



FUNDAÇÃO
CALOUSTE GULBENKIAN
CIDADANIA ATIVA



CIDADANIA ATIVA PROGRAMME

PT05 – FUNDS FOR NON-GOVERNMENTAL ORGANISATIONS

2014 ANNUAL PROGRAMME REPORT

PUBLIC VERSION – JUNE 2015

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	3
2. PROGRAMME AREA SPECIFIC DEVELOPMENTS.....	5
3. REPORTING ON PROGRAMME OUTCOMES.....	7
3.1. OUTCOME A: INCREASED INVOLVEMENT OF NGOS IN POLICY AND DECISION MAKING PROCESSES WITH LOCAL, REGIONAL AND NATIONAL GOVERNMENTS	8
3.2. OUTCOME B: DEMOCRATIC VALUES, INCLUDING HUMAN RIGHTS, PROMOTED.....	9
3.3. OUTCOME C: STRENGTHENED CAPACITY OF NGOS AND AN ENABLING ENVIRONMENT FOR THE SECTOR PROMOTED	9
3.4. OUTCOME D: EMPOWERMENT OF VULNERABLE GROUPS	10
3.5. HORIZONTAL CONCERNS	11
4. PROJECT SELECTION	12
5. CAPACITY BUILDING	16
6. PROGRESS OF BILATERAL RELATIONS	18
7. PROGRESS ON COMPLEMENTARY ACTION	19
8. INFORMATION AND PUBLICITY	20
9. CROSS-CUTTING ISSUES.....	21
10. REPORTING ON SUSTAINABILITY	21
11. ATTACHMENTS TO THE ANNUAL PROGRAMME REPORT	24
Annex 1: Project level results	25
Annex 2: Social impact of the projects supported under Field of Intervention D.....	27



1. EXECUTIVE SUMMARY

In 2014, the Cidadania Ativa Programme was bolstered by the EEA Grants reserve for Portugal. The governments of Iceland, Liechtenstein and Norway and Portugal decided that these additional resources, totalling € 2.9 million, should be allocated to a new Outcome – “Empowerment of vulnerable groups” – entirely dedicated to supporting youth employability and inclusion. This development came at a time when youth inclusion and employment stand among the direst social difficulties faced by Portuguese society.

The Calouste Gulbenkian Foundation (CGF) welcomed this opportunity. In March 11th 2014, negotiations with the FMO were concluded and six new calls for applications were launched, with appropriations totalling € 4.5 million, out of which €2.6 million concerned the single call opened under the new Field of Intervention on youth employability and inclusion. This call was met with great enthusiasm by civil society, and resulted in the selection of 21 projects, which were among the highest-scoring of all projects approved for support in 2014. As agreed in PIA, Annex 2 of the current report addresses social impact of projects supported under the new Outcome related to youth employability and inclusion.

The remaining calls also attracted much interest from potential NGO project promoters. In all, 53 projects were selected for support, adding to the 54 projects which had already been selected under the 2013 calls. Both the timeframe set for the calls and the measures taken to speed up the entire decision-making procedures have crucially contributed to allow all projects to be initiated during the last quarter of 2014 and to create sound conditions for them to be completed before the eligibility deadline of April 2016, as the maximum duration of such projects is 18 months.

It is no surprise that demand for the EEA Grants resources was high. Since 2009, Portugal remains mired in the economic difficulties brought about by the crisis. Social problems which already existed were exacerbated in recent years and did not abate in 2014. Youth unemployment, for example, remained above 35% during the three years up to the 3rd quarter of 2014. The overall demand for the Programme’s resources, considering the nearly 800 received applications, was about € 61 million, or 8 times the amount made available by the Donor Countries. The potential and willingness clearly exists, on the part of Portuguese civil society, to take a part in addressing the existing social challenges, together with the public and private sectors, even though there is much yet to be done regarding the strengthening of civil society, and of its potential contribution towards social justice, democracy and sustainable development.

The 107 projects approved in 2013-14, under 12 calls covering the Programme’s four fields of intervention, have committed the global allocation of around €7.5 million for regranting, meaning that no new calls will be launched in 2015-16. Although these projects are expected to significantly exceed all targets set in the Programme regarding outcome indicators and output indicators, only five small projects concerning the 2013 calls were completed before December 31st 2014 – it is therefore too early for an assessment of the Programme’s impact. However, as a rule, the completed projects have attained or exceeded their quantified objectives, which creates a positive expectation regarding achievement of all Programme goals.

No Bilateral Cooperation Initiatives were completed by the end of the year, although the measures taken during 2014 in order to spur interest in cooperating with Donor Country NGOs were effective.

The ultimate goal of the Programme is to strengthen the civil society organisations. The improved effectiveness of NGOs, through capacity building, has therefore been of paramount concern for the CGF, which on its original application to become fund operator assigned 40% of all regranting resources to that end, among the highest percentages for NGO Programmes supported by the EEA Grants in the current period. Because of this focus on capacity building, 31 projects are now being supported with over € 1.8 million. Even if capacity building has been



addressed consistently since the beginning of the Programme, a new annex on this issue has been added to the final report which promoters must submit in order to complete their projects. In 2015 and 2016, the feedback provided by promoters will be analysed and give an insight on how supported projects have impacted NGOs (organisation, methods, tools, human and financial resources).

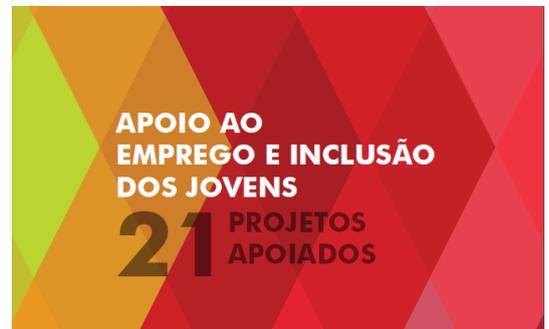
Another important development taking place in 2014 regarding the strengthening of Portuguese civil society was the undertaking of a survey on the NGO sector. This study was almost completed by the end of the year, with the presentation of the results planned for February 2015. Intended to improve the existing knowledge on the NGO sector in Portugal, its main contributions will be a robust definition of NGO (no legal definition exists in Portugal); a comprehensive database consistent with this concept and able to quantify the number and breakdown of existing NGOs; and a characterisation of the sector based on an extensive number of enquiries and case studies.

Complementary action in 2014 yielded interesting experiences and results; in particular, the participation in the Romanian NGO Festival (May), was considered of great interest. No such event has ever taken place in Portugal, and by the end of the year the CGF was considering promoting one in 2015.

The management unit has taken a pre-emptive approach towards irregularities, and no actual irregularity was detected thus far. An exhaustive checking of all expenditure documents before payments are operated to project promoters is still being carried out by the Programme staff and this is a major contribution to prevent irregularities. This is complemented by monitoring visits carried out by the Programme staff with pedagogical purposes as a preventive measure – 10 of such project visits were performed during 2014.

A FMO system audit was carried out in October 2014, including three project on site audits, but the findings of this work were not available by the time this report was prepared. In addition 10 projects were audited on site by independent auditors commissioned by the Programme; and 10 other projects were subject to desk financial controls by the Control Department of the CGF.

A presentation event concerning the 2014 calls was held on March 11th. Also, an international conference was held on November 5th, regarding “Youth Employment and Social Entrepreneurship: New Ways Forward”, which further underscored the importance of social investment and social entrepreneurship as tools to foster youth employment. The online medium continued to be central in the information activities carried out by the management unit in 2014 and greatly aided the communication efforts towards making the Donor Countries’ support known in the country. From the last quarter of 2014 the presence of the Programme in the media is more frequent as the results of the first projects become visible and the 2014 projects are organising their launching events; this trend is likely to be strengthened.



