

End review of the EEA and Norway Grants 2009-2014

Rapid assessment: final report



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The date of extraction of each set of figures is noted throughout the report. The figures are subject to change until all programmes financed under the 2009-2014 EEA and Norwegian Financial Mechanisms are officially closed.

Executive Summary

The End Review of the European Economic Area (EEA) and Norway Grants 2009-2014 was performed in the period September 2018 - January 2019 by a team of Ecorys experts¹ under a contract with the Financial Mechanism Office (FMO), the Brussels-based secretariat for EEA and Norway Grants. The assessment had the following **main objectives**:

- To document and assess the *achievements* (including *bilateral results*) of the programmes funded by the EEA and Norway Grants;
- To identify the main *factors influencing the achievement/non-achievement* of the objectives;
- To assess the *relevance* of the Grants to policy priorities, European Union (EU) funding and evidence base.

How was it done?

The End Review applied a two-tiered **approach**: (1) an overall presentation of the achievements covering all countries and sectors, followed by (2) a deeper analysis based on five pre-selected priority sectors (Climate change and renewable energy; Green industry innovation; Justice and home affairs; Culture; and Research and scholarships) and six Beneficiary States (Bulgaria, Czech Republic, Lithuania, Poland, Portugal and Romania).

In terms of **methodology**, the review was based mainly on desk research of already available monitoring, administrative, and financial data stored in DoRIS², including indicators, programme documents and final reports. In addition, previous assessments and evaluations were studied. Primary data were collected through interviews with the FMO and National Focal Points' (NFP) staff. In addition, two on-line surveys were carried out: one among the Programme Operators (POs) and another one among bilateral cooperation partners. The following data analysis methods were applied: intervention logic analysis, bilateral cooperation stakeholder analysis, financial analysis, indicator analysis, contribution analysis, and case studies. To illustrate results, project stories have been elaborated and the key achievements were presented in infographics.

Key findings

The extent of **participation** of the beneficiary countries in the priority sectors supported by the EEA and Norway Grants varied. Whilst all 16 Beneficiary States benefited from the support in the area of Civil Society and Human and Social Development, eight countries were supported under the Green Industry Innovation priority sector. Participation at the level of programme areas specified under the priority sectors also varied. For example, only Romania implemented measures related to the reduction of hazardous substances while 14 countries supported cultural heritage measures.

Meeting the funding gap

There has been **complementarity between EEA and Norway Grants and European Union (EU) funding streams** at various levels. The broad objectives of EU policies and EEA and Norway Grants were largely aligned and in no cases conflicting. The EEA and Norway Grants 09-14 were valuable as they filled funding gaps in the Beneficiary States, although to a varying extent across the priority sectors. Many programmes under the EEA and Norway Grants have been designed to focus on areas, activities and/or

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² The EEA and Norway Grants 09-14 Documentation, Reporting and Information System

target groups that would be to a very limited extent or not at all covered by EU funding in the same country. The EEA and Norway Grants and EU funding are seen as mutually supportive: the EEA and Norway Grants were frequently used to fund pilot projects, research, feasibility studies, preparatory works or capacity-building, laying the foundation for larger EU investments. In addition, the timing of the Grants itself and their accessibility to smaller organisations, including from civil society, distinguished this financing stream from the one of the EU, creating further complementarities.

Most benefits from the Grants have been delivered in the area of Social and Human Development and Climate Change and Renewable Energy where the highest financial support was channelled and the majority of the countries participated. The **added value** of the Grants, however, was most significant in the areas where the funding by the European Structural Investment Fund (ESIF) or national sources was limited as in the case of civil society; public health; correctional services; and culture. In some areas, as in the case research and scholarship, there were particular benefits from the bilateral cooperation.

Results beyond the planned indicators

Apart from the specific results achieved in the respective sectors, the Grants had the following **horizontal effects**: (1) triggered legislative, system and attitude changes; (2) strengthened institutional and human capacity; (3) transferred know-how and good practices; (4) supported creation of partnerships and networks; and (5) created unplanned positive societal and environmental effects. The **unplanned effects** included: creation of permanent and temporary jobs; revitalisation of local communities; networking and future collaboration; enhanced social inclusion; and reduced pollution. In several cases, the support attracted additional funding (leverage effect), namely under Green Industry Innovation.

The main **factors that enhanced the achievement of results** included: (1) strong interest in the Grants on the part of potential beneficiaries due to the flexibility of the mechanism (possibility to combine soft measures with infrastructure development and supply of equipment); (2) support provided to the project promoters by the POs and to the POs by the NFPs and the FMO; and (3) good collaboration with Donor State institutions/organisations during programme/project preparation and implementation.

Valuable partnerships

The **bilateral cooperation component** contributed to the unique character of the Grants, enabling knowledge transfers between the partners. In particular, partnerships created added value through (1) enhancing the overall programming of initiatives; (2) delivering diverse shared results ranging from the creation and adoption of new products, services and methodologies to the enhancement of policies and new knowledge production and dissemination; and (3) shared experiences and improved collaboration laying out solid grounds for further joint initiatives. In the 2009-2014 period, 56% of all programmes and 34% of all projects were realised in partnership.

Lessons for the future

The following **obstacles** have been encountered: delayed initiation and insufficient time to implement projects; deficiencies in programme design and setting targets; burdensome administrative procedures; not fully efficient reallocation of funds; insufficient capacity/commitment by the Programme Operators; public procurement, state aid, co-financing and building permits issues; difficulties in finding a Donor State partner and some reporting difficulties on the Donor State partners' side; political instability and governmental changes, restructuring and legislative changes.

The main **recommendations**, based on the assessment, are as follows:

1. **Maintain close cooperation and partnerships:** Continue the general approach to programming and implementation of the EEA and Norway Grants where consultations with the EU and the Beneficiary States and strong bilateral cooperation, including bilateral funds disbursement, hold a centre stage.
2. **Strengthen the programme operators:** The FMO and NFPs should take measures to ensure sufficient capacity within the POs, such as: (a) safeguarding the involvement of a sufficient number of staff who are fully devoted to programme management; (b) studying the reasons for the underperformance of the POs, when such is the case; and (c) capacity building activities and guidance.
3. **Reduce the administrative burden:** The NFPs should support the POs in establishment of management and control procedures and their improvement through simplification and reduction of the administrative burden.
4. **Stronger communication:** Ensure greater degree of promotion and awareness-raising to enhance bilateral cooperation.
5. **Simplify reporting:** At national level, simplify the reporting procedures and provide information to the partners (specifically Donor State partners) on the reporting requirements.

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List of abbreviations

CCS	Carbon Capture and Storage
CBC	Cross Border Cooperation
CPT	European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment
CSR	Corporate Social Responsibility
DPP	Donor Programme Partner
dpp	Donor project partner
DoRIS	Documentation, Reporting and Information System
EEA	European Economic Area
ESIF	European Structural and Investment Funds
EU	European Union
EQ	Evaluation Question
FMO	Financial Mechanism Office
MoU	Memorandum of Understanding
NFP	National Focal Point
NGO	Non-Governmental Organization
PA	Programme Area
PO	Programme Operator
PS	Priority Sector
R&D	Research and Development
SME	Small and Medium-sized Enterprises
ToR	Terms of Reference

Countries abbreviations

Bulgaria	BG
Croatia	HR
Cyprus	CY
Czech Republic	CZ
Estonia	EE
Greece	GR
Hungary	HU
Latvia	LV

Lithuania	LT
Malta	MT
Poland	PL
Portugal	PT
Romania	RO
Slovakia	SK
Slovenia	SI
Spain	ES

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I. Scope and approach of the assignment

The implementation of this assignment began in September 2018 and was completed in January 2019. The rapid assessment was performed by a team of Ecorys experts³ according to the contract signed with the Financial Mechanism Office (FMO), the Brussels-based secretariat for EEA and Norway Grants.

1.1. Objectives and scope

The **overall objective** of the assignment was to conduct an End Review of EEA (European Economic Area) and Norway Grants 2009–2014 (Rapid assessment) and specifically:

- To document and assess the achievements (including bilateral results) of the programmes funded by the EEA and Norway Grants;
- To identify the main factors influencing the achievement/non-achievement of the objectives;
- To assess the relevance of the Grants to policy priorities, European Union (EU) funding and evidence base.

According to the requirements of the Terms of Reference (ToR), the End Review applied a **two-tiered** approach: (1) an overall presentation of the achievements covering all countries and sectors followed by (2) a deeper analysis based on five pre-selected priority sectors (Climate change and renewable energy; Green industry innovation; Justice and home affairs; Culture; and Research and scholarships) and six Beneficiary States (Bulgaria, Czech Republic, Lithuania, Poland, Portugal and Romania). The 50 programmes in the scope of the in-depth assessment are presented in the table below:

Table 1. Programmes supported in the six Beneficiary States per five pre-selected priority sectors

Country/Sector	Climate change and renewable energy	Green industry innovation	Justice and home affairs	Protecting cultural heritage	Research and scholarship
Bulgaria	BG04	BG10	BG12, BG13, BG14, BG15	BG08	BG09
Czech Republic	CZ02	-	CZ12, CZ13, CZ14, CZ15	CZ06	CZ07, CZ09
Lithuania	LT03	LT09	LT12, LT13, LT14	LT06, LT07	LT08
Poland	PL04	PL18	PL14, PL15, PL16, PL17	PL08, PL09	PL10, PL12
Portugal	PT03, PT04			PT08, PT09	
Romania	RO05, RO06, RO07	RO17	RO20, RO21, RO23, RO24	RO12, RO13	RO14, RO15

Source: DoRIS

1.2. EEA and Norway Grants 09-14

The EEA Grants and Norway Grants represent a contribution of Iceland, Liechtenstein and Norway to reducing economic and social disparities and to strengthening bilateral relations with EU countries in Central and Southern Europe and the Baltic region.

