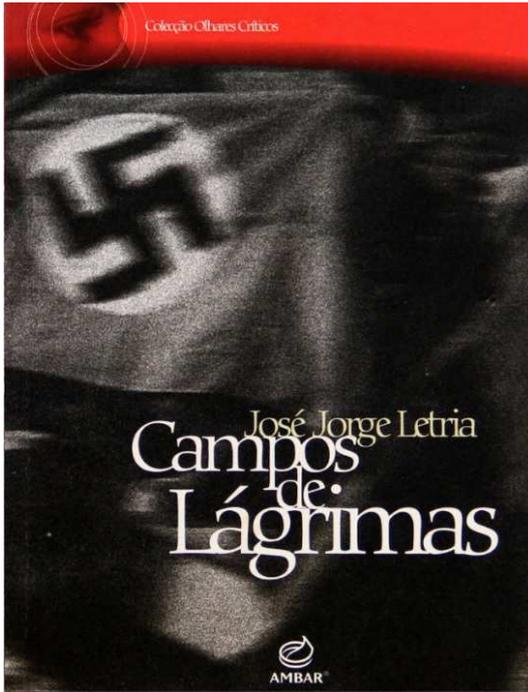
In line with the guidelines provided by the FMO, the EEA Grants reference started to be complemented in press releases, from February, with an explicit "Norway, Iceland and Liechtenstein" reference, which is more meaningful to target audiences.

It was also decided by the CGF Board of Trustees that Programme logo should be adapted in order to emphasize the EEA Grants, and adopted in the Programme's publications.

The importance of conveying the Donor's support was further stressed to the promoters during the summer, especially in what regards the projects' final events, which in most cases were held in the fourth quarter of 2015 or in the first quarter of 2016.

By the end of 2015, the Donor's support was being mentioned more regularly in the news articles, often in the first paragraph, and it was also being conveyed in the closing events, generally in an appropriate manner.

In 2015, the decision was made to commission a "Programme Book" that would tell 11 stories of individual beneficiaries of the Programme's support, each covering a different project in a different area (the FMO was also informed of this in July). About 10% of the Programme's projects (a shortlist of "interesting" projects) will thus be presented to a wider audience. This book will be prepared during 2016, and presented to the public at the Programme's closing event, in January 2017.



Today, the online medium is of crucial importance. **PT05-0032 Library of digital books for citizenship and intercultural dialogue** promoted the inclusion of children at risk, to whom books and other resources are scarce. It created a digital books library addressing subjects related to Citizenship. A 15-volume library for children of three age groups (aged 5 to 7, 8 to 11 and 12 to 15) was created and advertised through schools and social networks.

The book in the picture addresses extremism and hate crime.



## 9. CROSS-CUTTING ISSUES

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Cross-cutting issues have been integrated – and made visible – on the application and selection process regarding the Programme’s calls. Promoters are expected to make contributions towards gender equality, sustainable development and good governance, and report on these achievements on their final reports.

Although only 41 projects have been completed until the end of the year, it is already clear that the Programme’s impact will be significant as regards gender equality.

22 of the approved projects are thus focused on specific issues such as improving the capacity of NGOs that are dedicated in particular to questions of gender equality; providing training and awareness-raising to agents for change; promoting equal opportunities in accessing the labour market; and developing response services, including for victims of gender violence and human trafficking. Most of these projects are currently in progress, but it is anticipated that there will be at least 6 600 direct beneficiaries all over the country.

The CGF, in an effort to avoid the overlapping of support, has exchanged relevant information with the Commission for Citizenship and Gender Equality (in charge of PT09).



**PT05-0074 Social Angels** is establishing an entrepreneurial community in Northern Portugal, involving young people ending vocational training as they prepare for entry into the labour market, and public and private entities that will frame these youngsters’ entrepreneurship projects.

Good governance and sustainable development are also central issues to the Programme. A significant focus is being given to capacity building (see section 5), and it should be noted that about 50 organisations are expected to be able to evidence good governance procedures after the Programme (see section 3.4).