2. PROGRAMME AREA SPECIFIC DEVELOPMENTS

Challenges facing the Portuguese civil society did not change significantly in 2014. The Portuguese economy grew very slowly over the course of the year, and existing social difficulties have persisted. Although available quarterly figures indicate a moderate decrease in unemployment, the figures available at the end of the year showed that unemployment was again on the rise since September. Youth unemployment followed the same trend – in September, it moved below 35% for the first time in three years, but has since been increasing again. According to Eurostat, 128 000 people under 25 were unemployed in Portugal in November 2014 (down from 136 000 in November 2013).

GDP, % change on previous quarter	Dec2013	Mar2014	Jun2014	Sep2014
EU-28	0.4	0.4	0.2	0.3
Portugal	1.0	-0.4	0.3	0.3

Unemployment rate, overall	Dec2013	Mar2014	Jun2014	Sep2014
EU-28	10.7	10.5	10.3	10.1
Portugal	15.4	15.0	14.3	13.6

Unemployment rate, age group 15-24	Dec2013	Mar2014	Jun2014	Sep2014
EU-28	23.2	22.8	22.1	21.8
Portugal	36.0	36.0	35.6	33.5

Source: Eurostat, 15.01.2015

Social difficulties in Portugal manifest themselves in a myriad of other ways. In recent years, the at-risk-of-poverty rate in Portugal has ranged between 16-23% (18.7% in 2013), above the EU average of 14-16%. According to the Portuguese Institute of Statistics in 2013 25.5% of the residents in Portugal suffered of material deprivation, an increase of 3.7 points compared with 2012. 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. Many people, including young highly educated people, have migrated since the beginning of the crisis – it is possible that the total population by the end of 2014 was already below 10.4 million.

In 2014, the Programme began to address the challenge of supporting youth employability and inclusion, with the allocation to the Programme of the entire EEA Grants reserve for Portugal, and following the Programme's largest call for applications, 21 projects addressing youth employability and inclusion were initiated. The complex question of unemployment calls for a variety of measures, and it is hoped that these projects, supported with a total grant of € 2.1 million, will yield valuable experience and ideas. Furthermore, it is important to take note that total employment in Portugal has dropped by over 10% since the turn of the century (from 5.1 million to 4.5 million today), and while civil society organisations had only taken a modest role in addressing employment issues until recently, it is very possible that this will change in the coming years, as these are at the forefront of social concerns in Portugal today.

In November, an international conference was held in Lisbon on "Youth Employment and Social Entrepreneurship: New Ways Forward". At this conference, the 21 Outcome D projects – all of which were already being initiated – were presented to the general public, and the importance of social investment and social entrepreneurship as tools to foster youth employment was further underlined. About 200 participants attended, plus at least 90 online.



For the CGF, Portuguese civil society has demonstrated a remarkable capacity for establishing partnerships aiming at supporting youth employability and inclusion, and has a relevant role in this regard, through innovative solutions and quality responses that are better adjusted to people's needs, because of its proximity to local communities. It is therefore important to continue to invest in social projects with the potential to create employment, and the activities carried out in this regard throughout 2014 were important developments towards that end.

The Programme commissioned in 2014 a survey on the NGO sector in Portugal whose main conclusions were available by the end of the year.

Intended to improve the existing knowledge on the NGO sector in Portugal, the main contributions expected from this study are a robust definition of NGO; a comprehensive database which is consistent with this concept and able to quantify the number and breakdown of existing NGOs in Portugal; and a diagnosis of the sector, its strengths and weaknesses, based on an extensive number of enquiries and case studies. The CGF plans to divulge its results appropriately, as it is hoped that it will prove to be a useful reference document for the future – it should be pointed out, for example, that no legal “definition of NGO” exists today. For the whole country, 17 000 organisations have the features corresponding to the concept of NGO proposed in this study.

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 the services provided and in the access to funding, are some of the issues faced by NGOs. Another challenge is the building of 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.

Financing difficulties are clearly the main concern of the NGOs. There are very diverse types of revenue structures – some organisations rely on public funding for 85% of their budget, while others are able to attract as much as 60% in private funding. Own revenue potential is relevant in many NGOs, but it lacks development and additional investment on the part of nearly all the organisations. With the economic crisis, users also face increasing difficulty in paying for the services provided.

The development of fundraising skills is therefore considered urgent by many, as well as improved understanding of and communication with potential private donors. There is also the need to diversify sources of funding, to create the capacity to successfully apply to new funding sources and to contract the provision of public services with the State. Over the last couple of years most NGOs experienced a drastic reduction of private corporate



Pedro Mota Soares, Portuguese Minister of Solidarity, Employment and Social Security addresses the International Conference “Youth Employment and Social Entrepreneurship: New Ways Forward”

Civil society actors in Portugal are increasingly investing in innovative solutions and new answers to social problems, complementing state action and enabling specifically targeted solutions which are often of high merit.



support while the State was obliged as well, due to budget constraints, to be more selective and restrictive regarding public funding.

The Programme is providing both an additional source of funding and much needed additional resources to civil society. Overall demand for the grants made available under the Programme's 2014 calls was nearly eight times the appropriation, as indicated in section 4 – it had already been about seven times in 2013. In particular, the demand for projects concerning the democratic values / Human Rights outcome was very high. € 23.4 million were requested in 2013 and 2014 for projects under this heading, over ten times the overall appropriation.

The Programme is also helping address the need for greater cooperation and integration of efforts within the civil society by making formal partnerships obligatory for large projects – the supported 74 large projects involve 142 NGOs. This rule is in force since the Programme is operating and tries to fight fragmentation of the NGO sector and to promote greater effectiveness and impact of its efforts.

Concrete activities carried out by the Programme to build NGO capacities and minimise their vulnerabilities are described in sections 5 and 7 below. Apart from these, a close cooperation between the Cidadania Ativa Programme and the Foundation's own funding/activities have been of great value to address the identified weaknesses of the sector.

Firstly, the CGF has decided to provide own support to six projects resulting from the six highest-scoring 2013 applications which could not be selected. Five of these projects, currently underway, concern democratic values / Human Rights. This additional funding allowed a few more NGOs to fulfil their mission.

Secondly, striving to create synergies with other activities promoted or supported with the CGF's own resources, the Programme is in permanent consultation, advice and sharing of information with the CGF's Human Development Programme as regards approved projects and project promoters. Activities carried out by one of the programmes – conferences, workshops, capacity building actions - have benefitted NGOs supported by the other.

The Cidadania Ativa Programme also cooperates with other EEA Grants programmes in Portugal, providing information to the Adaptation to Climate Change, Gender Equality and Balance, Cultural and Natural Heritage and Diversity in Culture and Arts Programmes on its approved projects. The aims are to prevent overlapping support to NGOs in areas addressed by the Programme and to enhance synergies regarding the use of the EEA Grants.

3. REPORTING ON PROGRAMME OUTCOMES

A total of five small projects concerning the 2013 calls, under Outcomes B and C, were completed up to December 31st 2014. It is therefore too early to assess actual accomplishments towards the outcomes agreed on the Programme proposal.

The targets on all outcome indicators seem within reach with the projects approved under the 2013 and 2014 calls: the contracted targets altogether exceed all Programme targets. However, some results may fall short – the difference between contracted and actual outcomes should be borne in mind. In any case, this apparent early success of the Programme is due to four factors:

- A prudent estimation of targets at the programming stage, as a consequence of lack of previous experience in Portugal regarding this type of Programme (although the figures had been set in dialogue with experts in the area, external to the CGF);
- A result-oriented management with direct impact on the project indicators to be accepted and contracted;
- A higher than expected number of supported projects;
- A higher than expected average number of partner NGOs involved in supported projects.