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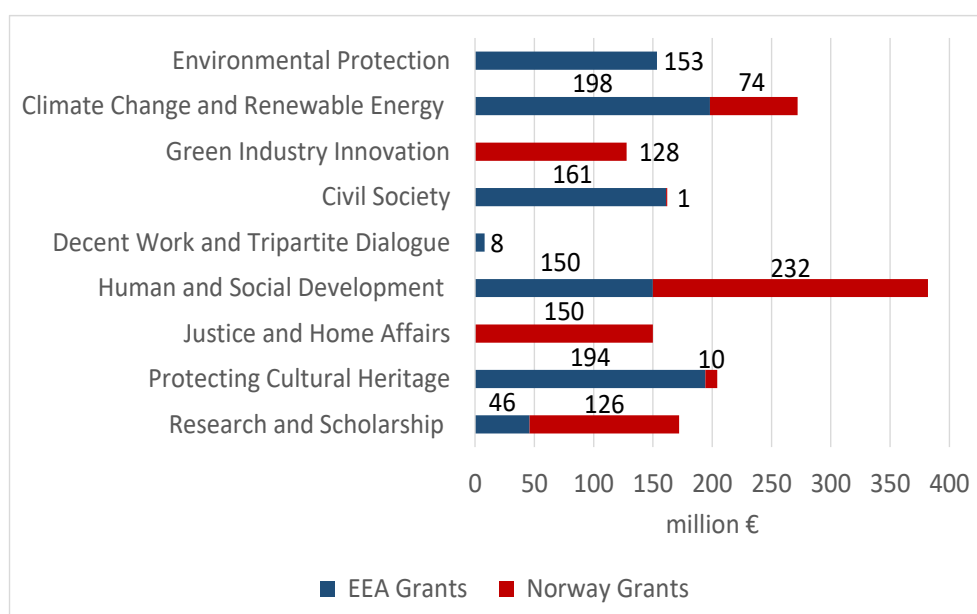
The EEA Grants are jointly financed by Iceland, Liechtenstein and Norway. The Norway Grants are financed solely by Norway. The EEA and Norway Grants 09-14 provided funding to 16 beneficiary countries. The funding amounted to € 1.798 billion channelled through 148 multi-annual programmes. The distribution of funding per country is presented in the table below.

Table 2. EEA and Norway Grants 09-14 funding

Country	EEA Grants	Norway Grants	Total allocated	% Incurred*
Bulgaria	€ 78 600 000	€ 48 000 000	€ 126 600 000	83%
Croatia	€ 5 000 000	€ 4 600 000	€ 9 600 000	67%
Cyprus	€ 3 850 000	€ 4 000 000	€ 7 850 000	94%
Czech Republic	€ 61 400 000	€ 70 400 000	€ 131 800 000	91%
Estonia	€ 23 000 000	€ 25 600 000	€ 48 600 000	96%
Greece	€ 63 400 000	€ 0	€ 63 400 000	86%
Hungary	€ 70 100 000	€ 83 200 000	€ 153 300 000	58%
Latvia	€ 34 550 000	€ 38 400 000	€ 72 950 000	86%
Lithuania	€ 38 400 000	€ 45 600 000	€ 84 000 000	94%
Malta	€ 2 900 000	€ 1 600 000	€ 4 500 000	95%
Poland	€ 266 900 000	€ 311 200 000	€ 578 100 000	92%
Portugal	€ 57 950 000	€ 0	€ 57 950 000	93%
Romania	€ 190 750 000	€ 115 200 000	€ 305 950 000	82%
Slovakia	€ 38 350 000	€ 42 400 000	€ 80 750 000	80%
Slovenia	€ 12 500 000	€ 14 400 000	€ 26 900 000	90%
Spain	€ 45 850 000	€ 0	€ 45 850 000	85%
Total	€ 993 500 000	€ 804 600 000	€ 1 798 100 000	86%

Source: DoRIS, * % incurred of eligible expenditure amount. The countries in grey are included in the in-depth analysis. The financial data were extracted on 14.12.2018. The data are based on information that has not been fully validated by the FMO and are subject to change.

In the 09-14 period the EEA and Norway Grants support was provided under nine Priority Sectors (PS) and 32 Programme Areas (PA) as presented in **Annex 3**. The allocated funds per PS are shown in the figure below.



Source: DoRIS

Figure 1. Funds allocated per priority sector and source

1.3. Evaluation questions

The assessment focused **on the relevance, effectiveness, and bilateral cooperation** of the programmes funded by the EEA and Norway Grants in the period 09-14. The **evaluation questions (EQ)** were grouped according to the specified evaluation criteria in the following manner:

1. Relevance:

EQ1.1: To what extent did the programmes fill a funding gap in the Beneficiary States?

EQ1.2: To what extent were the programmes complementary to EU funding in the Beneficiary States during the funding period?

2. Effectiveness

EQ2.1: What are the most significant results (outcomes and outputs)⁴ achieved by the programmes?

EQ2.2: Which unintended impacts⁵ (positive or negative) did the programmes contribute to?

EQ2.3: What were the major implementation factors influencing the achievement or non-achievement of the results?

3. Bilateral cooperation

EQ3.1: What are the most significant shared results between entities in beneficiary and donors states?

EQ3.2: Which wider effects has bilateral cooperation had beyond the programme and project partnerships, at institutional and political levels?

EQ 3.3: Regarding the nature and quality of bilateral partnerships at programme and project level, what worked well and what could be improved?

1.4. Methodology, data collection and assessment methods

The review was based mainly on desk research of already available monitoring, administrative and financial data stored in the EEA and Norway Grants 09-14 Documentation, Reporting and Information System (DoRIS), including data on indicators, programme documents and final reports. In addition, previous assessments and evaluations were studied. The main documents reviewed are listed in **Annex 1**.

Primary data was collected through **interviews** and **two on-line surveys**, which are described in the next paragraphs.

Interviews were carried out with FMO country and sector officers responsible for the six states and five sectors under in-depth review, as well as with an officer responsible for bilateral cooperation in that period. These interviews provided initial insight into the implementation, achievements and challenges of the 09-14 programming period of the EEA and Norway Grants.

The National Focal Points (NFP) for the six selected beneficiary countries were also interviewed to collect information and opinions on the programmes' policy objectives and the level of their achievement, complementarity with EU funding, implementation difficulties, factors that influenced

⁴ **Outcomes** are the effects of outputs on direct target groups. They normally entail a change in knowledge, attitudes, or behaviour, or an increase in the efficiency or effectiveness of institutions. In service-delivery initiatives, outcomes can also be an increase in the well-being of the end beneficiaries. **Outputs** are the products delivered.

⁵ **Impact** is a programme's influence on societal or environmental trends/development.

the achievement or non-achievement of objectives, as well as any attainments in bilateral cooperation. The list of conducted interviews is presented in **Annex 2**.

Two on-line surveys were conducted:

Survey among Programme operators (POs) of the selected 50 programmes, aimed at collecting information on the programmes' relevance to beneficiaries' needs, the effects achieved, the factors that influenced the achievement or non-achievement of the results, bilateral cooperation at the programme level and wider effects beyond the partnerships at institutional and political levels. The survey targeted 43 potential respondents⁶ of whom 25 (58%) responded. The survey results are presented in **Annex 6**.

Survey among bilateral cooperation partners (Donor embassies, Programme-level donor partners, Donor project partners, Beneficiary project promoters) to collect information on bilateral cooperation with a particular focus on the most significant shared results and on what worked well and what could be improved. More than 1600 potential respondents were included in the survey and 290 (18%) responses were received (see the table below). Although the response rate at the project level (project promoters and donor project partners) is relatively low, the number of responses (above 100) is satisfactory for the purposes of the study. The survey results are presented in **Annex 7**.

Table 3. Respondents to the bilateral cooperation survey

Target Group	Invited (number)	Responded (number)	% Responded
Donor Programme Partners (DPP)	29	29	100%
Donor project partners (dpp)	796	122	15%
Beneficiary state project promoters	764	134	17%
Donor embassies	17	5	29%
Total	1606	290	18%

The methods used to **analyse data** included: the intervention logic analysis, bilateral cooperation stakeholder analysis, financial analysis, indicator analysis, contribution analysis and case studies. The intervention logic analysis was applied to study the relevance of the support and effectiveness. Financial and indicator analyses were applied to analyse the results (including bilateral cooperation results), supplemented by contribution analysis and case studies. The analysis of bilateral cooperation stakeholders provided the background for the bilateral cooperation study.

The analysis under the section on relevance, being more qualitative in nature, is based on the review of the five preselected sectors and six countries (second tier), while the analyses under effectiveness and bilateral cooperation applied the two-tiered approach – presentation of achievements for all sectors and programmes (EQ2.1 and EQ 3.1) and deeper analyses based on the five preselected sectors and six countries (EQ2.2, EQ2.3, EQ3.2 and EQ 3.3).

Project stories are presented in **Annex 8**. The key achievements are presented in the infographics in **Annex 9**.

