
Cidadania Ativa Programme

PT05 – Funds for Non-governmental Organisations

2013 Annual Programme Report (Public Version)

11 February 2014

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March 22nd 2013: the Cidadania Ativa Programme was launched
The Programme's website is available at www.cidadaniaativa.gulbenkian.pt

1. Executive summary

On December 6th 2012, the Financial Management Office (FMO) informed the Calouste Gulbenkian Foundation (CGF) that it had been selected as fund operator in Portugal, regarding the Funds for Non-governmental Organisations in the 2009-2014 period. The Programme Implementation Agreement (PIA) was signed on March 22nd 2013.

The Programme's approved budget was 5 800 000 €, to support projects promoted by NGOs under three fields of intervention and selected via calls for applications, at a 90% grant rate. These three fields of intervention were:

- A. Participation of NGOs in the implementation of public policy design and instruments at the local, regional and national levels (20% of the available regranting funds or 980 000 € were assigned);
- B. Active role in Human Rights, minorities and anti-discrimination (40% of the available funds, 1 960 000 €);
and
- C. Effectiveness of NGO action (40% of the available funds, 1 960 000 €).

The Programme Management Unit (PMU) made a significant effort to divulge the Programme in March and April, which was quite successful, for no small part because of the CGF's prominent role within the Portuguese NGO landscape and society in general. A launching event gathered together over 600 people in Lisbon on March 22nd (the day the PIA was signed), and a subsequent roadshow presented the Programme in six other large cities in Portugal. In all, over 1 000 people took part in these events. The calls launched after these events, on April 29th, were widely known by the NGO community, and demand for the EEA resources was correspondingly high.

Most importantly, the 2013 calls were an opportunity provided at the best possible moment. As the economic crisis in Portugal remained very severe throughout 2013, and dependency on public funds is often high among NGOs, the calls were launched at a time when the services these organizations provide were needed the most but, at the same time, public finances were strained the most. It was no surprise, then, that demand for the Programme's funds was high (between 273 % and 1070 % of each call's appropriation). Requested grants totalled 696 % of the 3 675 000 € made available overall.

The 2013 calls were open until July 1st. Under each field of intervention there were calls regarding "large projects" (eligible cost between 25 001 € and 125 000 €, up to 24 months duration, 2-stage application process and promoted by a partnership of organizations) and "small projects" (eligible cost between 10 000 € and 25 000 €, up to 12 months duration, single-stage applications and promoted by a single NGO or by a partnership of organizations).

The evaluation and selection procedures were carried out between July 2nd and early September. Of the total 364 applications received, involving 772 organizations participating as promoters and/or partners, 278 were admitted and evaluated, and the available resources allowed for the selection of 59 projects.

After the selection procedures, the CGF Board of Trustees issued a deliberation approving the recommendations of the Selection Committee. This was on October 3rd – just meeting the deadline of the proposal submitted to FMO in November 2012. The CGF never lost sight of the need to finalise the negotiations regarding the PIA, then making the Programme known, then launching the calls, and then analysing and selecting the applications as soon as possible, as the supported investments must be concluded

by April 2016. This focus allowed promoter NGOs to implement 2-year projects under the 2013 calls, and will allow for 18-month projects under the 2014 calls, despite the need to conclude all projects until April 2016.

Preparation of grant contracts for 32 small projects was already underway by the time the applications were selected – detailed contract templates were prepared and approved in early September and the required information for each contract was being compiled. Nevertheless, the first projects under the Programme were initiated only in November. Advance payments and the 3 first audits regarding these projects were concluded by the end of 2013.

For the selected 27 large projects, which were expected to comprise about 4/5 of all resources to be committed under the 2013 calls, the 2nd stage of the application process began immediately after the deliberation by the Board of Trustees was issued, and all applications were evaluated on the improvements achieved on that 2nd stage until the end of 2013. The Selection Committee met on January 10th for the issuing of recommendations in this regard, and the Board of Trustees approved these recommendations on the 13th. These projects and their expected results are for this reason formally outside the scope of this report.

The projects yielded by the 2013 calls are ambitious and will provide important contributions towards the achievement of the outcome and output targets set for the Programme. The targets for all 6 of the Programme's outcome indicators can potentially be reached with the small projects recently contracted and the large projects being contracted at present. The targets for 16 out of 17 output indicators can also be met, although actual implementation of the projects and verification of the results will be necessary in order to measure actual achievements.

The Programme has not, on the other hand, been as successful regarding Bilateral Cooperation Initiatives so far, and therefore, a clear need for improvement exists. Rules for the 2014 calls will be adjusted in order to provide additional stimulus to potential applicants, and the launching event for the 2014 calls will focus heavily on Bilateral Cooperation as well.

Furthermore, in 2013 the Programme has launched a diagnosis study on the NGO sector in Portugal in order to deepen the knowledge on the NGO landscape in Portugal, its importance for improving socio-economic conditions, main areas of activity, management practices, financing capabilities, and the main strengths and weaknesses of its organizations.