Altogether, the contracted results anticipate a more efficient use of resources than planned.

The result indicators were chosen among those included in the set proposed by the FMO in order to get comparable figures for all beneficiary countries; they seem to be reasonable and somehow capture the impact of the Programme. The output indicators are appropriate and in addition to those reported in the annual reports, promoters have been encouraged to identify and quantify additional specific indicators for their projects in case the standard ones are not comprehensive enough to cover all their achievements.

It is not deemed necessary at this time to implement specific risk mitigation measures regarding the achievement of any of the indicators.

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

No projects were concluded until December 31st under this heading.

OUTCOME INDICATORS: OUTCOME A	PROGRAMME TARGET	ACHIEVED OUTCOMES
Number of NGOs reporting increased engagement in policy and decision-making with local, regional and national governments	10	0
Number of NGOs engaged in activities in partnership with local authorities and state institutions	10	0

OUTPUT INDICATORS: OUTCOME A	CONTRACTED OUTPUTS	PROGRAMME TARGET	ACHIEVED OUTPUTS
Number of cooperation or dialogue activities with local regional or national governments initiated or developed	98	7	0
Number of laws, policies and practices changed or improved as a consequence of NGO influence	21	4	0
Number of NGO projects implemented in partnership with local authorities or state institutions	9	10	0
Number of welfare and basic services provided in partnership with public entities	58	7	0
Number of beneficiaries of proximity services (welfare and basic services) provided locally in partnership between NGOs and municipalities	7 410	150	0

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

Projects PT05-0002, PT05-0020, PT05-0016 and PT05-0003 (4 out of 43 contracted Outcome B projects) were completed under this heading, in late 2014. For example, PT05-0002 (“Immigration, Gender and Citizenship”), was able to monitor and report on Human Rights and Citizenship, engage first-time volunteers, involved their target groups in empowerment activities, organised awareness raising campaigns on minority rights, antidiscrimination and groups at risk, addressed discrimination and promoted tolerance. This project is described in Annex 1.

OUTCOME INDICATORS: OUTCOME B	PROGRAMME TARGET	ACHIEVED OUTCOMES
Numbers of NGOs promoting democratic values, including Human Rights	30	6
Number of NGOs promoting better understanding and attitudes towards minorities and at risk groups	20	6

OUTPUT INDICATORS: OUTCOME B	CONTRACTED OUTPUTS	PROGRAMME TARGET	ACHIEVED OUTPUTS
Number of NGOs which monitor and report on Human Rights and Citizenship	66	7	6
Number of NGOs which engage first-time volunteers	64	5	3
Number of NGOs involving their target groups in empowerment activities	64	5	6
Number of NGOs addressing children and youth at risk issues	35	12	0
Number of NGOs organising awareness raising campaigns on minority rights, antidiscrimination and groups at risk	58	6	1
Number of NGOs fighting discrimination and promoting tolerance	68	14	6

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

A single project, PT05-0005 (out of 31 contracted Outcome C projects) was completed under this heading, in late 2014. This project, “Improving information and communication systems at the service of refugees”, was implemented by the Portuguese Council for the Refugees, and aimed at modernising its technological infrastructure, establishing standard procedures and implementing a training plan for all staff members. According to the project’s final report, besides the EEA Grants’ backing, Microsoft also provided a key support to the project, and because of it, the quality of the services provided to migrants, as well as the handling of personal and restricted information, improved as planned. The project contributed towards all output indicators, as the promoter was able to find new sources of revenue, train its personnel, diversify its services and activities, implement good governance and financial procedures, and improve communication with its target groups.

OUTCOME INDICATORS: OUTCOME C	PROGRAMME TARGET	ACHIEVED OUTCOMES
Number of smaller/grass roots organisations demonstrating increased capabilities in relation to sustainability and extension of activities	20	1
Number of NGOs reporting strengthened capacities (self-assessment)	30	1

OUTPUT INDICATORS: OUTCOME C	CONTRACTED OUTPUTS	PROGRAMME TARGET	ACHIEVED OUTPUTS
Number of NGOs which were able to find new sources of funding/revenue	47	10	1
Number of NGO personnel (leaders, staff, volunteers) who received training	7 479	500	33
Number of NGOs diversifying services and or activities	53	8	1
Number of organisations able to evidence good governance procedures	50	12	1
Number of organisations demonstrating that they have robust financial procedures in place	26	5	1
Number of organisations regularly consulting with target groups and other stakeholders on needs and the effectiveness of their initiatives	53	5	1

3.4. OUTCOME D: EMPOWERMENT OF VULNERABLE GROUPS

The projects under this heading were initiated between September and November 2014.

OUTCOME INDICATORS: OUTCOME D	PROGRAMME TARGET	ACHIEVED OUTCOMES
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

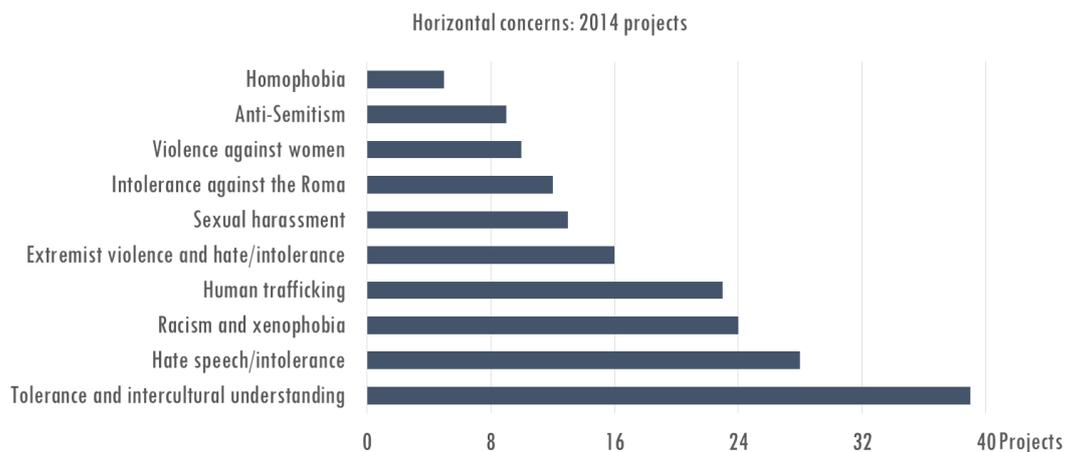
OUTPUT INDICATORS: OUTCOME D	CONTRACTED OUTPUTS	PROGRAMME TARGET	ACHIEVED OUTPUTS
Number of NGOs addressing employability issues	37	7	0
Number of vulnerable young people involved in capacity building actions for employability	5 111	200	0
Number of new entrepreneurs assisted	2 135	50	0
Number of beneficiaries of social, educational and cultural inclusion actions	4 551	250	0



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.

In 2014, “tolerance and multicultural understanding” remained the most covered subject by the selected projects, followed by “hate speech/intolerance” and “racism and xenophobia”. The results of the 2014 calls were not very different from the previous years’ in this regard.



Applicants were requested to explain how each horizontal concern is dealt with in each project (what measures to be taken, what activities to be carried out). At the end of the project the final report shall describe actions and results regarding those issues.

In 3 of the 5 completed projects, concrete activities (training, awareness raising, theatre sessions, lab work) are reported regarding violence against women, tolerance and intercultural understanding and sexual harassment. In 4 projects women (namely immigrants and social excluded women) have been the main target group.