⁶ There are a few cases where one PO was responsible for more than one programme

II. Findings

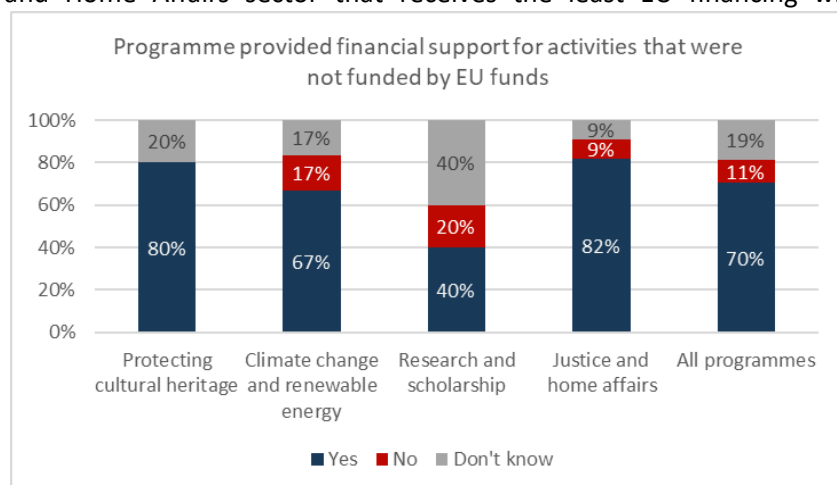
2.1. Relevance

The EEA and Norway Grants aim to enhance the EU Cohesion policy through supporting Beneficiary States in a way which is most adequate to their needs. To assure the Grant's concurrent alignment with EU policies and complementarity with EU funding, the European Union is also consulted in this process. At the beginning of the programming period, each Beneficiary State is granted the freedom to propose priorities for investment (based on the pre-approved menu of eligible sectors and programme areas) to be included in the bilateral Memoranda of Understanding (MoU), which are then subject to negotiation and depend on the final agreement between the Donor and the Beneficiary States. In this way, the Beneficiary States are able to influence the funded areas and direct the resources where funding gaps exist. Focusing on the pre-selected beneficiary countries and sectors, this chapter examines the extent to which the intended relevance of the 2009-2014 EEA and Norway Grants' resources has been achieved in practice. Specifically, it aims to provide answers to the following evaluation questions:

EQ1.1 To what extent did the programmes fill a funding gap in the Beneficiary States?

EQ1.2 To what extent were the programmes complementary to EU funding in the Beneficiary States during the funding period?

All in all, the findings of this end-review confirm that the **EEA and Norway Grants 09-14 fill the funding gaps in the Beneficiary States**, although to a varying extent across the priority sectors. The sector-wise analysis presented below shows that in Climate Change and Renewable Energy and Research and Scholarships priority sectors, EU financing remains below the levels required for meeting most Beneficiary States' commitments to the EU *acquis*. Similar financing gaps exist in the Protecting Cultural Heritage sector in the case of several Southern European Beneficiary States which continue to underfund cultural diversity and heritage. When compared to other Member States in the European Union, most Beneficiary States also score lower in the Eco-innovation index, pointing to budgetary needs in the field of Green Industry Development as well. However, among all areas, it is the Justice and Home Affairs sector that receives the least EU financing while representing considerable



Source: Online survey among 43 POs

Figure 2. POs answers on EEA and Norway Grants' 09-14 complementarity with EU funds

investment needs in the Beneficiary States.

Complementarity between EEA and Norway Grants and EU funding streams has been achieved at various levels across the sectors and the six countries studied in-depth. In each sector, the broad **objectives of EU policies and EEA and Norway Grants were largely aligned** and in no cases conflicting. Moreover, many

programmes under the EEA and Norway Grants have been designed to **focus on areas, activities and/or target groups that would be to a very limited extent or not at all covered by EU funding** in the same country. As shown in Figure 2, 70% of POs stated that the programme they were involved in provided financial support for activities that were not funded by the EU funds.

Furthermore, these two sources of funding (EEA and Norway Grants on the one hand and EU on the other) have been seen as **mutually supportive**, for example, by helping a pilot project grow, funding a different aspect of the same project, or supporting policies at the local level. Indeed, given their modest size relative to the EU Structural Funds, EEA and Norway Grants are frequently used to finance pilot projects, research, feasibility studies, preparatory works or capacity-building, which are then followed and complemented by larger investments financed either from ESIF or other specialised EU programmes.

Across the sectors, EEA and Norway Grants also entail a bilateral cooperation component which is unique and not offered under any EU funding stream in the same form. The leading role of the donor countries in areas such as research, development and innovation and green innovation development further adds to the exclusive character of benefits stemming from this support. In addition, as revealed during stakeholder interviews, the timing of the Grants' implementation was also largely relevant as funds were provided in a period between the two EU programming periods. Lastly, due to their size, EEA and Norway Grants are particularly suitable and more accessible for emerging organisations, including NGOs.⁷

Detailed analysis of the relevance of the support in the five pre-selected sectors is presented below.

Climate Change and Renewable Energy (including Carbon Capture and Storage)

The objectives of the Programme Areas *Climate Change and Renewable Energy* and *Carbon Capture and Storage (CCS)* show a high degree of alignment with those of the EU policy agenda in this field.

Three programme areas of the EEA Grants (PA05: Energy Efficiency, PA06: Renewable Energy and PA09 Environmental and Climate Change-related Research and Technology) and one Norway Grants programme area (PA20: Carbon Capture and Storage) address climate change mitigation. As shown in Table 24 in **Annex 4**, their objectives focus on greenhouse gas emission reductions and on increasing the share of renewable energy, corresponding to the targets of two key EU policies in this area, namely [Europe 2020](#) and the [2030 climate and energy framework](#). With respect to climate change adaptation, there is a separate programme area PA07: Adaptation to Climate Change, the objectives of which are largely in line with the [EU Adaptation Strategy](#) adopted in April 2013. Although there is no separate EU policy framework for climate-related research, the EU channels funds for this purpose through various [Horizon 2020](#) programmes.

According to the principle of 'climate mainstreaming' adopted by the EU, as much as 20% of EU funding is directed towards climate change related action. Indeed, climate action is integrated into all major EU policies - from development assistance and **Cohesion policy** through Common Agricultural Policy to instruments such as **Horizon 2020**, **LIFE** and **Connecting Europe Facility**. While the financing largely contributed to the progress made with respect to the 2020 targets, meeting much more ambitious goals set out in the "2030 climate and energy framework" at current investment levels has been judged by experts as dubious.⁸ Depending on the decarbonisation scenario, the European Commission

⁷ Mid-Term Review of the EEA and Norway Grants 2009-14: Final Report

⁸ European Environmental Agency (2018) Trends and projections in Europe 2017: Tracking progress towards Europe's climate and energy targets.

estimates that **between €53 billion to €331 billion annual additional investments are needed to be made between 2011 and 2030 if the 2030 targets are to be reached.**⁹ This includes intensified R&D efforts and commercial demonstration of Carbon Capture and Storage (CCS) technologies which are recognised in the EU climate policy framework as having significant potential to contribute towards the achievement of the targets set.¹⁰ The situation with respect to action for adaptation to climate change is similar, if not even more pressing, as the EU Adaptation Strategy has till date only been translated into the adoption of national strategies (and therefore channelling funding towards it) in 21 Member States. The EEA and Norway Grants which respectively provide €198 million and €74 million for climate-related action are, therefore, a vital monetary contribution in this field.

With regard to complementarity which goes beyond policy coherence to include benefit creation from the mutual enhancement of policy outcomes, EEA and Norway Grants for climate action are seen as financing activities which are complementary to the EU financing for climate. A total of 67% of respondents of the survey with the POs stated that the programmes financed from the EEA and Norway Grants under this priority sector support activities not otherwise financed by the EU. Results from stakeholder interviews indicate that **the Grants provide especially valuable resources for climate change adaptation for which there is a shortage of EU funding.** Moreover, in the areas of energy efficiency and renewable energy for which EU financing is available, EEA Grants focused on **different types of activities and stakeholders than those supported by EU funds.** The EEA Grants on climate change enabled the development of climate change adaptation and mitigation strategies at local level. In Poland, through the adoption of different eligibility criteria, financing under programme PL04 was made available to projects which would otherwise not be funded by the European Structural and Investment Funds (ESIF).¹¹ Moreover, complementarity was further enhanced through financing activities that were too small in size for EU funding, but which could be later scaled up with the assistance of these funds. The ClimAdaPT.Local project financed from programme PT04 in Portugal is an illustrative example. The project aimed at increasing the national capacity to assess vulnerability to climate change and at raising awareness of the importance of education on climate change adaptation. It initiated the implementation of specific measures to adapt Portugal to the changing climate with the financing from EU funds.¹² Similarly to other sectors, given the size of the Grants, as compared to EU funding for climate action, the financing also often involved a **different beneficiary group**, as it was particularly suitable for micro and small enterprises.

Green Industry Innovation

Within the Green Industry Innovation priority sector, Norway Grants correspond to a high degree with the EU policy objectives in this field. The PA21: Green Industry Innovation goal is to increase the competitiveness of green enterprises, including greening existing industries, green innovation and green entrepreneurship. This largely mirrors the objectives of [Europe 2020](#) and the [EU Environmental Technologies Action Plan](#) which focus on supporting the development of a competitive green industry, as well as innovation and entrepreneurship in management and production technologies and standards. The Norway Grants for Green Industry Innovation were also complementary with the EU funding streams for this purpose, such as the EU **Competitiveness and Innovation Programme (CIP)**,

⁹ European Commission (2014): Impact assessment - Energy Efficiency and its contribution to energy security and the 2030 Framework for climate and energy policy. Part 1, p. 48, Table 8

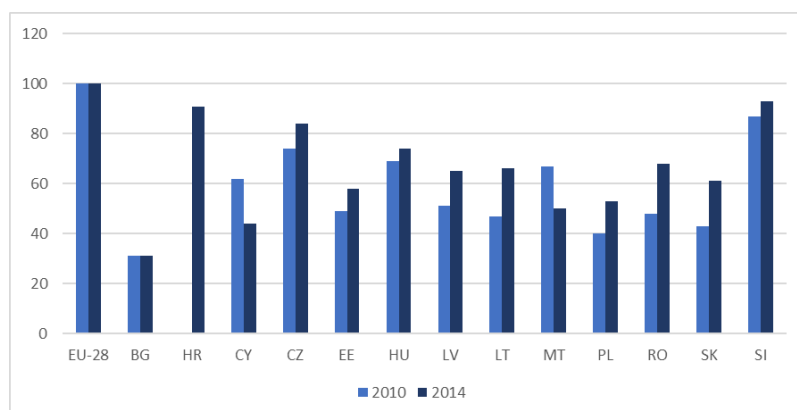
¹⁰ DG CLIMA website: https://ec.europa.eu/clima/policies/lowcarbon/ccs_en

¹¹ Mid-Term Review of the EEA and Norway Grants 2009-14: Final Report

¹² Evaluation Report EEA Grants 2009-2014 in Portugal

the Entrepreneurship and Innovation Programme (EIP) and the Intelligent Energy Europe (IEE) programme.¹³

Despite the existence of the above-described programmes, an analysis of the performance of the countries eligible for Norway Grants against the eco-innovation index, reveals a **pressing need for more funding in this field**. Figure 3 illustrates the scoring of the 13 Beneficiary States in the eco-innovation index¹⁴ which shows how individual Member States perform in eco-innovation compared to the EU average, which is equated with 100.