It is very early to say whether the two primary objectives of the Cidadania Ativa Programme – to strengthen Portugal's civil society development and enhance the sector's contribution to social justice, democracy and sustainable development – will be achieved. We hope 2013 marked an important step towards achieving those objectives, and are keenly aware that the almost 800 organizations which took interest in the Programme were our indispensable partners in this undertaking.

In 2014, major changes are expected. The EEA Grants reserve for Portugal has been entrusted to the CGF in its entirety, representing a 50% increase in re-granting resources for the Programme, and this new allocation will target unemployed youth/youth out of school/youth at risk. Portugal has some of the worst statistics in the EU regarding youth, and the CGF has thus welcomed this opportunity and challenge.

2. Programme area specific developments

Economic growth in Portugal has been stagnant since the turn of the century, and together with the public finance crisis this has been a major – and intensifying – incentive for the Portuguese NGO sector to be innovative and look for new ways to finance its activities, to improve its efficiency and its relevance.

The Cidadania Ativa Programme was conceived against a backdrop of severe, multi-pronged crisis, as stated in our November 2012 application. We pointed out, for example, that youth unemployment had recently reached 35.5% – it peaked at over 40% in March 2013.

GDP, % change on previous quarter	Dec2012	Mar2013	Jun2013	Sep2013
EU-28	-0.4	0.0	0.4	0.3
Portugal	-1.9	-0.4	1.1	0.2

Unemployment rate, overall	Dec2012	Mar2013	Jun2013	Sep2013
EU-28	10.8	10.9	10.9	10.9
Portugal	17.4	17.4	16.6	15.8

Unemployment rate, age group 15-24	Dec2012	Mar2013	Jun2013	Sep2013
EU-28	23.5	23.4	23.5	23.5
Portugal	39.0	40.1	37.9	36.1

Source: Eurostat, 09.01.2014

Around the end of the first quarter, GDP and unemployment figures were the direst, and even though economic indicators arguably gave some cause for guarded optimism by the end of the year, large sections of the society still felt the very acute social problems created, or in most cases greatly exacerbated, by the crisis. The 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.

It was pointed out in our application that:

By placing major emphasis on capacity building for NGOs, by demanding or giving priority to projects developed in partnership with other bodies (local authorities, NGOs, public bodies), as well as projects which incorporate the empowerment of target groups in its activities, the Programme represents a major opportunity in Portugal's current situation, meeting urgent needs.

This report demonstrates that demand placed on all 2013 calls validates the strategy outlined in November 2012.

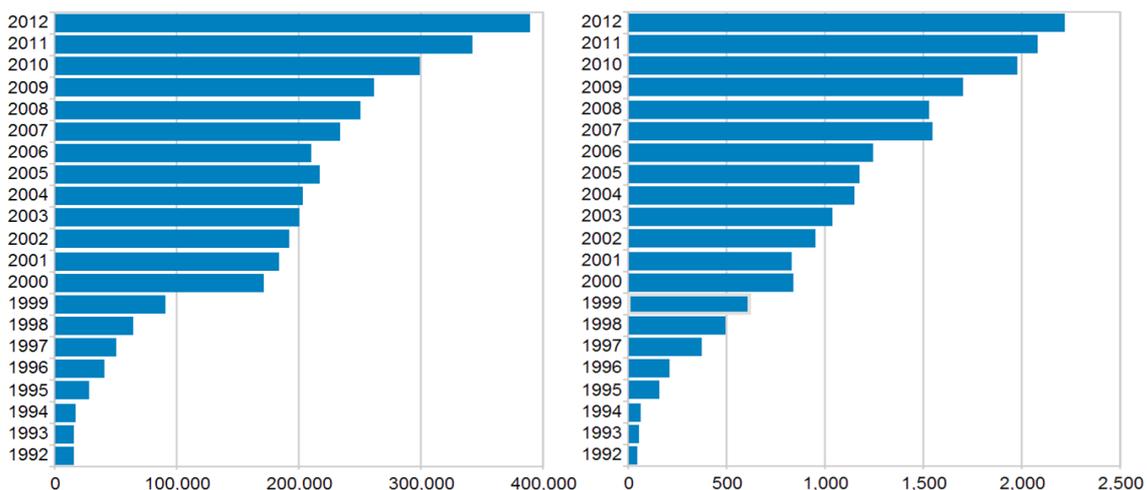
The problem still remains in 2014: on the one hand, greater social needs, and, on the other, a reduction in social protection by the State and a change in the role it plays in addressing social issues. In parallel there has been constraints in public funds to support NGOs, not only in the social area but above all those defending causes like democratic values and human rights.