Cooperation with the Council of Europe campaign “Young People Combating Hate Speech Online”

In May, a bloggers’ training workshop provided 16 participants with tools that enabled them to recognise online hate speech and the boundaries between freedom of expression and hate speech; to learn techniques for combating online hate speech; to develop online campaigns against hate speech; and to foster the involvement of new activists and organisations in the Council of Europe’s “Young People Combating Hate Speech Online” Campaign. Two Portuguese organisations presented their



The bloggers’ training workshop in May was promoted by Rede Portuguesa de Jovens para a Igualdade de Oportunidades entre Mulheres e Homens, in partnership with Associação PAR – Respostas Sociais. 16 activists were empowered to address online hate speech.

proposal for funding by the Programme, and subsequently organised and carried out the training in Lisbon, on May 26-28th.

According to the promoters, this workshop was followed by concrete activities addressing hate speech on- and off-line, such as the creation of an online forum for denouncing discrimination and hate speech websites; a Facebook/Twitter group for sharing news, events and reports on hate speech and human rights; and the creation of activist resources and online contents. Furthermore, this training provided a starting point for street art activities denouncing hate speech and making the CoE's campaign known in Portugal, as well as for networking and collaboration among various stakeholders on related activities.

4. PROJECT SELECTION

Concerning the 2013 calls, on January 10th 2014 the CGF Board of Trustees approved 23 large projects subject to a two-phase selection system, fully in line with the recommendations presented by the Selection Committee. Furthermore, the Board of Trustees decided, throughout the year, to grant support to six of the non-selected applications under the 2013 calls with the Foundation's own resources, based on the selection method used by the Programme, bolstering its potential impact with an additional € 488 336 in grants. This was a concrete way of complementing and leveraging the EEA Grant resources.

2014 CALLS		SUBMITTED APPLICATIONS			ADMITTED APPLICATIONS		
NAME	APPROPRIATION	NUMBER	REQUESTED SUPPORT		NUMBER	MAXIMUM SUPPORT	
			in €	in % of the appropriation		in €	in % of the appropriation
A21 - Design and Implementation of public policies (large projects)	€ 348 281	45	€ 4 555 514	1308%	32	€ 2 968 066	852%
B21 - Promoting Democratic Values (large projects)	€ 712 076	76	€ 7 667 019	1077%	57	€ 5 687 807	799%
B22 - Promoting Democratic Values (small projects)	€ 106 402	65	€ 1 499 158	1409%	38	€ 832 655	783%
C21 - Strengthening the Effectiveness of NGOs (large projects)	€ 653 807	43	€ 4 238 099	648%	31	€ 2 698 298	413%
C22 - Strengthening the Effectiveness of NGOs (small projects)	€ 97 695	47	€ 1 079 238	1105%	31	€ 683 372	699%
D21 - Supporting Youth Employability and Inclusion (large projects)	€ 2 553 000	149	€ 16 260 434	637%	110	€ 11 257 657	441%
TOTALS	€ 4 471 261	425	€ 35 299 462	789%	299	€ 24 127 854	540%

Six calls for applications were open in 2014, between March 11th and May 12th. These included the largest call of the Programme, concerning the new Outcome on youth employability and inclusion (€ 2.6 million in appropriation). In all, 425 applications were received concerning these calls (€ 35.3 million requested); up from 364 applications received under the 2013 calls (€ 25.6 million requested). 149 of these applications concerned the call under the new Outcome, with a total requested amount of about € 16.3 million, over six times the appropriation.

The remaining calls mobilised all resources still available under the remaining headings, and demand exceeded the available appropriations by greater margins (up to 13 times under Outcome A). Overall, demand was 789% of the resources made available.

In the days following the closing of the calls, 129 applicants were notified that their applications had not been admitted. The most frequent causes for non-admission had been:

- the application did not comply with the proposed eligible investment and/or overall duration set on the Rules of the Programme;
- the existence of the promoter's minimum financial contribution was not demonstrated as set on the Rules of the Programme;
- a duly signed liability waiver was not submitted within 10 working days counted from the day after the date of submission, as required by the Rules of the Programme;
- the applicant did not comply with the definition of NGO set in the Rules of the Programme;
- documents were not supplied with proof of no liability towards the Tax Administration and Social Security regarding the promoter and partner entities, as required by the Rules of the Programme.

64 applicants decided to appeal these decisions. The Board of Trustees decided, in agreement with the analysis and recommendation produced by the Programme Manager, to admit three of these applications on July 3rd.

CALL	NON-ADMITTED APPLICATIONS (before appeals)	APEALS	SUCCESSFUL APEALS	NON-ADMITTED APPLICATIONS (after appeals)
A21 - Design and Implementation of public policies (large projects)	13	8	0	13
B21 - Promoting Democratic Values (large projects)	20	10	1	19
B22 - Promoting Democratic Values (small projects)	28	9	1	27
C21 - Strengthening the Effectiveness of NGOs (large projects)	12	9	0	12
C22 - Strengthening the Effectiveness of NGOs (small projects)	16	5	0	16
D21 - Supporting Youth Employability and Inclusion (large projects)	40	23	1	39
TOTALS	129	64	3	126

299 admitted applications were analysed by the Programme team and evaluated by the independent evaluators between May 13th and July 20th. These were evaluated, and the Selection Committee recommendation, regarding the selection of applications to be supported, was issued on July 31st and adopted by the CGF Board of Trustees on that same day. In September, less than 180 days after the EEA Grants reserve was formally allocated to the Programme, some of the selected projects were already underway, and by November, all selected projects had been initiated.

The issues addressed by the Programme remained highly relevant for the Portuguese civil society. Like in 2013, the calls for applications concerning both democratic values and NGO effectiveness were met with great interest. These two headings were originally the Programme's greatest focuses, each amassing 40% of the regranting appropriations when the CGF submitted its original proposal in 2012, and remain central features within the Programme today.

In particular, demand in 2014 under Outcome B "Democratic Values, Including Human Rights, Promoted" was again the highest of all. With € 9.2 million requested in 2014 alone, it is unquestionably the Programme's most sought-after area. The Programme now supports 43 projects under this heading, 20 of which were selected in 2014.

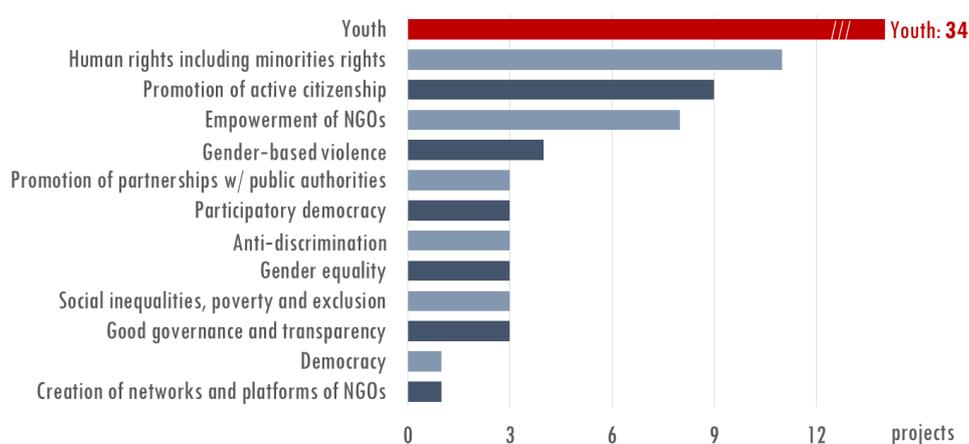
Concerning Outcome C, demand also remained high (over € 5.3 million were requested under the 2014 calls), and 10 additional projects were selected. Over € 1.8 million in grants under the Programme will help address this need, which is much felt by civil society.