Source: Eurostat. Note: data for Croatia for 2010 unavailable.

Figure 3. Beneficiary States scores in the eco-innovation index

While funding broadly the same areas of activity as the EU programmes mentioned above, **Norway Grants succeeded in funding certain types of activities less covered by the EU funds**. The implementation of the programme LT09 Green Industry Innovation in Lithuania is illustrative. Specifically, the Norway Grants helped to pilot the first eco-innovation promotion scheme in Lithuania and, importantly, allowed the Ministry of Economy to gain experience in this field. These funds were subsequently complemented by continued financial support under the Operational Programme from the European Union Funds' Investments for 2014-2020, objective "Increasing investments of SMEs in eco-innovation and other resource-efficient technologies."¹⁵ In this case, the **EU and Norway Grants clearly reinforced one another and were, therefore, complementary**.

What is more, all programmes implemented under the Green Industry Innovation programme area encouraged bilateral cooperation, thereby **funding an aspect of the projects in this field not promoted by EU funds**. Given that Norway is at the forefront of the global efforts aimed at bridging the gap between R&D and the market place for eco-friendly products, technologies, services, processes and management methods, the Norway Grants for Green Industry Innovation presented sizeable opportunities for considerable added value generation for the Beneficiary States and the EU as a whole.

Justice and Home Affairs

In the field of Justice and Home Affairs, **the objectives of the EU and Norway Grants are aligned to a large extent**. Based on the [Maastricht Treaty](#) (1992), [Amsterdam Treaty](#) (1997), [Lisbon Treaty](#) (2007)

¹³ <http://ec.europa.eu/cip/> in 2014-2020 period substituted by Programme for the Competitiveness of enterprises and SMEs (COSME) 2014-2020

¹⁴ The indicator is based on 16 sub-indicators from eight contributors in five thematic areas: eco-innovation inputs, eco-innovation activities, eco-innovation outputs, resource efficiency outcomes and socio-economic outcomes. The overall score of an EU Member State is calculated by the unweighted mean of the 16 sub-indicators.

¹⁵ ESTEP Vilnius UAB (2018), Final evaluation report on the implementation of EEA and Norwegian financial mechanisms 2009-2014, Lithuania

and the [Charter of Fundamental Rights of the European Union](#), which form the constitutional basis of the EU, the [Stockholm Programme](#) was the key policy document for years 2010-2014. Building on the Tampere European Council meeting and on the Hague Programme, the Stockholm Programme set out priority objectives and specific action areas for justice and home affairs for Member States and the EU as a whole. Among the priorities charted out are improved cooperation in law enforcement, border management and criminal judicial cooperation as well as strengthening mechanisms that facilitate access to justice. The Stockholm Programme also calls for the adoption of an array of measures related to detention in order to strengthen mutual trust and recognition and foster the exchange of good practices in prison management. The objectives of PA30: Schengen Co-operation and Combating Cross-border and Organised Crime, including Trafficking and Itinerant Criminal Groups, PA31: Judicial Capacity-building and Co-operation and PA32: Correctional Services, including Non-Custodial Sanctions are directly in line with this policy framework. Norway Grants' PA30 is additionally aligned with the [Council of Europe Convention on Action against Trafficking in Human Beings](#) and the [EU Directive on preventing and combating trafficking in human beings](#). Finally, the objectives of PA29: Domestic and Gender-based Violence broadly match those of the [Convention on Preventing and Combatting Violence against Women and Domestic Violence](#) (the Istanbul Convention) signed by the EU. Table 26 in **Annex 4** summarises the key EU policy objectives described above against those of the Norway Grants in the priority sector Justice and Home Affairs.

Funding policy implementation in the field of justice and home affairs lies primarily within the mandates of the Member States themselves. While some EU funding opportunities for this purpose exist, they tend to be focused only on specific issues within the justice, freedom and security area. For instance, the **European Refugee Fund** with a budget of €630 million over the period 2008-13 and the **European Integration Fund** of €825 million for the period 2007-13 made funding available for initiatives focused on receiving refugees and displaced persons and integration of non-EU immigrants into European societies respectively. A separate funding stream with a budget of €124 million was also made available between 2007 and 2013 for initiatives aimed at protecting children, young people and women against all forms of violence under the **Daphne III Programme**. Moreover, during the 2007-2013 EU financial perspective, the Member States could channel funding towards capacity building of their judiciary systems from the **European Social Fund** under the 'Administrative capacity building' policy field. However, the total allocation for this policy field amounted solely to 1% of the entire ESF budget, the share also covering numerous other types of public services such as Public Employment Services and the educational services, alongside judicial government structures.¹⁶

In the context of the 2008 financial crisis and its aftermath during which many Member States were forced to make substantial public expenditure cuts, a large number of Beneficiary States continue to find it difficult to earmark appropriate financial resources for crucial public services, those within the field of justice and home affairs including. Combined with limited EU support in this domain, as revealed in the interviews with NFPs carried out for this evaluation, **the majority of Beneficiary States admit having sizeable funding shortages for justice and home affairs interventions.** Results from the survey with POs further confirm this finding where the largest share of respondents (82%) across the pre-selected sectors stated that no EU funding was available for the interventions financed from the Norway Grants in the Justice and Home Affairs area. Thus, the Norway Grants for this purpose, which amounted to €150 million in the 2009–2014 perspective, provided valuable support to fill these financial lacunae. Confirming findings from the Rapid Assessment of EEA and Norway Grants' Support to Gender Programmes carried out in 2016, this was particularly true in the Domestic and Gender-

¹⁶ EC/Metis GmbH (2014) ESF Expert Evaluation Network Final synthesis report: Main ESF achievements, 2007-2013

based Violence programme area where gender mainstreaming policy implementation is further compounded by a low level of maturity in many Beneficiary States in this regard.

In addition, the Norway Grants provided under the Justice and Home Affairs sector in the six countries examined in-depth for this evaluation have proven to create **additional value through the formation of complementarities with EU funds**. For example, the Polish programme on Schengen co-operation (PL15) has funded training and networking, as a complementary action to EU investments in border infrastructure. Moreover, the programme succeeded in reaching target groups, such as the military police, which would not be eligible as beneficiaries under the EU-funded support.¹⁷ Similarly, the contribution to the building of the case management system under the Judicial capacity building and cooperation programme in Romania (RO24) was subsequently complemented by resources from the ESF-funded Administrative Capacity Operational Programme to further enhance the system. Across the countries, Norway Grants in the Domestic and Gender-based Violence were also reported to have been used alongside the Daphne III Programme to support different aspects of the same projects. Importantly, PA29: Domestic and Gender-based Violence funding enabled the expansion of work into certain geographical areas (especially rural areas) and to support specific target groups that had previously been underfunded or overlooked (such as ethnic minorities).¹⁸

Protecting Cultural Heritage

The objectives of the EEA Grants in the Protecting Cultural Heritage sector show a high degree of alignment with EU policy in this field. The key policy strategy in the field of culture in the EU – the [European Agenda for Culture](#) – has a strong focus on cultural diversity and intercultural dialogue as well as the promotion of culture as a catalyst for employment and innovation. Moreover, the Union attaches high importance to international cultural cooperation, as exemplified by the adoption of the European Neighbourhood Policy in 2009. The two EEA Grants programme areas – PA16: Conservation and Revitalisation of Cultural and Natural Heritage and PA17: Promotion of Diversity in Culture and Arts within European Cultural Heritage – support cultural and natural heritage and cultural diversity respectively, and naturally entail an international dimension, thus being exactly in line with the EU priorities in this field.

There are several main EU funding sources from which financing for culture is dispensed, a summary of which is provided in table 25 in Annex 4. In the 2007–2013 period, the two main programmes in this field included the **Culture** programme and the **MEDIA** programme with respective budgets of €400 million and €755 million which were subsequently replaced in 2014 by the **Creative Europe** programme with a budget of €1.46 billion. Importantly, substantial resources for culture are also provided under the Cohesion policy. Between 2007 and 2013, the **ERDF** allocations specifically targeted at culture amounted to €6.035 billion, representing 1.7% of the fund's total budget.¹⁹ While the analysis of government expenditure on culture presented in figure 4 reveals that most Beneficiary States spend more on culture than the EU average of 1% of overall spending, expenditure on culture in the countries most affected by the financial crisis and its aftermath is much below this level. Notably, in Cyprus, Greece and Portugal the share of domestic spending on culture is minuscule; as of 2014 the spending has either decreased (in the case of Cyprus and Portugal) or remained stagnant (Greece) in relation to 2009. As confirmed by interviews conducted for this end-review, **the EEA Grants worth €194 million**

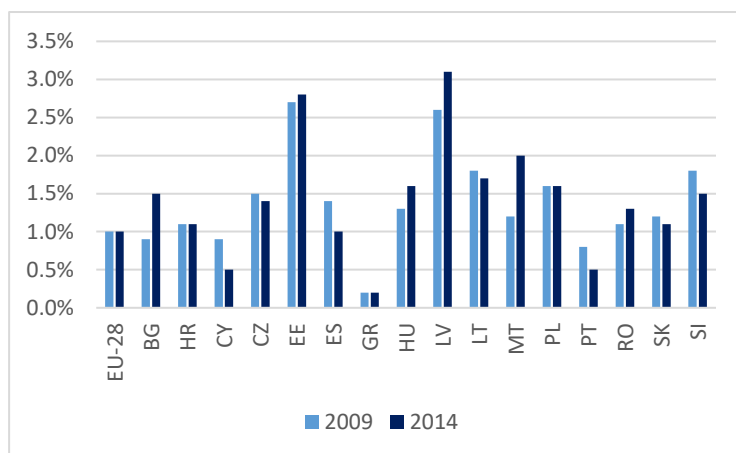
¹⁷ Mid-Term Review of the EEA and Norway Grants 2009-14: Final Report

¹⁸ Rapid Assessment of EEA and Norway Grants' Support to Gender Programmes, 2016

¹⁹ IRS, Csil, Ciset and BOP Consulting (2015) Ex post evaluation of Cohesion Policy programmes 2007-2013, focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF): Culture and Tourism, Final Report, Work Package 9.

for the Protection of Cultural Heritage fill a funding gap in several Southern European Beneficiary States, but also represent an important contribution towards cultural diversity and heritage across the benefitting countries.