Many NGOs are eager to promote democratic causes, including Human Rights, as well as a better understanding and attitudes towards minorities and at risk groups. This was the most sought-after area in 2013, at a time where public resources are being focused on providing assistance to the various groups in need, such as the elderly and the unemployed. This has been a major constraint for organizations supporting democratic causes.

The goals set for the Programme – to strengthen Portugal’s civil society development and enhance the sector’s contribution to social justice, democracy and sustainable development – therefore remain very much relevant.

The following graphic illustrates the country’s economic problems. The Portuguese Food Bank – an NGO - has been increasing its reach, with 20 food banks in Portugal currently affiliated to the European Federation, while the number of people in need has also been increasing. A staggering 4% of the total population in Portugal was helped in 2012, and the numbers for 2013, while not yet available, are certain to be at least as high.

Number of people (left) and organizations (right) helped by the Portuguese Food Bank



Source: <http://www.bancoalimentar.pt/> (2014/02/11)

The labour market crisis, the consolidation of public expenditure and the lack of public resources available to social support means that many more people in Portugal either live in poverty or closer to poverty than they did before the crisis. More than ¼ of the population is now at risk of poverty. Employment fell the most among people with below upper-secondary education, which is still the majority of the workforce in Portugal.

Social expenditure is also heavily tilted towards the elderly, according to the OECD, while the share of public spending supporting working-age people and their families is currently far below the OECD average, despite high unemployment.

Many young workers who cannot integrate the work force have moved to other countries in recent years (around 120.000 people per year over the last 3 years, most of them under 30 years old). These were, in many cases, skilled workers. Adding to that, demography is also a crucial concern; Portugal is ageing faster than most other European countries and the fertility rate is now among the lowest in Europe.

Long-term unemployment is among the highest in Europe, with the most disadvantaged groups being particularly hit. Besides the social stigma associated with unemployment, there is also to be considered the progressive loss of skills associated to long-term unemployment, as well as the brutal psychological effects visited upon those who are unemployed and their families.

In order to achieve the robust economic growth rates required to improve the socio-economic situation decisively, Portugal must greatly transform its growth model in order to successfully overcome challenges which have not been adequately met in the past 15 years – globalisation, technological change, environmental sustainability, and ever greatly, demography.

3. Reporting on the Programme outcomes

Selection Committee meetings recommending the approval of projects under the 2013 calls, or their advancement into the 2nd application stage, were held on September 13th 2013 and on January 10th 2014. The CGF Board of Trustees came to approve projects fully in line with these recommendations, and even decided to grant support with the Foundation’s own resources to 5 of the non-selected applications based on the selection method used by the Programme (these are outside the scope of this report).

The Board of Trustees issued its deliberation approving 32 projects under calls A12, B12 and C12 (the calls on small projects) on October 3rd. The first projects were initiated in November, and advance payments were concluded by the end of 2013.

Regarding large projects under calls A11, B11 and C11, 27 were selected for the 2nd application stage, and the Board of Trustees only approved projects for support on January 13th. Contracting of these projects is now underway. Information on them, whenever appropriate and reliable, is included in this report.

The following tables aggregate the expected contributions towards the targets set regarding outcome indicators, for all 31 small projects which were contracted. 32 had been approved for support, but one of the promoters failed to remain eligible for support (pending tax liabilities, which had not impeded access to the evaluation process in July). It also presents the data concerning the 27 applications on the 2nd application stage by December 31st, which of course are only *potential* contributions towards the Programme’s expected outcomes. Data on the contracted projects (23 expected, none of them contracted at this time) will be presented on the 2014 Annual Programme Report.

EXPECTED OUTCOME A «Increased involvement of NGOs in policy and decision making processes with local, regional and national governments»

Outcome Indicators	Target	Expected (Call A12)	Potential (Call A11)
Number of NGOs reporting increased engagement in policy and decision-making with local, regional and national governments	10	6	9
Number of NGOs engaged in activities in partnership with local authorities and state institutions	10	2	9

EXPECTED OUTCOME B «Democratic values, including Human Rights, promoted»

Outcome Indicators	Target	Expected (Call B12)	Potential (Call B11)
Numbers of NGOs promoting democratic values, including Human Rights	30	16	20
Number of NGOs promoting better understanding and attitudes towards minorities and at risk groups	20	16	20

EXPECTED OUTCOME C «Strengthened capacity of NGOs and an enabling environment for the sector promoted»

Outcome Indicators	Target	Expected (Call C12)	Potential (Call C11)
Number of smaller/grass roots organisations demonstrating increased capabilities in relation to sustainability and extension of activities	20	14	26
Number of NGOs reporting strengthened capacities (self-assessment)	30	14	26

PROJECTS UNDER CALLS A12, B12 and C12: expected contribution by selected projects

PROJECTS UNDER CALLS A11, B11 and C11: potential contribution by 2nd stage applications