Concerning the overall demand for the Programme's resources, nearly 800 applications were received, with requests for grants totalling nearly € 61 million. Of these, a total of 577 applications were admitted in 2013 and 2014.

Regarding the areas of support covered by the selected projects, youth was overwhelmingly the most addressed, followed by human rights including minorities' rights, promotion of active citizenship, empowerment of NGOs and gender-based violence. The new Outcome D projects, together with the greater focus given to youth issues in 2014 by the Programme in its communication with the general public, explains this outcome.

Regarding the overall allocations under the entire Programme (i.e., projects under the 2013 and 2014 calls), issues particularly concerning children and youth represent approximately 47% of the allocations (PIA paragraph 5.2.8. specified a minimum of 10%), or about € 3.5 million. On the other hand, about 60% of the allocations (€ 4.5 million) concern the set of areas specified in PIA paragraph 5.2.9., whereas a minimum of 1/3 had been stipulated. These are democracy; human rights including minorities rights; good governance and transparency; participatory democracy; combat racism and xenophobia; anti-discrimination; social inequalities, poverty and exclusion; gender equality; and gender-based violence.

Projects under the 2014 calls: areas of support



Like in 2013, particular attention was paid to the eligibility deadline of April 30th 2016. In order to maximise the impact of the resources made available by the Donor Countries, an effort was made to provide promoters with at least 18 months to implement their projects. Working backwards from the deadline, that meant that all projects would have to be initiated in late 2014, and considering the amount of time required for the contracting process, a decision on the projects to be selected was needed before August. As the calls could not be opened before March 11th, because of the procedures leading up to the formal allocation of the EEA Grants reserve to the Programme, that was the selected date, and the rest of the timeframe was defined accordingly. For that same reason the two-phase system for large projects was not used in 2014 calls.

Also in order to maximise impact, a reserve list of projects was foreseen and integrated into the 2014 calls' rules, as these were planned to be the final calls under the Programme. This was agreed in advance with the FMO and made public on the opening of the calls, March 11th. The 15 best projects which could not be selected for support integrated this list, ranked by score irrespectively of the Outcome and call they concerned.

The first 11 projects were selected for support as resources became available (there were marginal amounts unallocated under each call, two promoters desisted from their projects during the contracting stage and savings were found on the budgets for the remaining projects). All these additional projects fall under Outcome B. By the end of 2014, only the last of these 11 projects was not yet contracted. In 2015, additional projects may yet be supported as additional savings are found. All remaining Reserve List projects fall under Outcome D, so it is possible that support under this heading will increase in 2015.

Outcome/Call	Projects	Grants (approved totals)		Provisional budgetary breakdown	
A: Design and Implementation of Public Policies	12	€ 857 978	12%	€ 980 000	13%
Call A11 (2013)	5	€ 539 642	-	-	-
Call A12 (2013)	5	€ 92 077	-	-	-
Call A21 (2014)	2	€ 226 260	-	-	-
B: Promoting Democratic Values	43	€ 2 641 011	35%	€ 1 960 000	26%
Call B11 (2013)	9	€ 864 231	-	-	-
Call B12 (2013)	14	€ 282 520	-	-	-
Call B21 (2014)	16	€ 1 401 697	-	-	-
Call B22 (2014)	4	€ 92 563	-	-	-
C: Strengthening the Effectiveness of NGOs	31	€ 1 836 317	25%	€ 1 960 000	26%
Call C11 (2013)	9	€ 950 140	-	-	-
Call C12 (2013)	12	€ 258 339	-	-	-
Call C21 (2014)	6	€ 538 028	-	-	-
Call C22 (2014)	4	€ 89 809	-	-	-
D: Supporting Youth Employability and Inclusion	21	€ 2 065 882	28%	€ 2 553 000	34%
Call D21 (2014)	21	€ 2 065 882	-	-	-
Overall	107	€ 7 401 187	99%	€ 7 453 000	100%
Unallocated - December 31st	-	€ 51 813	-	-	-

All calls under the Programme are now closed and the final decision by the CGF Board of Trustees regarding project selection was taken on July 31st – exactly 21 months before the April 30th 2016 deadline. In result, all € 7.5 million made available by the Donor Countries for regranting are now allocated, mostly to projects which will have 18-24 months in duration and will end in late 2015 / early 2016.

The breakdown of allocated grants by the end of the year included € 2.6 million for 43 projects under Outcome B, the largest share among the four Outcomes and 9% above the provisional budgetary breakdown agreed with the FMO. This deviation, which was below the 10% threshold which mandated a PIA amendment, resulted from the fact that most of the savings since the July 31st decision came from two Outcome D projects (which desisted, freeing up € 381 378), and all 11 top-ranking reserve list projects concerned Outcome B, as mentioned above.

Conversely, the € 2.1 million figure concerning total grants under Outcome D may yet increase in 2015. 23 projects were selected in July but two did not go ahead, as mentioned, but all remaining Reserve List projects concern this Outcome. Additional Outcome D projects may yet be selected until February 28th 2015, according to the reserve list rules, provided that enough financial resources become available.

As for Outcomes A and C, the allocated grants are close to the figures on the provisional budgetary breakdown, as all selected projects in 2014 were contracted successfully. No reserve list projects concern these Outcomes.

Most projects selected in 2014 are expected to either have national impact or benefit a large part of Portugal. Less than half promoters indicated that their projects will focus on a single NUTS II region, or have an even more geographically circumscribed impact. Of the regionally-focused projects, about 1/3 will be implemented in Lisbon (the capital region), and another 1/3 in northern Portugal (the most populous region in the country). The



remaining regionally-focused grants will benefit the central region of Portugal, Alentejo (southern Portugal) and the Azores Islands.

GEOGRAPHICAL DISTRIBUTION OF SUPPORT (2014 CALLS)		
National Scope	€ 1 866 949	42%
Interregional Scope	€ 399 514	9%
Regional Scope	€ 2 147 776	49%

Distribution of Support: Regional Scope Projects		
Regional - Lisbon	€ 821 658	38%
Regional - Norte	€ 711 900	33%
Regional - Centro	€ 347 217	16%
Regional - Alentejo	€ 212 508	10%
Regional - Açores	€ 54 493	3%

Advance payments to beneficiaries regarding the contracted projects (total grants of about € 7.4 million) totalled € 2 341 835 up to December 31st 2014 (in 2013, € 307 830 had been paid), and the certified eligible expenditure totalled € 504 367. While in 2013-14 most transfers to beneficiaries concerned advance payments, in 2015-16 reimbursement of expenditure will be the main types of transfers.

Similarly to 2013, in late 2014 the CGF Board of Trustees has decided to further leverage the Programme’s resources, with an additional € 250 000. A decision will be made in early 2015 on the most effective way of using these additional resources.

5. CAPACITY BUILDING

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 – among the highest percentages for NGO Programmes supported by the EEA Grants in the current period. Later on, the capacity development indicators agreed to with the FMO were the same which were already in place since March 2013 regarding Outcome C. As presented in section 3.3., all progress thus far on these capacity development indicators concern the successful conclusion of one project in December 2014:

- Number of organisations able to evidence good governance and management procedures 1;
- Number of organisations demonstrating to have robust financial procedures in place and diversify their funding sources 1;
- Number of organisations regularly consulting with users, beneficiaries and other stakeholders .. 1.

31 of the 107 projects approved by December 31st 2014 concern this outcome. Stakeholders wishing to address primarily capacity building had dedicated calls for applications in 2013 and 2014. Naturally, applications under



other outcomes were intended for purposes other than capacity building, but these may yield some indirect results in that regard.