Likewise, as discussed above, programmes financed from the EEA Grants for Protecting Cultural Heritage complement EU funding in the areas of cultural heritage and diversity, although in differing ways. While overall 80% of survey respondents stated that EEA Grants in this field provide funding for activities not financed from EU instruments, a comparison of the funding streams shows that the resources provided under PA16 represent an **additional funding stream** for activities financed from the centrally managed European Commission programmes of Culture, MEDIA, Creative Europe and the ERDF. Financing from PA17, in turn, by focusing on bilateral cooperation with Iceland, Norway and



Source: Eurostat

Figure 4. Government expenditure on cultural services in Beneficiary States in 2009 and 2014

Lichtenstein through the realisation of cultural exchange and joint productions, provides **funding for many activities for which EU funding is not available**. Across the Beneficiary States, the degree of complementarity with the EU funds stood out especially in Bulgaria and Romania where a special focus on the Roma and their culture was adopted. In effect, EEA Grants in Bulgaria and Romania sponsored many activities that promoted Roma inclusion and creativity and thus managed to fund an area which no special EU funding stream.

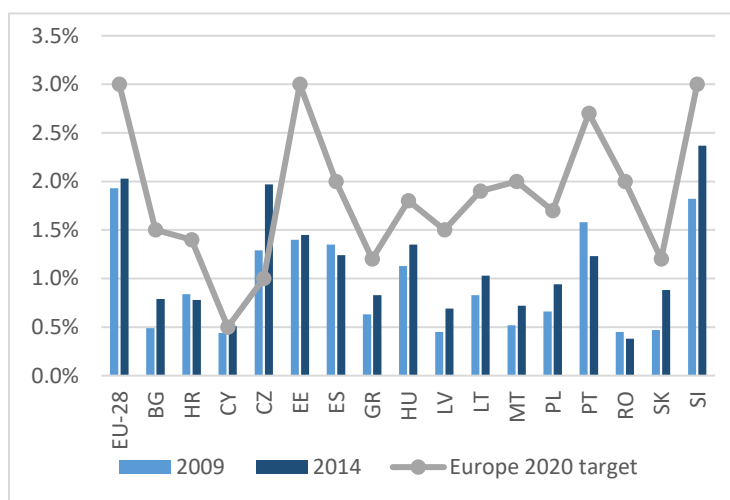
Research and Scholarship

The objectives of the EEA and Norway Grants and the EU policy in the field of research and scholarships are largely aligned as both sets of goals focus on research-based knowledge development and mobility and cooperation of research practitioners. The Europe 2020 strategy adopted for the 2010-2020 perspective aims at 'smart, sustainable, inclusive growth' and, among its six priorities, notes the investment of 3% of the EU GDP in research and development (R&D). **Horizon 2020** which implements the Innovation Union, a Europe 2020 flagship initiative aimed at securing Europe's global competitiveness, is EU's main programme for channelling funds in the research and innovation area. In the specific research fields, funds for research and innovation are also distributed through sectoral programmes such as **Copernicus** and **Galileo** for space research and **Euratom Research and Training Programme** and **International Thermonuclear Experimental Reactor** for research on nuclear energy. The second key EU policy in the area of research and scholarships is the [European Research Area](#) which focuses on the increased mobility of knowledge workers.²⁰ The main programmes for the implementation of the international mobility policy are **Erasmus+** since 2014 and **Erasmus, Comenius** and **Leonardo Da Vinci** during the 2007-2013 period. EEA Grants 09-14 supported two programme

²⁰ The five priorities of the European Research Area are: 1. More effective national research systems ; 2 Optimal transnational co-operation and competition; 3 An open labour market for researchers; 4 Gender equality and gender mainstreaming in research; 5 Optimal circulation and transfer of scientific knowledge

areas – for research and scholarships – with objectives largely corresponding to key EU policy in this field.

In terms of investment size, however, the EU remains quite behind its stipulated target of 3% of GDP investment in R&D for 2020. Moreover, growth in R&D investment between the first and last year of the 2009-2014 EEA and Norway Grants perspective was meagre, increasing from 1.93% in 2009 to only 2.03% in 2014. As shown in Figure 5, all but one Member States eligible for EU funding in this field are similarly behind their targets, most of which fall within the range of 0.5% and 2% and are therefore significantly lower than the EU-28 target. The Czech Republic is the only country, which reached its objective, although it also had the lowest target of 0.5% of its GDP among all Beneficiary States. Overall, a **financing gap** for research and scholarships clearly exists across the Beneficiary States, which the EEA and Norway Grants of €45 and €125 million respectively unarguably help to fill.



Source: Eurostat

Figure 5. Beneficiary States spending on R&D as percentage of GDP in 2008 and 2014 against their 2020 targets

In addition to filling sizeable budgetary gaps, EEA and Norway Grants are largely complementary to EU funding for research and scholarships in that they tend to be more accessible for entities which could otherwise struggle to acquire EU funding. The EEA and Norway Grants for research and scholarships are characterised by **lower requirements regarding the minimum consortium size** where only two partners are needed to form an eligible consortium. In contrast, three (Horizon) or six (Erasmus+) partners are needed to access EU funding. Moreover, due to the more complex administrative requirements an

organisation has to fulfil to obtain funding from programmes such as Horizon 2020, the vast majority of EU support for research, development and innovation continues to be acquired by entities from EU-15 rather than EU-13 Member States.²¹ In contrast, EEA and Norway Grants focus on EU-13 countries plus Greece, Spain and Portugal and are characterised by **simpler administrative procedures and greater flexibility in implementation timing and the focus on cooperation**, making it more accessible for newcomers.²²

EEA and Norway Grants are additionally **focused on providing support to administrative systems** in Beneficiary States, an aspect to which limited resources are dedicated by EU funding. As EEA and Norway Grants for research and scholarships particularly fund bilateral cooperation with EEA countries (Iceland, Liechtenstein and Norway) which are world leaders in the field of R&D, they also represent unique learning opportunities for EU enterprises, at the same time complementing the EU approach which encourages cooperation and mobility primarily within the EU Member States.

²¹ EC (2018) Commission Staff Working Document: In-Depth Interim Evaluation of Horizon 2020

²² Evaluation of programmes financed by the European Economic Area (EEA) Financial Mechanism and the Norwegian Financial Mechanism 2009–2014

2.2. Effectiveness

This chapter presents the achievements resulting from the EEA and Norway Grants support 09–14 (EQ2.1). Based on the in-depth review of the pre-selected sectors and countries, the major implementation factors influencing the achievement or non-achievement of the results (EQ2.3) were examined alongside unintended impacts (positive or negative) that the results might have contributed to (EQ2.2).

Measuring results

The outputs and outcomes were monitored and reported by the POs by means of indicators. In addition, qualitative information on the achievement of the objectives is presented in the annual and final programme reports. A brief assessment of the system of measuring the results is presented below.

There is a clear link between the stated objectives and the indicators used to measure their achievement.

Under *Human and Social Development* priority sector, some of the indicators imply short term assistance (during implementation of the programmes²³) with uncertain sustainability. This was usually not commented upon in the reviewed final programme reports.

The *Research* priority sector could benefit from an additional, but very pertinent indicator, namely the ‘number of patent applications’. Under the *Scholarship* priority, it is evident that much of the assistance was targeted towards restructuring and improving educational systems. This focus did not find an adequate reflection in the indicators.

In the priority sectors and programme areas where the objectives were broadly defined it was difficult to measure them with indicators.²⁴ In these cases, the indicators mainly measured outputs, while the achievement of the objectives was rarely commented upon. These sectors/programmes are:

- Environment Protection and Management (PA01, PA02, PA03, PA04)
- Climate Change (PA07/PA20)
- Regional Initiatives for Social Inclusion (PA12/PA40)
- Institutional Framework in the Asylum and Migration Sector (PA15)
- Domestic and Gender-based Violence (PA29)
- Schengen Co-operation (PA30)
- Justice and Home Affairs (PA31/PA37)

Due to the diversity of activities carried out by the supported organisations and multitude of projects under the *Civil Society* priority sector, it is difficult to measure the exact contribution of their outputs to social justice, democracy and sustainable development.

The indicators under the *Decent Work and Tripartite Dialogue* priority sector measured mainly the outputs, while the performance of the established tripartite bodies, the effects of the signed agreements and the application of knowledge of people trained were not tracked. The List of Standard

²³ As, for example, persons benefiting from services

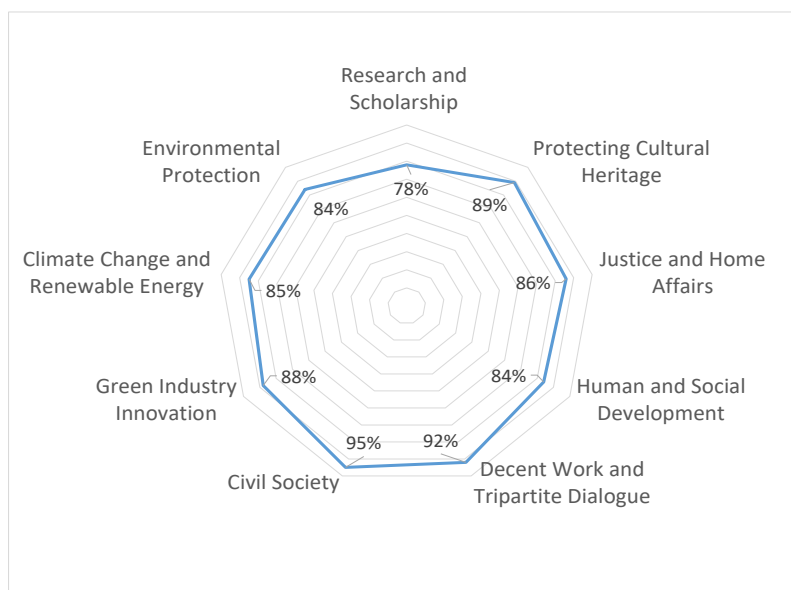
²⁴ For example: Improved environmental status in European marine and inland waters; Halted loss of biodiversity; Reduced human and ecosystem vulnerability to climate change; A fairer and more efficient judicial system.