It is not deemed necessary at this time to implement specific risk mitigation measures regarding the achievement of any of the outcome indicators, as the large projects under calls A11, B11 and C11 are expected to make very significant contributions towards the targets:

- Expected Outcome A: 6 NGOs are expected to report increased engagement in policy and decision-making with local, regional and national governments under the small projects within the scope of the 2013 projects, plus up to 9 under the large projects. 2 NGOs are expected to engage in activities in partnership with local authorities and state institutions under the small projects, plus up to 9 under the large projects.
- Expected Outcome B: 16 NGOs are committed to the promotion of democratic values, including Human Rights under the small projects within the scope of the 2013 projects, plus up to 20 under the large projects. 16 NGOs will promote better understanding and attitudes towards minorities and at risk groups under the small projects, plus up to 20 under the large projects.
- Expected Outcome C: 14 organisations participating in small projects are expected to demonstrate increased capabilities in relation to sustainability and extension of activities within the scope of the 2013 projects, plus up to 26 under the large projects. The same 14 NGOs are expected to report strengthened capacities as a result of their small projects, plus up to 26 regarding the large projects.

Our proposal regarding the targets themselves was drawn with the help of experts on Structural Funds. It was deemed prudent that only one NGO should be considered per project for the purpose of setting the targets. However in several projects there are one or more NGOs as partners and this improved results automatically.

The *expected* contributions towards the targets presented above, and on section 4, reflect these high ambitions, but at this stage it remains to be seen to what extent these commitments will actually materialise. The fact that promoters expect to achieve ambitious results, altogether above the Programme targets, does not necessarily mean that they will be actually achieved.

Progress on horizontal concerns

The Cidadania Ativa Programme strives towards achieving progress on the horizontal concerns set by the Donor States via the projects it supports. Regarding the 2013 calls, each of the applications submitted until July 1st included the commitment to address, in one or more of the activities to be carried out, at least one of the concerns, as well as the way and means to address it. The online application form could not be submitted without at least one of the concerns being selected (and a brief explanation provided).

Horizontal concerns: applications regarding the 2013 calls	Applications (out of a total of 364)		Selected Projects (Oct 3 rd - out of a total of 59)	
	No.	%	No.	%
Tolerance and multicultural understanding	292	80%	47	80%
Hate speech	170	47%	27	46%
Violence against women	138	38%	10	17%
Racism and xenophobia	131	36%	16	27%
Roma	87	24%	8	14%
Homophobia	69	19%	6	10%
Sexual harassment	67	18%	14	24%
Extremism and hate crime	61	17%	11	19%
Human trafficking	48	13%	22	37%
Anti-Semitism	31	9%	11	19%

Of the 364 received applications, “tolerance and multicultural understanding” was by far the concern that applicants selected the most, followed by “Hate speech”, “Violence against women”, “Racism and xenophobia” and so on, as presented on the table below. In our view, this mostly reflects the applicants’ self-assessment on which subjects they were most capable of addressing.

45 out of the 59 applications selected in October addressed only up to 3 concerns. “Tolerance and multicultural understanding” is the subject which will be most covered by the selected projects. Interestingly, “Hate speech” is the second most covered issue, both on the applications and on the selected projects.

Many potential promoters may have been encouraged to include this topic after the Programme’s launch event on March 22nd, which was also the launching day of the No Hate Speech Movement, coordinated by the Council of Europe. On that day, a video on the campaign was presented by the FMO representative to the over 600 people at the venue, and other awareness actions were carried out by the CGF, at that time and afterwards.



Ódio Não
MOVIMENTO CONTRA O DISCURSO DE ÓDIO
Jovens pelos Direitos Humanos Online

Ódio Não
MOVIMENTO CONTRA O DISCURSO DE ÓDIO
O Movimento Contra o Discurso de Ódio – Jovens pelos Direitos Humanos online é uma campanha do Sector de Juventude do Conselho da Europa, que vai decorrer até 2015, e é feita pelos jovens e com os jovens, online e offline.

JUNTA-TE A NÓS

MOVIMENTO CONTRA O DISCURSO DE ÓDIO

Tem como principal objetivo o combate ao discurso de ódio e à discriminação na sua expressão online. O Discurso de Ódio engloba "todas as formas de expressão que propagam, incitam, promovem ou justificam o ódio racial, a xenofobia, a homofobia, o antissemitismo e outras formas de ódio baseadas na intolerância".

A internet dá-nos a possibilidade de criar, publicar, distribuir e consumir conteúdos fornecendo assim um espaço de completa participação, empenho e livre expressão pessoal. Com o desenvolvimento das Redes Sociais todos podemos participar no ciberespaço de formas muito diversas, desde o contato permanente com os nossos amigos

EVENTOS

Seminário Europeu "Lidar com o Discurso de Ódio online e offline"

PARTICIPA! Inscrições

The Cidadania Ativa Programme has participated in some meetings of the Portuguese No Hate Speech campaign, and a Young Bloggers training workshop may be held during 2014.
The campaign website is available at <http://www.odionao.com.pt/>

4. Reporting on outputs

The first selected projects started contributing to the Programme's outputs only in November, and therefore progress towards the Programme's goals was not yet significant by the end of December. Advance payments regarding the small projects under the 2013 calls were being concluded, and the decision regarding the large projects, which will comprise approximately 4/5 of the investment, was only taken in January 2014, and grant contracting is now underway.