In order to get a broader view on the impact of projects on the beneficiary organisations, a capacity building tool was made available by the FMO during 2014, and 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 provided on these annexes is being compiled and analysed, and should provide a useful insight on the impact of the project on building NGO capacities (project management skills, communication, new target groups or services, potential fundraising).

Simultaneously, a new request was made to project promoters under the 2014 calls: external evaluations of all large projects, meant to elicit the lessons that should be learned from their implementation, became mandatory and financed under the approved project budgets. These evaluations will provide an independent insight on project achievements and on the impact of the projects on the civil society organisations that undertake them.

For the time being, it is too early for an extensive analysis on the findings from the capacity building annex – only five projects were concluded before the end of 2014, and all of these were small projects. Keeping in mind these limitations, some notes can nevertheless be made regarding the feedback provided by promoters on the projects' impact on capacity building:

- Project promoters have become more knowledgeable on basic project management procedures, on financial management and on the required procedures related to the implementation of a supported project.
- Through these projects, the case was made for creating partnerships and sharing knowledge among different organisations, even though only some of these projects included formal partnerships. Informal cooperation was an important element on these projects. These projects were also an opportunity for acquiring the necessary skills for networking / partnership creation and management.
- In some cases, the need for improved efforts (and results) regarding publicity was pointed out.

Out of the five completed projects, one directly addressed the improvement of the institutional capacity of the Portuguese Council for Refugees. It included a hardware update required for enlarging data storage, network restructuring, improvement of data security and the training of 33 employees.

Lessons to be learned will begin to emerge in early 2015 as the remaining small projects from 2013 are concluded, but this process will not be completed before 2016, when the bulk of the € 1.8 million invested by the EEA Grants regarding capacity building – the 15 large projects under Outcome C – are closed.

Meanwhile, several actions were undertaken by the Programme in order to assist NGOs improving their capacities and skills.



Ingrid Schulerud, Ambassador of the Norwegian Ministry of Foreign Affairs, considered that the conference held in November at the CGF underlined the great potential of civil society in addressing the challenge of youth employability and inclusion.

A workshop on project management within the scope of the Programme was held on April 7th 2014. This capacity building event, attended by over 100 people, focused on management procedures required by the Programme, and targeted the promoters and partner organisations of supported projects. This was an important learning opportunity for many of the participants, which in some cases were part of organisations with modest technical and managerial skills available. The workshop thus addressed, albeit in the narrow context of the project management skills required by the Programme rules, the need for bolstering the skills available to these organisations.

A survey on the social innovation potential of the projects supported by the Programme was commissioned and carried out during the last quarter of 2014. This survey identifies and measures some criteria leading to social innovation – project innovation, sustainability, impact potential and scalability – and calls the attention of NGOs to internalise these factors in order to achieve social change and the need to build capacities for that purpose.

As planned since February 2014, capacity building workshops, specifically addressing project promoters within the scope of all outcomes, are under preparation to take place during the first half of 2015.

A database was also created and shared on the Programme website, containing the contact information of many NGOs, which allowed the information to be shared for this specific purpose. It is a tool to foster contacts among civil society stakeholders, to help finding working partners and to create conditions for NGO associations, coalitions and eventually platforms. At the end of the year, the creation of a much larger database was being considered. This might be a joint project between the CGF and the Catholic University of Portugal, which carried out the survey on the NGO sector in Portugal, and use the information available to the latter.

6. PROGRESS OF BILATERAL RELATIONS

2014 saw a significant progress regarding the establishment of partnerships between Portuguese NGOs and Donor Country organisations, which is also an important goal of the Programme. Within the scope of the 2014 calls, five of the projects selected for support included partner organisations from these countries; whereas only two such projects had been selected within the scope of the 2013 calls. In addition, the changes in rules adopted in early 2014 regarding the Bilateral Cooperation Initiatives, which in part aimed at increasing demand for this type of support, resulted in a significant increase in demand.

Regarding the Bilateral indicators, the CGF's original proposal had been that the indicators should concern the use of the Bilateral Fund and Bilateral Cooperation Initiatives; however, in order to make these indicators consistent with the ones being used for supported NGO Funds throughout the Beneficiary Countries, it has been agreed that they cover instead projects under the four outcomes involving bilateral actions.

As presented in the table below, a total of seven supported projects have the participation of Donor Country organisations as partners (3 under the scope of Outcome B, 2 under Outcome C and 2 under Outcome D).

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

Regarding Bilateral Cooperation Initiatives, 27 applications were submitted throughout 2014, and 12 projects were approved (only one other project had been approved in 2013). As of December 31st, € 51 973 were allocated to these 13 projects, but no project promoter had submitted all required documents in order to conclude its

project. Two additional applications, submitted in the final quarter of 2014, were being analysed. The indicators presented in the following table were the ones used until the change explained above. They will continue to be monitored for the Programme's purposes.

BILATERAL COOPERATION INITIATIVES	PROGRAMME TARGET	ACHIEVED OUTPUTS
Number of project partnership agreements in beneficiary civil society	-	13
Number of project activities (conferences, workshops, study tours, consultancies and information activities) shared between Portuguese and Donor Countries NGOs	-	3

Information on the Norwegian Helsinki Committee / NGO Partnership Portal, on the Icelandic Human Rights Centre and on the partnerships page of the EEA Grants website was made available, in English and Portuguese, in order to promote bilateral cooperation. On various occasions, such as the launch event of the 2014 calls, the project management workshop and the international conference, the opportunities for bilateral cooperation were highlighted to the hundreds of attending participants. Two newsletters (with nearly 2000 subscribers), addressed this topic in 2014.

7. PROGRESS ON COMPLEMENTARY ACTION

Complementary action in 2014 included meetings in Brussels with FMO officials and representatives from other fund operators to discuss the mid-term evaluation study on NGO-Funds launched by FMO; a trip to Bucharest, where a member of the management team participated in the Romanian National NGO Festival (May); and a meeting in Warsaw (June), for the assessment of EEA Grants procedures.



PT05-0020 "WE - Project for Social Action and Art" was among the first supported projects to be concluded, before the end of 2014. Its promoter and partner, a NGO and a university from central Portugal, fostered equal opportunities and employment at local level.

The Romanian NGO Festival (5th edition), which aimed at increasing the number of citizens actively engaged in the community, to develop the associative culture and to engage NGOs' involvement in the society, was considered of great interest. By the end of 2014, the CGF was considering the creation of a similar event in Portugal, possibly to be held in 2015. This would be the first such event in Portugal and an occasion to make NGO activities known, to raise funds, to mobilise new volunteers and to discuss common problems and solutions.

In general, meetings with other Fund operators have been very useful to exchange experiences and lessons learnt. On the basis of such discussions new ideas will be implemented under the Portuguese programme: for example, a new capacity building peer programme will be implemented in Portugal in 2015 following the Lithuanian experience; and new initiatives to foster bilateral cooperation with donor countries are likely to be launched in 2015 inspired on other FO's experience.



8. INFORMATION AND PUBLICITY

A presentation event concerning the 2014 calls was held on March 11th, the day these calls were opened. The event was attended by about 350 people, plus 230 on video stream. The other major event held at the CGF in 2014, the international conference “Youth Employment and Social Entrepreneurship: New Ways Forward” (November 5th), was attended by 200 participants plus 100 on video stream.

The online medium continued to be central in the information activities carried out by the management unit in 2014. The Programme’s website had about 160 000 page views over the year. The calls’ rules and other required information for accessing the Programme’s resources were available only through the website, and therefore, many of the interested parties accessed the site in order to obtain this information, to register for the submission of applications and to find the calls’ results. Information on the supported projects, news and useful links for searching for cooperation partners in the Donor countries is also available on the website.