Indicators for the EEA and Norway Grants 09-14 recommended to measure the changes in national policies related to Decent Work, which are very relevant, but were reported only in a few cases.

Funds absorption

The absorption of the funds is high – on average 86% for all programmes. Hungary made use of slightly more than a half of the allocated funds, while Estonia absorbed 95% of the funds (see Table 2 at the beginning of this report).

The absorption of the allocated funds between the sectors varies from 95% (Civil Society) to 78% (Research and Scholarship). (see Figure 6 on the right).



Data source: DoRIS, extracted on 14.12.2018. The data have not been fully validated by the FMO and are subject to change.

Figure 6. Funds incurred (in %) per Priority Sector

Overall assessment of effectiveness

The EEA and Norway Grants in the period 2009-2014 delivered outputs and achieved outcomes in various areas, as specified in the programming period's Blue Book. The EEA Grants contributed to the improving environmental management, preventing climate change, protecting cultural heritage and strengthening civil society. Programme areas Justice and home affairs, Green industry innovation and Research and scholarship were funded exclusively by Norway Grants. Human and social development was almost equally supported by the EEA and the Norway Grants.

The participation of the beneficiary countries in the priority sectors varied. All 16 Beneficiary States benefited from the support in the area of civil society and human and social development, while only eight countries were supported under the Green Industry Innovation priority sector. The participation of the countries in the programme areas specified under the priority sectors further varied.

The Grants made **significant** contributions in the areas where the investments were relatively high and many countries benefited, the funds responded to clear needs, filled a funding gap or there was a particular added value. The analysis shows that these are: civil society (PA10/PA38); public health (PA13/PA27); correctional services (PA32); culture (PA16/PA39, PA17); research (PA18/PA23) and scholarships (PA19/PA24) (see EQ2.1 below).

The Grants' contribution in the programme areas which apart from the EEA and Norway Grants received significant EU funding, such as energy efficiency (PA05/PA41), renewable energy (PA06); environmental monitoring and management (PA01, PA02, PA03) and children and youths (PA11), was **moderate**.

In those programme areas with a limited number of programmes and countries, the Grants' contribution was **marginal**. These are: hazardous substance (PA04); environmental and climate

change-related research and technology (PA09); carbon capture and storage (PA20); and cross-border co-operation (PA26). No programmes were implemented in the maritime area (PA8). Due to the limited amount of funds dedicated to decent work and tripartite dialogue (Norway Grants) the contribution in this area is relatively small as well.²⁵

Apart from the specific effects in the respective sectors, as presented in EQ2.1 below, the Grants had the following horizontal effects:

- triggered legislative, system and attitude changes;
- strengthened institutional and human capacity;
- transferred know-how and good practices;
- supported creation of partnerships and networks;
- created unplanned positive societal and environmental effects (see EQ2.2).

EQ2.1 What are the most significant results (outcomes and outputs) achieved by the programmes?

The contribution of the EEA and Norway grants to reducing economic and social disparities was studied through the application of a simplified contribution analysis. This was done by gathering the existing evidence for the outputs and outcomes delivered, considering the relevance of the support, its intervention logic and external factors, including other support (mainly EU funding). Apart from achievement of the stated objectives, the following criteria were used to establish the areas where the EEA and Norway Grants have had significant contribution:

- clear need for support, backed by national and EU policies;
- significant share of the EEA and Norway Grants funding to the sector provided compared to other sectors;
- high number of eligible countries that benefited from the support;
- EEA and Norway Grants fill a funding gap (lack of or little support by EU or national funding, different target groups);
- added value due to the transfer of know-how and best practices in areas in which the Donor States are leaders.

Based on the above criteria, the most **significant** results achieved with the EEA and Norway Grants 09-14 are as follows:

- *Civil society sector* was strengthened in all 16 beneficiary states. Having in mind the reduced funding from other sources to the civil society due to the global financial crisis in that period, the contribution of the EEA (€161 million) and Norway Grants (€1 million) was vital for the sector.
- *Public health improvements* were delivered in nine beneficiary states (BG, CY, CZ, EE, HU, LT, PT, RO and SI) where almost 2 million EU citizens benefited from €161 million Norway Grants

²⁵ In the period 2007-2013 the European Social Fund (ESF) provided EUR 500 million (EU contribution only) for activities promoting partnership (pacts and initiatives through networking among relevant stakeholders, such as the social partners and non-governmental organisations). Of these, EUR 200 million were targeted to the convergence regions (Regions with GDP below 75 % of the EU average) which are in general part of the 16 countries supported by the EEA and Norway Grants. Source: EC (SWD(2016) 452 final), Ex-post evaluation of the 2007-2013 ESF Programmes: https://ec.europa.eu/info/sites/info/files/swd-2016-452-final_en.pdf

and €26 million EEA Grants. Public health is in general not supported by the EU funds. While it is of high priority, it is underfunded by the public budgets.

- *Correctional services* were improved, including conditions in prisons and related facilities, alternatives to imprisonment were introduced and reintegration of prisoners was supported in seven beneficiary states (BG, CZ, LV, LT, MT, PL and RO). The contribution of €55 million Norway Grants in this area is significant not only because of the lack of EU funding and limited national support, but also because of the transfer of know-how and good practices from the Donor States that stimulated changes in the correctional services of the beneficiary states.
- New knowledge was generated, and *research* collaboration strengthened in six countries (CZ, EE, HU, LV, PL and RO) based on €132 million EEA and Norway Grants. The contribution is significant due to the fact that: (1) the funding supported smaller and unexperienced research institutions that cannot qualify for EU support; (2) transfer of know-how took place; (3) networks were developed and (4) potential for future collaborations was enhanced.
- *Educational systems* were improved in 11 countries (BG, CZ, EE, ES, HU, LT, LV, PL, RO, SI, SK) through the investment of €39 million EEA and Norway Grants. The importance of the sector for the beneficiary states is high. There is added value in the form of transfer of know-how and good practices from the donor states.
- *Cultural sites* were restored, cultural objects conserved, and cultural activities supported through €194 million EEA Grants and €10 million Norway Grants in 11 countries (BG, CZ, EE, HU, LT, MT, PL, PT, SI, SK). The EU and national funding for culture is limited. The support had an added value in strengthening cultural institutions, stimulating cultural cooperation and tourism, as well as overcoming stereotypes.

The main results (outcomes and outputs) per priority sector are presented below, supplemented by infographics (**Annex 9**). **Annex 5** presents information on the achievement of standard outcome and output indicators.

Environmental Protection and Management

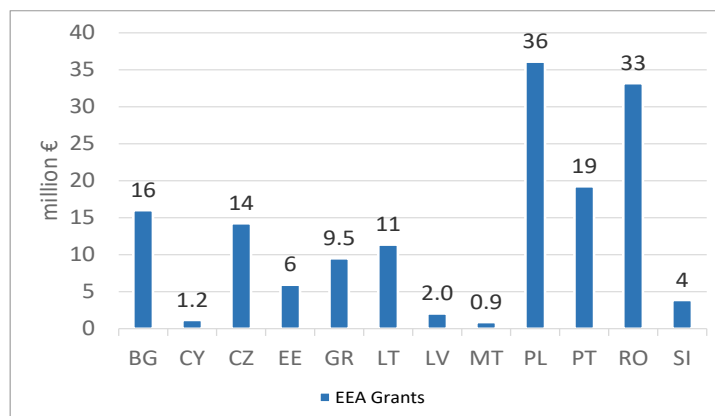
In the period 09-14, the EEA Grants support for Environmental Protection and Management was targeted at (1) improvement of the status of marine and in-land waters; (2) preservation of biodiversity, (3) environmental monitoring and (4) reduction of hazardous substances. The support amounted to €153 million channelled through 17 programmes and 296 projects as presented in the Table below.

Table 4. Environmental Protection and Management - programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
PA01 Integrated marine and inland water management	€40,684,443	96%	BG02 , EE02, GR02 , LT02, MT02, PT02	69
PA02 Biodiversity and ecosystem services	€66,174,068	80%	BG03 , CY02, CZ02, LT03, PL02 , RO02 , SI02	193
PA03 Environmental monitoring and integrated planning and control	€36,636,145	76%	CZ02, EE02, LV02, LT02, PL03 , RO03 , SI02	24
PA04 Reduction of hazardous substances	€10,000,000	89%	RO04	10
Total	€153,471,550	84%	17	296

Source: DoRIS; *% of incurred costs of the eligible expenditure amount; Programme number in bold indicates the programmes that specifically target the respective PA. The rest are complex programmes addressing more than one PA.

Biodiversity, water management and environmental monitoring (PA01, PA02 and PA03) were supported in 12 of the 16 eligible states, while only Romania implemented measures related to hazardous substances (PA04). The funding was well absorbed with an average 84% incurred of the eligible expenditure amount. Most of the funding was provided to Poland (€39 million) and Romania (€33 million) while the support to Cyprus, Latvia and Malta was limited.