The following tables present the output indicators resulting from the recently initiated small projects or, in the case of large projects, potential commitments to be included on the contracts, which are currently being prepared. Again, actual implementation of the projects and verification of the results will be necessary in order to measure actual achievements.

EXPECTED OUTCOME A «Increased involvement of NGOs in policy and decision making processes with local, regional and national governments»

Outcome Indicators (bold) <i>and expected outputs (italic)</i>	Output Indicators	Target	Expected (Call A12)	Potential (Call A11)
Number of NGOs reporting increased engagement in policy and decision-making with local, regional and national governments				
<i>Cooperation with local, regional or national governments on policy and decision-making</i>	Number of cooperation or dialogue activities with local regional or national governments initiated or developed	7	56	26
<i>Increased influence of NGO in policy and decision-making</i>	Number of laws, policies and practices changed or improved as a consequence of NGO influence	4	2	10
Number of NGOs engaged in activities in partnership with local authorities and state institutions				
<i>Partnerships with local authorities and state institutions</i>	Number of NGO projects implemented in partnership with local authorities or state institutions	10	2	5
<i>Increased cooperation between NGOs and public entities in providing welfare and basic services</i>	Number of welfare and basic services provided in partnership with public entities	7	51	3
<i>Proximity services provided locally in partnership between NGOs and municipalities</i>	Number of beneficiaries of proximity services (welfare and basic services) provided locally in partnership between NGOs and municipalities	150	5500	110

EXPECTED OUTCOME B «Democratic values, including Human Rights, promoted»

Outcome Indicators (bold) <i>and expected outputs (italic)</i>	Output Indicators	Target	Expected (Call B12)	Potential (Call B11)
Numbers of NGOs promoting democratic values, including Human Rights				
<i>NGO support to citizen access to civil rights</i>	Number of NGOs which monitor and report on Human Rights and Citizenship	7	16	18
<i>Increased active participation in civil society</i>	Number of NGOs which engage first-time volunteers	5	12	18
<i>Empowerment of target groups fostered</i>	Number of NGOs involving their target groups in empowerment activities	5	15	18
<i>Risk of social exclusion of children and youth reduced</i>	Number of NGOs addressing children and youth at risk issues	12	6	10
Number of NGOs promoting better understanding and attitudes towards minorities and at risk groups				
<i>Awareness raising campaigns on minority rights, anti-discrimination and groups at risk</i>	Number of NGOs organizing awareness raising campaigns on minority rights, anti-discrimination and groups at risk	6	10	14
<i>Tolerance promoted by NGOs</i>	Number of NGOs fighting discrimination and promoting tolerance	14	16	20

EXPECTED OUTCOME C «Strengthened capacity of NGOs and an enabling environment for the sector promoted»

Outcome Indicators (bold) <i>and expected outputs (italic)</i>	Output Indicators	Target	Expected (Call C12)	Potential (Call C11)
Number of smaller/grass roots organisations demonstrating increased capabilities in relation to sustainability and extension of activities				
<i>Improved NGO financial sustainability</i>	Number of NGOs which were able to find new sources of funding/revenue	10	8	26
<i>Improved skills of NGO personnel</i>	Number of NGO personnel (leaders, staff, volunteers) who received training	500	750	1757
<i>Broadened scope of NGO activities</i>	Number of NGOs diversifying services and or activities	8	14	26
Number of NGOs reporting strengthened capacities (self-assessment)				
<i>Good governance procedures implemented in NGOs</i>	Number of organisations able to evidence good governance procedures	12	11	26
<i>Robust financial procedures implemented in NGOs</i>	Number of organisations demonstrating that they have robust financial procedures in place	5	10	23
<i>Continuous improvement procedures implemented in NGOs</i>	Number of organisations regularly consulting with target groups and other stakeholders on needs and the effectiveness of their initiatives	5	14	26

PROJECTS UNDER CALLS A12, B12 and C12: expected contribution by selected projects

PROJECTS UNDER CALLS A11, B11 and C11: potential contribution by 2nd stage applications

Regarding Expected Outcome A, the combined commitments already made under the 5 contracted small projects meet 3 out of 5 output indicators. 5 additional large projects are expected to meet all remaining targets but one, “Number of NGO projects implemented in partnership with local authorities or state institutions”. The total number of projects under the 2013 calls with this feature will be 7, and the target is 10. It is expected that the target is met with the projects to be approved under the 2014 calls, as all projects to be supported under Field of Intervention A in 2014 will be large projects (according to our proposal – see section **Error! Reference source not found.**), and a partnership is mandatory for this project type.