Two issues of the Programme’s newsletter were distributed among nearly 3 000 subscribers, in January and April. These addressed the results of the 2013 calls, the 2014 calls, bilateral cooperation, and the No Hate Speech campaign.

A brochure, “Supporting Youth Employment and Inclusion”, was prepared for the November conference, on the 21 selected projects addressing youth employability (the Programme’s new outcome). These projects were still being contracted at the time. The Programme was also featured, at the time, on another brochure produced by the CGF, showcasing the Foundation’s other activities regarding the improvement of youth employability. Both these brochures were distributed at the conference and other events promoted by either programme.



PT05-0080 aims at raising the awareness of young people to the issue of gender violence and to contribute to the improvement of the education policies regarding gender equality, namely through the use of art tools. The promoter UMAR is organising events such as photo exhibitions which increase the visibility of this project. (Photo by Bárbara Soares)



Presentation event for the 2014 calls for applications, March 11th, 2014. This opportunity made available by Norway, Iceland and Liechtenstein was widely publicised and attracted a total of 425 applications. Also conveyed to the audience on that day, was the support provided by the EEA Grants at European level and the existing opportunities for cooperation with Donor country organisations.

Social media continued to be very important in making known the support provided by Norway, Iceland and Liechtenstein. The CGF’s Facebook page in particular – which has nearly 210 000 likes – is an effective means of communicating news, informing on upcoming events (and in 2013 and 2014, upcoming calls) and to draw attention to the Programme’s website. In 2014, the use of other online resources was extended to LinkedIn (the CGF has nearly 3 600 followers there) and on the CGF’s YouTube page (1 260 subscribers). Promoters were asked to prepare and share pitch videos, to be made available on the Programme’s website and on YouTube. By the end of 2014, about 10% of all supported projects already had their own pitch videos.



Some projects, such as PT05-0044 “An Adventure in the World of Citizenship”, are highly visible online; others are resorting to original promotional activities such as art exhibitions (PT05-0080 “Artways - Educational Policies and Training Against Violence and Juvenile Delinquency”). Promoters also used traditional media extensively during 2014, and the Cidadania Ativa Programme was among the CGF’s programmes with the greatest number of news articles over the year, mostly by local media.

9. CROSS-CUTTING ISSUES

Cross-cutting issues have been integrated – and made visible – on the application and selection process regarding the Programme’s calls. This was presented to applicants as an objectifiable aspect of the applications, as the selection criteria included cross-cutting issues and, for each call, a specific weight. Hence, it is expected that these projects make contributions towards gender equality, sustainable development and good governance, and that

promoters report on these achievements on their final reports.



PT05-0016 “Diabetes Workshop - Diabetes training for social inclusion” promoted equal opportunities for immigrant women in the labour market by enhancing their social and professional inclusion through their qualification as caregivers for children and elderly people diagnosed with diabetes. It was concluded in December 2014.

The five small projects closed by December 31st and whose final documents have been submitted report how the activities financed under each project have contributed to the three cross-cutting issues: the project promoted by the Portuguese Council for Refugees underlining the impact on good governance and sustainable development, the others stressing the impact rather on gender equality and sustainable development. One project states that there was no significant impact on good governance as the NGO applied already such principle widely in its activities before the project was approved.

10. REPORTING ON SUSTAINABILITY

The economic outlook in Portugal remained dire in December 2014, and the financial sustainability of many Portuguese civil society stakeholders remains a key issue to be addressed. Many applicants focused on this immediate concern, and addressed issues which were relevant to their long-term sustainability. This was expected from the onset of the Programme, and was one of the factors weighting on the decision to concentrate regranting resources on capacity building.

While supported projects should not have direct revenues, it is possible to carry out activities which, after the projects are concluded, lead to new or enhanced sources of revenue. Services can also be provided free of charge within the scope of the projects, and after their conclusion, these become paid services. Pilot projects can be used to perfect the required skills for providing a service, to promote a service and create or expand the market that requires it, or to replicate an existing service into a new geographic area. In this sense, it is expected that the Programme will positively impact the sector’s sustainability.



Various 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. The impact of these projects cannot yet be assessed, as they are currently underway, but sustainability issues are present in projects on all outcomes, and the potential sustainability impact of the programme results seems to be quite significant at this time.

The Programme is only supporting 152 out of a total of about 17 000 NGOs, as defined in the NGO Survey, working in Portugal. So far the promoters of the five completed projects have reported improvements regarding sustainability resulting from these, either through replication of the projects or through new potential sources of funding, new skills or knowledge, or new tools to be used.

Over the long term, the major sustainability challenges to be addressed in order to ensure the continuity of the investments supported within the scope of the Programme are the weak organisational capacity of many of the involved organisations and the excessive dependency on the State and/or a limited number of funding sources. It should be pointed out that since the beginning of the economic crisis, corporate support to the NGO sector has decreased substantially. 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.

In addition to the financial dependency issue, but also connected to it, 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. The 1st NGO Fair, to be held in 2015, is likely to prove relevant in this regard, but it is possible to go much further, in particular through the media.

Associated to the above, a better working environment should 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.

Capacity building is a necessity as well, 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.



PT05-0034 "Global Policies and Local Strategies for Sustainable Development" focuses on rural development under the framework of the Human Right to sustainable nutrition. The project, which will be implemented by 2016, aims to increase capacity and encourage small producers and school communities, in the centre of Portugal, to adopt more sustainable development strategies.



The survey on social innovation analysed project sustainability as one of the criteria used to estimate the social innovation potential of the supported projects, as this is an essential element to be considered when assessing whether an organisation has an enabling context in which to implement new ideas and practical applications that provide new, more effective solutions to social problems. Despite the limited scope of this survey, it is interesting to note that it concluded, in this regard, that the supported projects score, in average, 2.6 out of 4.0 points. 31% of all projects analysed scoring 3.0 points or over, with projects under Outcomes C and D being on average the most promising.

The Programme's ex-post evaluation planned for 2016 will review the impact on governance mechanisms, management tools, employee training, volunteering and fundraising attained by the supported projects, as well as their potential for replicability and scalability. It is understood that not all supported projects are being instrumental in changing Portuguese civil society – while an effort was made to support key undertakings rather than mere current activities, not all projects proved to be transformational. There is, nevertheless, evidence of significant changes in some organisations, but it is not yet possible to make an overall analysis of the sustainability of the Programme's impact on the beneficiary NGOs.



PT05-0086 "Development, Entrepreneurship and Employability", which started in September, is one of the projects addressing youth employability and inclusion. The activities carried out before the end of 2014 included the seminar depicted here.

The new Outcome on youth employability and inclusion was formally established in March, less than six months before the start of its first projects.



11. ATTACHMENTS TO THE ANNUAL PROGRAMME REPORT

Annex 1: Project level results

Annex 2: Social impact of the projects supported under Field of Intervention D



Annex 1: Project level results

PT05-0002: Immigration, Gender and Citizenship (B12-200657)

Only five projects were concluded by December 31st 2014. Section 3 presents the achieved outputs regarding these projects. Of these, PT05-0002 could be highlighted for communication purposes.

The project addressed both gender and migration discrimination. It raised the awareness of immigrant women by providing them with information on their rights, through 3 types of activities: personalised support, mobilisation and awareness raising. It was promoted by a NGO operating in the Lisbon area (Solidariedade Imigrante - Associação para a Defesa dos Direitos dos Imigrantes), staffed mostly by immigrants.