Source: Financial data stored in DoRIS

Figure 7. Environmental Protection and Management - funding allocation by Beneficiary State

The **main achievements**, based on the reported indicators, are summarised in the table below.

Table 5. Environmental Protection and Management - main achievements per programme area

PA	Objectives	Main achievements
PA01	Improved environmental status in European marine and inland waters	<ul style="list-style-type: none"> 13 marine monitoring plans and programmes developed and/or implemented; 5 measures implemented in support of more sustainable marine and in-land water management.
PA02	Halted loss of biodiversity	<ul style="list-style-type: none"> 7 ecosystems restored; 333 Natura 2000 management and monitoring plans developed and/or implemented; 29 measures mapping occurrence of and/or developing measures against Invasive Alien Species implemented.
PA03	Improved compliance with environmental legislation	<ul style="list-style-type: none"> 35 electronic tools increasing spatial data access/exchange developed; 148 systems and databases improved or developed for environmental monitoring;
PA04	Prevented injury and adverse environmental effects caused by chemicals and hazardous waste	<ul style="list-style-type: none"> 7 new priority substances monitored in groundwater and 5 in surface water.

Source: Blue book, Information on indicators provided by FMO, extracted 01.10.2018, Final Programme Reports

The target values for most of the indicators, with the exception of those related to biodiversity, have been achieved or overachieved (see **Annex 5**).

The support resulted in the **improvement of water monitoring and management** in six countries (BG, EE, GR, LT, NT, PT), which could ultimately translate into improvements in the status of marine and inland waters.²⁶ **Nature protection management was strengthened** through the development of tools to monitor and manage Natura 2000 sites (PL and LT), mapping of ecosystems and assessment of their services (BG, RO). **Environmental monitoring** was enhanced in 7 countries. However, only Poland (air quality monitoring) and Romania (spatial data gathering) had programmes specifically dedicated to PA3. Horizontal activities, such as training, awareness raising, know-how transfer and scholarships, supported **capacity building** in all four PA.

²⁶ A variety of measures were supported including: monitoring, flood management and sea storm warning systems (in BG and PT); marine litter monitoring (BG); decision support system (EE); supply of equipment (research vessel with marine surveying equipment in PT); exploration of the use of satellites for remote monitoring; studies related to mining, fish-farming, hydropower, erosion and mapping of marine waters.

Climate Change and Renewable Energy (including CCS)

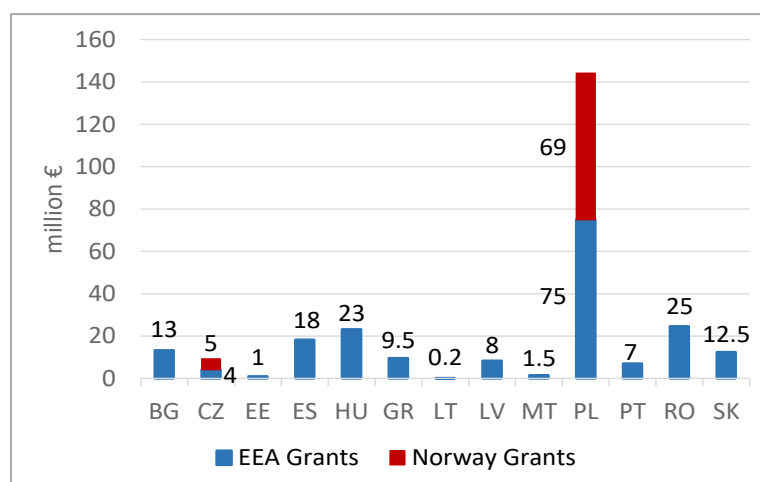
About €198 million in EEA Grants supported energy efficiency measures, increasing the share of renewable energy, adaptation to climate change, emissions reduction of greenhouse gases from the maritime sector, as well as research and technology. In addition, the Norway Grants supported energy efficiency measures and carbon capture and storage with €74 million. The support was channelled through 19 programmes and 574 projects, as presented in the Table below.

Table 6. Climate Change and Renewable Energy - programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
PA05/PA41: Energy Efficiency	€154,439,321	90%	BG04, HU02, <i>PL04</i> , RO05 , RO07	194
PA06: Renewable Energy	€59,253,015	72%	BG04, GR03 , HU02, HU03 , LV02, <i>PL04</i> , PT03 , RO06	67
PA07: Adaptation to Climate Change	€35,524,028	86%	CZ02, EE02, HU04 , LV02, LT03, MT02, PT04 , RO07, SK02	120
PA08: Maritime Sector	0	0%	-	0
PA09: Environmental and Climate Change-related Research and Technology	€18,215,000	84%	ES02	189
<i>PA20: Carbon Capture and Storage</i>	€5,023,623	92%	CZ08	4
Total	€272, 454,	85%	19	574

Source: DoRIS; *% of incurred cost of the eligible expenditure amount; The text in italic indicates Norway Grants; The programme number in bold indicates the programmes that specifically target the respective PA.

Thirteen countries benefitted from the support in the area of energy efficiency, renewable energy and adaptation to climate change. In addition, Spain implemented climate change research. The Czech Republic received Norway Grants funding for carbon capture and storage studies. About 80% of the funds were allocated to energy efficiency and renewable energy measures. Almost half of the funding was provided to Poland (€144 million). The other half went to the other 12 Beneficiary States.



Source: Financial data stored in DoRIS

Figure 8. Climate Change and Renewable Energy - funding allocation by Beneficiary State

The funding absorption reached 85%. The main achievements, based on the reported indicators, are summarised in the table below.

Table 7. Climate Change and Renewable Energy - main achievements per programme area

PA	Objectives	Main achievements
PA05/ PA41	Reduced emissions of greenhouse gases and air pollutants	<ul style="list-style-type: none"> • 573,927 MWh/year energy saved • 700,251 tonnes/year CO₂ reduction
PA06	Increased share of renewable energy in energy use	<ul style="list-style-type: none"> • 220 buildings with reduced energy consumption • 25,233 MWh/year renewable energy production

PA07	Reduced human and ecosystem vulnerability to climate change	<ul style="list-style-type: none"> • 36 institutions and sectors with strengthened capacity in climate change adaptation • 76 climate change adaptation strategies developed
PA09	Strengthened knowledge base on the environment and climate change and increased application of environmental technology	<ul style="list-style-type: none"> • 153 R&D projects supported • 135 contracts with universities/research centres in funded projects • 167 enterprises funded
PA20	Mitigate climate change	<ul style="list-style-type: none"> • 14 studies for assessment of the possibility for application of CCS technology in the Czech Republic

Source: Blue book, Information on indicators provided by FMO, extracted on 01.10.2018, Final Programme Reports

The achievements of the indicators related to energy savings and production of renewable energy are below the target values, while the indicators related to emissions reduction and soft measures, such as strategy development, institutional capacity building and training, report significant overachievement (see **Annex 5**).

Energy savings and reduction of emissions of greenhouse gases (GHG) were achieved through energy efficiency measures in public buildings, including schools, hospitals²⁷, libraries and government buildings (BG, HU, PL, LT, RO), and in the private industry (PL). The programme in Poland contributed to the reduction of waste and emissions to air from industry. The share of **renewable energy** increased and **GHG emissions** were reduced in seven countries through investments in small-scale generation facilities, using different technologies²⁸ (BG, GR, HU, PL, LV, PT, RO). The **capacity to deal with climate change issues** was strengthened through development of adaptation strategies,²⁹ studies and data gathering, assessments of climate trends and risks³⁰ as well as public awareness and education activities (CZ, EE, MT, PT, SK, RO, LV, LT).

Green Industry Innovation

Overall €128 million in Norway Grants were provided to eight countries through the same number of programmes. In total 270 projects of small and medium-sized enterprises (SME), entrepreneurs and non-governmental organizations (NGOs) were funded to support business opportunities of greening the economy; reduce production of waste and emissions to air, water and ground; encourage the use of environmentally friendly technologies; and increase green jobs and entrepreneurship.

Table 8. Green Industry Innovation - programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
<i>PA21: Green Industry Innovation</i>	<i>€127,680,985</i>	<i>88%</i>	<i>BG10, EE07, HU09, LV06, LT09, PL18, RO17, SK07</i>	<i>270</i>
Total	€127,680,985	88%	8	270

Source: DoRIS; The text in italic indicates Norway Grants.

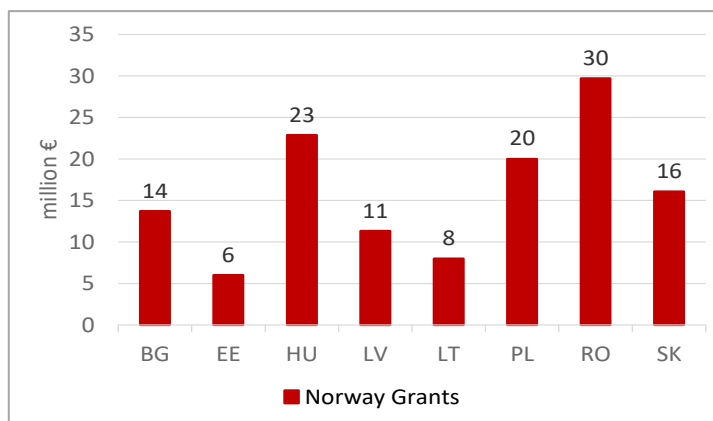
²⁷ See Annex 8: PL04 – 0088, PL04 – 0139 Saving energy and promotion of renewable energy sources in Polish Mother's Memorial Hospital - Research Institute in Lodz

²⁸ See Annex 8: PT03 – 0001, PT03 – 0002, PT03 – 0003, PT03 – 0004 Pilot Geothermal Power Plant of 3 MW on Terceira island and capacity building for geothermal energy utilization

²⁹ See Annex 8: RO07 – 0001 A green way to sustainable development

³⁰ See Annex 8: CZ02-0044 Czechadapt – System for Exchange of Information on Climate Change Impacts, Vulnerability and Adaptation Measures on the Territory of the Czech Republic

Romania (€30 million), Hungary (€23 million) and Poland (€20 million) received the highest funding, while Estonia (€6 million) and Lithuania (€8 million) the smallest. Funding absorption is high, and in some programmes additional private funding was attracted. The **main achievements**, based on the reported indicators, are summarised in the table below.