Concerning Expected Outcome B, the combined commitments already made under the 14 contracted small projects meet 5 out of 6 output indicators. 11 additional large projects at the 2nd application stage by December 31st are certain to achieve even greater impact, and it is expected that all output indicators under Outcome B are met by the projects under the 2013 calls alone.

As for Expected Outcome C, the combined commitments already made under the 12 contracted small projects meet 4 out of 6 output indicators. All targets regarding output indicators should be met, as shown in the table, as 11 additional large projects were at the 2nd application stage on December 31st and, potentially, will increase the impact achieved under Outcome C.

5. Project selection

The Programme Implementation Agreement (PIA) was signed on March 22nd 2013, with an approved budget of 5 800 000 €. There were 4 900 000 € available for re-granting, and support was to be disbursed to NGO-promoted projects under three fields of intervention:

- A. Participation of NGOs in the implementation of public policy design and instruments at the local, regional and national levels (20% of the available re-granting funds or 980 000 € were assigned);
- B. Active role in Human Rights, minorities and anti-discrimination (40% of the available funds, 1 960 000 €); and
- C. Effectiveness of NGO action (40% of the available funds, 1 960 000 €).

The Programme Management Unit (PMU) made available to applicants all necessary information on March 22nd - Programme rules, call notices, Promoter's Manual, necessary templates (and later on, grant contract and partnership contract templates), specific information regarding Bilateral Initiatives and a comprehensive FAQ. It also made a significant effort to make the Programme known within the NGO landscape (see section 7), which was quite successful. The economic crisis in Portugal played a very important role in mobilising potential applicants, as many Portuguese NGOs struggle with lack of financial and technical resources.

Six calls were launched on April 29th, with an overall appropriation of 3 675 000 €. Under each field of intervention there were calls regarding "large projects" (eligible cost between 25 001 € and 125 000 €, up to 24 months duration, 2-stage application process and promoted by a partnership of organizations) and "small projects" (eligible cost between 10 000 € and 25 000 €, up to 12 months duration, single stage applications and promoted by a single NGO or by a partnership of organizations). These calls were open until July 1st.

Demand for the Programme's funds was high, as presented on the table. Of the total 364 applications received, involving 772 organizations participating as promoters and/or partners, 278 were admitted and evaluated. The evaluation and selection procedures were carried out between July 2nd and early September.



A12-200850 "Pelo Trabalho Doméstico Digno" was signed on November 18th but the general public was made aware of it on a street initiative only in January 2014. Its goal is to promote better working conditions for domestic workers.

Call	Received Applications		Admitted Applications		Call Appropriation [3]	[1]/[3]	[2]/[3]
	No.	Total Amounts Requested [1]	No.	Total Amounts Requested [2]			
A11 (Field of Interv. A, Large Proj.)	35	3 751 870 €	31	3 302 478 €	588 000 €	638%	562%
A12 (Field of Interv. A, Small Proj.)	20	400 790 €	13	259 628 €	147 000 €	273%	177%
B11 (Field of Interv. B, Large Proj.)	120	12 582 629 €	93	9 618 774 €	1 176 000 €	1070%	818%
B12 (Field of Interv. B, Small Proj.)	78	1 649 335 €	52	1 068 854 €	294 000 €	561%	364%
C11 (Field of Interv. C, Large Proj.)	60	6 100 108 €	48	4 850 740 €	1 176 000 €	519%	412%
C12 (Field of Interv. C, Small Proj.)	51	1 107 796 €	41	898 946 €	294 000 €	377%	306%
Total	364	25 592 528 €	278	19 999 420 €	3 675 000 €	696%	544%

96 applications were not admitted, there were 47 complaints and 10 of these complaints were accepted (i.e., the decision not to admit the application was reversed). On most cases, the reasons for not admitting these applications mostly the definition of NGO (i.e. whether an entity may apply under the rules) and missing documents required for the application (such as social security certifications, promoters' statutes, etc.). The CGF Board of Trustees ruled on these complaints in early September.

Aware of the fact that the all expenditure must be concluded by April 2016, the CGF Board of Trustees selected the small projects to be supported, and the large projects to move on to the 2nd application stage, on October 3rd – just meeting the deadline of the proposal submitted to FMO in November 2012. From the beginning, it was deemed very important, in order to ensure actual effectiveness of the projects, to provide promoters with the opportunity to implement 2-year projects under the 2013 calls, and later on, 18-month projects under the 2014 calls. The resources made available allowed for the selection of 59 projects.

The quality of the applications was considered by the independent experts to be high, especially as regards to the calls for large projects. Appropriations allowed only very good large projects to proceed to the 2nd application stage. No large project below 71.75 points was selected.