The Survey on the NGO Sector in Portugal points out to the need to continue to foster good governance procedures in the future, as a way of strengthening the NGO sector in Portugal; and in turn, a stronger NGO sector is a *sine qua non* condition for sustainable development. In both these issues, it is also apparent that the Programme will make a meaningful contribution.

Various ongoing projects are addressing issues that are relevant for improving economic, social and environmental sustainability in Portuguese society – from public policy on water management to human trafficking in the tourism sector and, of course, youth employability.

## 10. REPORTING ON SUSTAINABILITY

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Sustainability of the Programme results may be assessed by (i) the number of supported NGOs (just 1% of total, according to the Survey on the NGO Sector) and their capacity to later involve other organisations or the State and replicate or scale their good practices and success projects, (ii) by the structural measures supported (capacity building, namely staff training and management and organisational upgrades) and (iii) by the financial



assistance provided to NGOs to carry out their projects (lack of funds being one of the main weaknesses of the Sector).

All these topics shall be addressed by the Programme's ex-post evaluation study to be carried out during 2016 and for which the results, self-assessments and evaluations made by the projects will be available.

At this stage the results about supported projects are only partial and it is too early to evaluate their wider potential impact on the Sector. Section 5.1 above shows however some figures and achievements that could induce structural change in NGOs through capacity building, thus promoting sustainability.

The CGFs proposed that 40% of the resources provided by the EEA Grants to the Programme should address specifically capacity building (Outcome C). The Survey on the NGO Sector later confirmed the weak organisational capacity and the great need of investment in training on many areas, such as planning, management, result-oriented project implementation, evaluation, communication and fundraising.

It is clear that many projects addressing the needs identified in the Survey will have a lasting effect. This is the case of the projects under Outcome C: considering just the 18 projects already completed (out of 31), over 1 400 NGO leaders, staff members and volunteers already received training of some sort. The projects completed up to the end 2015 are mostly small projects – up to 7 500 people may benefit from training, under the scope of Outcome C alone, by the end of the Programme.

Many NGOs are taking the opportunity provided by the Programme to address their most pressing need, financial sustainability, and attempting to find new sources of funding, diversifying services and activities, improving their financial procedures, etc. In this respect, many projects under the other Outcomes will prove effective as well.

In the coming years, NGOs will have to improve their access to private sources, and make better use of voluntary work. The availability of public funding will continue to be indispensable after the Programme's conclusion.



**PT05-0082 Project Art** addresses social inclusion and employability for children and young people from 6 to 30 in a socially vulnerable situation, using art as a tool. This "Skills Incubator" will align the current skills of the project beneficiaries and existing vacancies in the labour market, encouraging each individual to work a set of skills required for entrepreneurship and to successfully integrate the labour market. The project also aims to advocate for the improvement of public policies by identifying new ways to mitigate youth unemployment.

This was one of the successful applicants to the call for additional activities in 2015.

Capacity building is much needed, but NGOs do not always adhere to initiatives aiming toward that end, often for lack of awareness, availability or staff stability. The strengthening of NGOs would perhaps be better pursued through longer-term support, focusing on achieving greater sustainability for the permanent structure of the NGO, a minimum critical mass which enables replication of knowledge and staff renewal.

Moreover, civil society organisations need to have their role fully recognised by the State and the community as agents for change, improvement of democracy and protection of rights. The role of social services providers is formally recognised by the State, but the NGOs involved in other types of activities have greater difficulty in accessing the means to survive (not just financial). It is perhaps necessary to raise awareness for the very important role assumed by NGOs in Portuguese society.



A better working environment should also be created for the NGOs. The definition of integrated strategies is necessary for each of the various areas of intervention (e.g. Human rights and discrimination, cooperation, homeless people, disability) where NGOs are major players. Civil society should have an active role in the process of conceiving and adjusting public policies – much can be gained from promoting an active participation of civil society in a sustainable way, as the projects being supported under Outcome A are beginning to highlight.