794 women were empowered regarding their rights (500 were planned). These originated mostly from Cape Verde (47%), followed by Guinea Bissau (19%), Brazil, Angola and São Tomé and Príncipe (6% each). All these countries are Portuguese-speaking former colonies of Portugal, and to this day, the countries of origin of a large share of immigrants coming to Portugal. Chinese, Nepalese, Senegalese and Indian women, as well as from other nationalities, were also empowered (16%). In many cases, these concerned the normalisation of the legal status of immigrants living illegally in Portugal (374 cases had already been addressed successfully, according to the final report).



13 empowered women were also first-time volunteers within the scope of this project (10 were planned). These women received training, thus enabling them to cooperate more actively in the project, as volunteers, as well as in other activities carried out by the promoter.

167 people participated in collective awareness-raising and training activities on the topics addressed by the project (100 were planned). These included training in computer systems, theatre of the oppressed sessions, awareness-raising on citizenship, housework and sexual harassment, gender equality, domestic violence and other issues.



FUNDAÇÃO
CALOUSTE GULBENKIAN
CIDADANIA ATIVA



As planned, this project addressed Human Rights and Citizenship issues, engaged first-time volunteers, involved their target groups in empowerment activities, organised awareness raising activities on minority rights, addressed discrimination and promoted tolerance in Portuguese society. Granted support totalled € 22 499.



Annex 2: Social impact of the projects supported under Field of Intervention D

The 21 approved projects under Field of Intervention D were initiated between September and November of 2014. By the end of the year, there was yet no concrete impact to report on. In 2015 and 2016, a specific account will be provided on this issue, as required by PIA paragraph 6.1 d). The following text presents a few early notes on this subject.

In March 2014, the Cidadania Ativa Programme began to address the challenge of supporting youth employability and inclusion, with the allocation to the Programme of the entire EEA Grants reserve for Portugal, focusing exclusively on a new “Outcome D” dedicated to this issue. Under this new heading, the Programme’s largest call for applications was opened, and 149 applications were received.

The availability of resources for this purpose was met with great enthusiasm by the civil society sector – the total amount of requested resources (€ 16.3 million) was over six times the appropriation made available, and the selected projects were among the highest-scoring among all projects selected for support in 2014. The entire allocation was granted to 21 projects, in accordance with the pre-set rules. The Portuguese civil society has demonstrated a remarkable capacity for establishing partnerships aiming at supporting youth employability and inclusion.

By November, 21 projects addressing youth employability and inclusion had been initiated. These projects are implemented in partnership with universities, public organisations and private companies. In all 37 NGOs are involved in these projects as either promoters or partners, plus 33 non-NGO formal partners. A number of informal partners also collaborate with these projects.

Selected projects were broken down into the following sub-types, depending on their goals:

- **Capacity building for employability, with priority to vulnerable young people**

These projects will develop young peoples’ personal and interpersonal skills, train them in technical skills relevant for their employability, in soft skills, and in entrepreneurial skills; through workshops, coaching/mentoring, entrepreneurship courses and other training courses. Projects which include technical training will focus on various areas, including training in leadership, information and communication technologies. One of the project promoters has established an informal partnership with Microsoft towards that end.

Promoter NGOs have also created a number of internship programmes in order to promote youth employability, in private companies and NGOs. In addition to providing internships, these entities will also support the integration of young people in companies and provide on-the-job training. One of the project promoters has established a formal partnership with the Jerónimo Martins Group, one of the largest business groups in Portugal, focusing on the food sector, and will provide internship opportunities to young immigrants in the group’s companies.

Together with these activities, and in order to maximise their impact, some projects will also provide advice and guidance, conduct psychological tests and simulate job application processes, including job interviews. These are much needed, especially in those projects where the final beneficiaries are disadvantaged or at-risk youths.

- **Entrepreneurship and job creation, with priority to vulnerable young people**

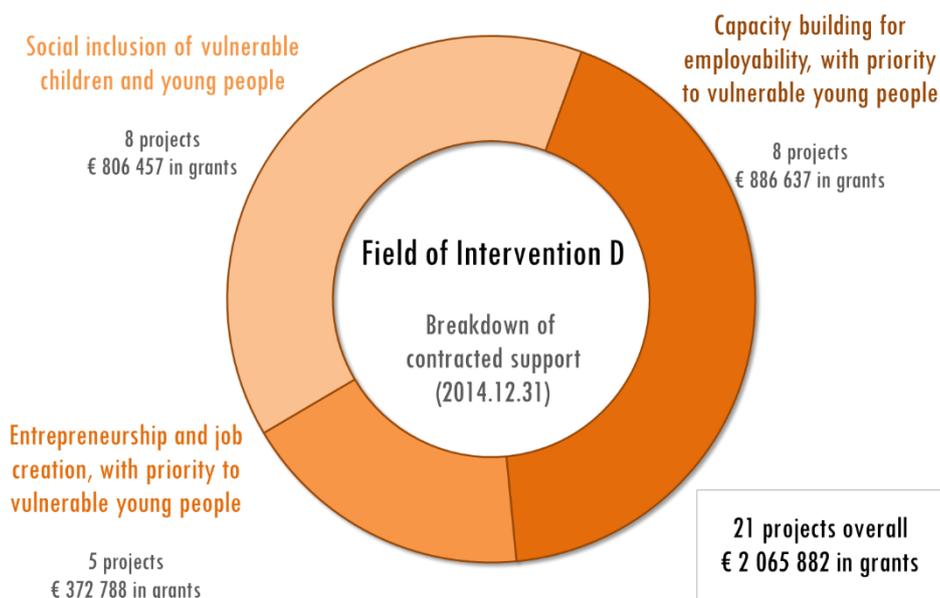
These projects are supporting the development, by young people, of entrepreneurship projects. Activities include training and awareness-raising, project incubation and monitoring, consultancy / technical advice services, company simulation, creation of pools for innovative ideas and product exhibitions. Promoters support the young entrepreneurs through the entire cycle, from the inception of new business ideas to the evaluation of results.



Covered areas include green employment and entrepreneurship and employment in renewable energy. Employment in agriculture and crafts is also supported, thus providing solutions that boost youth inclusion at a local level. The development and marketing of products, as well as the development of production strategies, will be fostered. For example, a common brand will be created which will cross various local products. Also, promoters will create networks of partners, involving public and private entities, businesses and community leaders, in order to address youth unemployment. This will include the creation of online platforms for the dissemination of skills and job matching, and the systematisation of local employment opportunities.

- **Social inclusion of vulnerable children and young people**

Promoters of these projects will promote social inclusion through culture, art and sport, thus aiding the educational and cultural development of children and youth. These promote the reintegration into society of institutionalised youths; help young immigrants with learning Portuguese language and culture; foster the integration of Roma youths into higher education; provide scholarships and summer camps for children and young people with cancer and childhood cancer survivors; aid young people with special educational needs in the transition to adulthood; and empower families of youths with mental health problems in supporting their recovery and socio-educational and professional inclusion.



Almost all these projects will be completed during the first quarter of 2016 as their duration is usually 18 months. Only by that time it will be possible to draw conclusions about their social impact on youth employment.

These projects were presented at the international conference “Youth Employment and Social Entrepreneurship: New Ways Forward” (Lisbon, November 5th 2014). This conference further underscored the importance of social investment and social entrepreneurship as tools to foster youth employment. A brochure on the projects, “Supporting Youth Employment and Inclusion”, was prepared for the occasion.

It should be pointed out that four additional projects remain on the reserve list, all of which concern Outcome D. Until February 28th 2015, additional projects may be drawn from this list, should there be available resources, and therefore, it is possible that additional projects under this heading will be approved in the coming months.