The CGF Board of Trustees later decided to support additional projects from this vast pool of applications, to be supported by the CGF's own resources. The 5 best non-selected projects, as determined through the selection method used by the Programme, were selected. All 5 are large projects scoring over 70 points, from Fields of Intervention B and C, and represent a total grant of around 500 000 € (these projects are outside the scope of this report). This decision meets the CGF commitment of mobilizing own funds to maximise EEA Grants' impact on the Portuguese society.

Evaluation of the 27 projects which moved on to the 2nd application stage was only completed in January (23 projects were approved), but the contracting procedures are not yet completed.

As for the 32 small projects selected in October, the preparation of the grant contracts was already proceeding by the time the applications were selected – detailed contract templates were prepared and approved in early September and the required information for each contract was being compiled. Nevertheless, the first projects under the Programme were initiated only in November. Advance payments were concluded by the end of 2013. Unfortunately, one of these projects could not go through, as mentioned in the previous sections.

6. Progress on bilateral relations

Regarding bilateral relations, the only action which was in fact carried out was promoted by the CGF itself, which incorporated a “speed dating” activity in the launching event of the Programme, on March 22nd. For this event, Donor Country organisations were invited to present their activities and interact with Portuguese NGO representatives, with a view to creating new partnerships.

A Bilateral Cooperation Initiatives (BCI) call opened on March 22nd, to remain open until the end of the Programme or until the exhaustion of the available funds, whichever occurs first. Only one unviable application was submitted at the time (the promoter misunderstood the rules, the proposed partner organisation was not from a Donor Country).

By December 31st, another application had been submitted and was being analysed by the PMU. The eXchange Norway Benchmark was recommended by the Selection Committee and approved by the CGF Board of Trustees in January. The project is promoted by a Portuguese association for education and entrepreneurship (PEEP - Educar para Empreender), and the Norwegian partner Nordland Research Institute, as well as another Portuguese partner dedicated to human capital and female entrepreneurship. It is hoped that the project will contribute towards the development of the area of female entrepreneurship and female immigrant entrepreneurship by bringing best practices to Portugal.

In 2014, an additional effort will be made in order to foster bilateral cooperation. A change in rules will allow applicants to have support on up to a maximum of two bilateral cooperation initiatives, with no limit of submitted applications. For applications submitted after March 11th 2014, the maximum amounts of support will also be higher.

Regarding complementary actions in 2013, they included the FRA Hate Speech conference and follow-up FMO thematic meeting (Vilnius, November 2013) and the NGO programme operator’s annual meeting (Oslo, June 2013).



English Português

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EMPREENDEORISMO EM PORTUGAL

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Intrapreneurship in Portugal

PEEP developed the first study in intrapreneurship in Portugal, coordinated by Dana Redford. The study was promoted by American Chamber of Commerce (AmCham) and supported by Fundação Luso-Americana.

implementation development integrated entrepreneurship national projects education

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PEEP Association will promote the first project under the Cidadania Ativa Programme featuring a Bilateral Cooperation Initiative. The area of female entrepreneurship and female immigrant entrepreneurship is being developed in Portugal. The Norland Research Institute was the chosen partner for a transfer of innovation and interchange of experiences through an interactive, specialized workshop.

7. Information and publicity

The PMU has made a significant effort to divulge the Programme in March and April, which was quite successful, for no small part because of the CGF’s prominent role in the Portuguese NGO landscape and society in general. A launching event gathered together over 600 people in Lisbon on March 22nd (the day the PIA was signed), and a subsequent roadshow presented the Programme in six other large cities in Portugal. In all, over 1 000 people took part in these events.

Date	Event	Attendees (approx.)
March 22 nd 2013	Launch Event - Lisbon	650
April 4 th 2013	Roadshow Event – Coimbra	60
April 5 th 2013	Roadshow Event – Porto	100
April 8 th 2013	Roadshow Event – Funchal	50
April 10 th 2013	Roadshow Event – Ponta Delgada	50
April 16 th 2013	Roadshow Event – Évora	80
April 17 th 2013	Roadshow Event – Faro	30



His Excellency Ove Thorsheim, Norwegian Ambassador to Portugal, addresses the attendees to the Programme’s launch event, March 22nd 2013

A website was created for the Programme, as planned, and two issues of the Programme's newsletter were distributed to over 2 000 subscribers, but regarding social media spots it was decided to use the Foundation's existing resources, as this would be more effective (for example, a Facebook post on the No Hate Speech Movement, placed in November, reached 300 likes and 150 shares within 24 hours).

Traditional media covered most important news related to the Programme, mostly during the launching months and at the launching events of some of the projects. The Foundation's own newsletter also dedicated some articles to the Programme over the year.

In the upcoming months, individual projects will be made known to the general public, and initiatives regarding the new Field of Intervention and the 2014 calls are also being planned. The Foundation's newsletter, which has around 30 000 subscribers, has already featured the opening of the 2013 calls, and in 2014 it will raise awareness on the launching of the 2014 calls and the relevance of ongoing projects.

8. Cross-cutting issues

Applicants were made aware that the cross-cutting issues would be one of the selection criteria, and that they would have to justify their proposals in terms of good governance, sustainable development and gender equality. This was presented to the applicants as a completely objectifiable aspect of their applications (as the weights of each criterion was defined in advance and the evaluation process was discussed at length during applicants' workshops), although of course, evaluation of this aspect is dependent on the individual experience and interpretation by the independent experts. Anyway the score average of all approved projects regarding criterion 9 (cross-cutting and horizontal issues) was 6.63/10 meaning that as a rule projects take into due consideration these concerns; only 1 project has got a negative score (4.5 out of 10).

For the PMU, good governance has been a primary concern from the beginning, this being exemplified, for example, by the publication of the criteria for all the calls in advance. All information regarding the projects is handled through the Programme's information system, and can be used for transparent, accurate reporting

and effective, timely monitoring. At the time leading up to the contracting of the grants for selected projects, focus was on risk analysis, and again the information system proved to be a very effective tool. Prevention of corruption and conflict of interests was a major concern and not only all actors in the decision-making process were obliged to sign declarations but as well control measures have been taken by the PMU. Separation of tasks, record in the IT system of all steps leading to decision and payments and primacy of the rule of law were principles governing Programme implementation.



Project B12–200291 “NÓS - Projeto de Ação Social e Artística” was one of the first small projects to be initiated (November 7th 2013). It aims at promoting equal opportunities in labour and employment.

A web blog is available (Portuguese only) at <https://nosprojetoacaoosocialeartistica.wordpress.com>

It is expected that the Programme will make a very meaningful contribution for sustainable development as well. As mentioned earlier in this report, financial sustainability was, and will be throughout the implementation of the Programme, an immediate, life-or-death concern for many organizations taking part in the supported projects. Further down the road, innovative solutions are necessary in many regards which will require the improvement of technical and organizational skills within the NGO landscape. It was hoped from the beginning that the Programme will foster the social, environmental and economic benefits that many organizations are striving to provide to society.

Gender equality is also a major concern for the Programme. In Portuguese society, women are at times discriminated against based on gender, and equality in law and in social situations has not been accomplished yet. In this report, some cases where projects approach issues related to gender equality are presented, and others exist within the set of selected projects. 52% of all evaluations made by the independent experts on applications to the Programme calls were carried out by women, and 48% by men. This near parity is to be maintained in future application evaluations.

9. Capacity building

The PMU has conceived and carried out a number of measures during 2013 in order to assist NGOs to prepare their projects, to fill in their applications and to improve the content of their proposals.

Among those measures the following may be highlighted:

- A user friendly IT system to help prepare applications and submit invoices, payment claims and reports;
- A promoter's manual to guide the Programme's applicants and beneficiaries in the entire project cycle (two versions in 2013);
- FAQs and guidelines published on the Programme site;
- Programme rules, call notices, draft grant contracts, draft partnership contracts published on the site;
- Call centre, particularly during the period calls were open, to assist applicants;
- Open e-mail line and Programme's mail address to assist applicants and beneficiaries (during the period calls were open 1100 mails have been received and 1400 answers were sent only from this address)
- Bilateral meetings with all promoters of large projects in order to improve their quality

In parallel the Foundation has carried out several seminars and workshops for NGOs on various areas related to capacity building like fund raising, social entrepreneurship, social innovation, social business stock exchange and social funds.

As agreed in March in the run up of the PIA, a study on the Portuguese NGO landscape was commissioned by the CGF. The public procurement procedure was initiated in September, with invitations being issued to 17 academic institutions. 7 applications, received until October 25th, were analysed and ranked according to predefined criteria and weights. The winning applicant was Universidade Católica Portuguesa, selected on January 6th 2014. The study, to be carried out in six months, was contracted in February 2014 and will be completed in August.

This study encompasses all major elements of the NGO reality in Portugal with a strong emphasis on the NGO sector capacity and resources (staff, technical skills, governance system, volunteer attraction and policies) on the financing sources and on the relationship with the State (namely financial) and should allow for a better understanding of the NGO panorama and for more focused measures and policies. The indicative table of contents is presented in annex to this report.

The results will be publicised in the second half of 2014. These will deepen the knowledge on the NGO landscape in Portugal, its importance for improving socio-economic conditions, main areas of activity, management practices, financing capabilities, and the main strengths and weaknesses of its organizations.



The Cidadania Ativa Programme will hopefully plant some seeds for a strengthened civil society and enhanced contribution by the NGO sector to social justice, democracy and sustainable development in Portugal. These children are participating in project A12-200084 “Education Centre for Sustainability”, promoted by Green Wave, an NGO from the Porto Metropolitan Area