Source: Financial data stored in DoRIS

Figure 9. Green Industry Innovation - funding allocation by Beneficiary State

Table 9. Green Industry Innovation - main achievements per programme area

PA	Objectives	Main achievements
PA21	Increased competitiveness of green enterprises, including greening of existing industries, green innovation and green entrepreneurship	<ul style="list-style-type: none"> • 431,610 MWh/year renewable energy production • 910 green jobs created • 138 new environmental technologies developed • 86 new environmental technologies commercialised • 100 environmental technologies adapted for use • 88 new green services developed or improved

Source: Blue book, *% of incurred cost of the eligible expenditure amount; Information on indicators provided by FMO, extracted 01.10.2018, Final Programme Reports

Most of the indicators significantly overachieved the target values set. The only exception is the renewable energy production where the indicator achieved 75% of its target.

The support contributed towards the **greening of production and services and creation of green jobs**. The close collaboration between Norway and the beneficiary states³¹ contributed significantly to sharing knowledge and experiences, establishment of contacts and support in accessing new markets.³² The projects also had direct impact on the environment through production of renewable energy, reduction of GHG emissions and waste,³³ as well as through its contribution to the efficient use of resources.³⁴ The improved quality of production/services and increased competitiveness were another positive effect from the support. The introduction of new technologies³⁵ and production lines resulted in improvement of the working conditions in the beneficiary companies.³⁶

Civil Society

Civil Society development was supported by both EEA (€161 million) and Norway Grants (€1 million). Eighteen programmes were funded in all 16 eligible countries. Altogether 2,947 NGO projects were implemented.

³¹ Innovation Norway was either Donor Programme Partner (EE, HU, LV, LT, SK) or Programme Operator (BG, PL, RO).

³² Final Programme Reports

³³ See Annex 8: PL18 – 0026 Implementation of innovative, environmentally friendly technology for recovery of metals

³⁴ See Annex 8: BG10-0008 Green Monitor; RO17 – 0034 Development of new green product for Romanian market: green roof adapted for local resources and climate conditions – donor partnership project

³⁵ See Annex 8: BG10 – 0021 Development and manufacturing of innovative energy saving industrial lightings with built-in LEDs; LT09 – 0005 The increase of the competitiveness of the company UAB Veika by placing on the market the innovative environmental technology GREENCOVER in the field of wallpaper production;

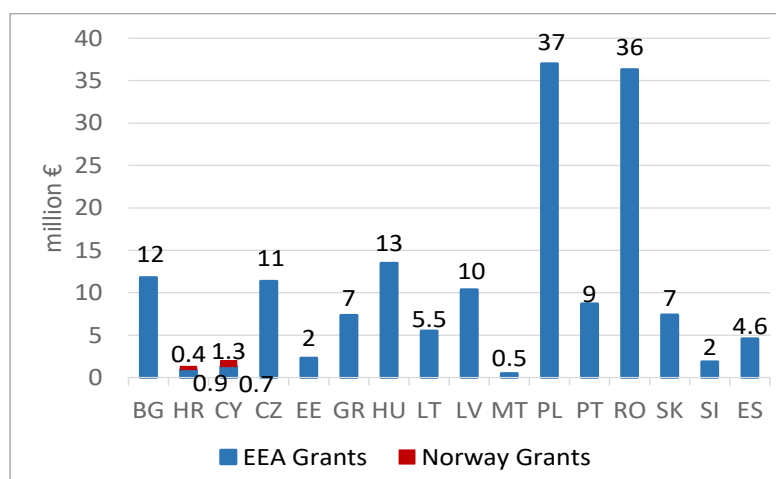
³⁶ Final Programme Reports for Bulgaria, Romania and Poland

Table 10. Civil Society - Programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
PA10: Funds for Non-Governmental Organisations/ <i>PA38 Civil Society Support</i>	€161,855,441	95%	BG05, <i>HR02</i> , CY03, <i>CY04</i> CZ03, EE03, GR04, HU05, LV03, LT04, MT03, PL05, PT05, RO09, SK03, SK10, SI03, ES03	2,947
Total	€161,855,441	95%	18	2,947

Source: DoRIS; *% of incurred costs of the eligible expenditure amount; The text in italic indicates Norway Grants

Poland (€37 million) and Romania (€36 million) received almost half of the funding, while MT, HR, SI and EE received between €0.5 and 2.3 million (see Figure 10 on the right). Absorption of the funds was very high (95% incurred of the eligible expenditure amount). The **main achievements**, based on the reported indicators, are summarised in the table below.



Source: Financial data stored in DoRIS

Figure 10. Civil Society- funding allocation by Beneficiary State

Table 11. Civil Society - main achievements per programme area

PA	Objectives	Main achievements
PA10/ PA38	Strengthened civil society development and enhanced contribution to social justice, democracy and sustainable development	<ul style="list-style-type: none"> Human rights support provided by NGOs to 26,841 beneficiaries 538,908 beneficiaries with improved access to basic and welfare services 335 laws, policies and practices changed or improved by supported NGOs 3,940 NGOs/small organisations with strengthened capacity 4,309 NGOs involved in policy and decision-making processes

Source: Blue book, Information on indicators provided by FMO, extracted 01.10.2018, Final Programme Reports

Most of the indicators significantly overachieved the target values set (see **Annex 5**).

About 4,000 NGOs in 12 Beneficiary States (BG, HR, CZ, EE, GR, HU, LT, MT, PL, PT, RO, SK) reported that the EEA and Norway Grants contributed to **strengthening their capacity**. The supported activities included standard training and capacity building measures combined with innovative approaches, such as an NGO incubator (GR), volunteers' management (RO) and development of the Strategic Civil Society Roadmap (PL). Civil society actively participated in **improvement of laws, policies, and practices** (BG, CZ, EE, GR, HU, LT, PL, PT, SK and SI). **New services** were developed for more than half a million beneficiaries in 10 beneficiary states (BG, CY, CZ, GR, HU, LT, LV, PT, RO, SK), including in remote and rural areas. Over 97,000 citizens in four beneficiary states (BG, GR, RO and SK) were engaged in **sustainable development** activities promoted by 248 NGOs.

Decent Work and Tripartite Dialogue

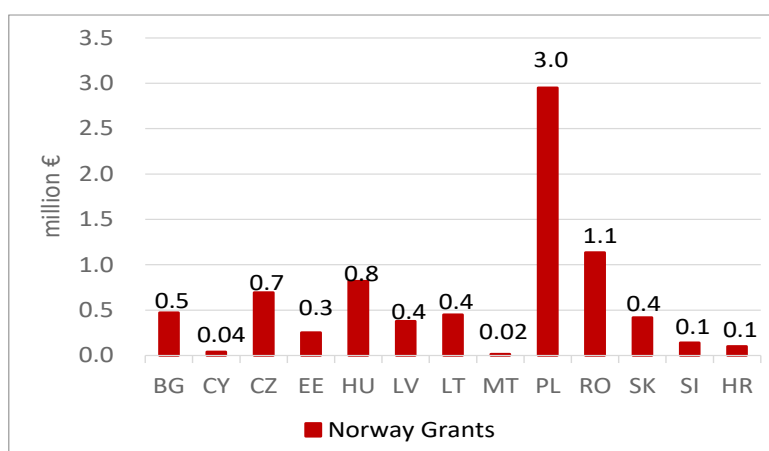
The support under this priority sector was provided only by the Norway Grants with the objective to encourage the tripartite dialogue and decent work agenda in the beneficiary countries. The support amounted to €8.1 million. It was provided to 13 beneficiary states (BG, CY, CZ, EE, HU, LT, LV, MT, PL, RO, SI and SK), through one programme managed by Innovation Norway (see the Table below).

Table 12. Decent Work and Tripartite Dialogue - programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
<i>PA22: Global Fund for Decent Work and Tripartite Dialogue</i>	€8,100,000	92%	<i>IN22</i>	53
Total	€8,100,00	92%	1	53

Source: DoRIS; *% of incurred costs of the eligible expenditure amount; The text in italic indicates Norway Grants

The allocations under this priority sector were relatively lower compared to the other sectors. Poland (€2.95 million) and Romania (€1.1 million) received half of the funds, while the support to MT, CY, SI and HR was limited. Absorption of the funds is very high (92% incurred of the eligible expenditure amount). The **main achievements**, based on the reported indicators, are summarised in the table below.



Source: Financial data stored in DoRIS

Figure 11. Decent Work and Tripartite Dialogue - funding allocation by Beneficiary State

Table 13. Decent Work and Tripartite Dialogue - main achievements per programme area

PA	Objectives	Main achievements
PA22	Decent work promoted and tripartite cooperation improved between employers' organisations, trade unions and public authorities in supporting equitable and sustainable economic and social development	<ul style="list-style-type: none"> • 97 agreements on tripartite dialogue/decent work have been signed • 148 tripartite bodies established at regional/sectoral level • 96 social dialogue bodies established • 22,832 persons trained; 37 study visits from Norway; 57 study visits to Norway • 66 web-portals developed

Source: Blue book, Final Programme Report

Structures to enhance tripartite or social dialogue were established at the sectoral and regional level. **Awareness** of the decent work and tripartite dialogue was raised among the stakeholders and general public, **capacities** were strengthened, practices and **experience** were **exchanged**. In some beneficiary states, **impact has also been noted on the socioeconomic relations and legislative arrangements**.³⁷

³⁷ A collective agreement was signed within Estonian ports; new provisions concerning disease prevention and rehabilitation were incorporated into the Czech Labour Code; wage increase in the private sector was signed at a tripartite forum in Hungary. In Poland, some of the provisions of the new Maternity Leave Act were recommended by a project funded by the Norway Grants.

Human and Social Development

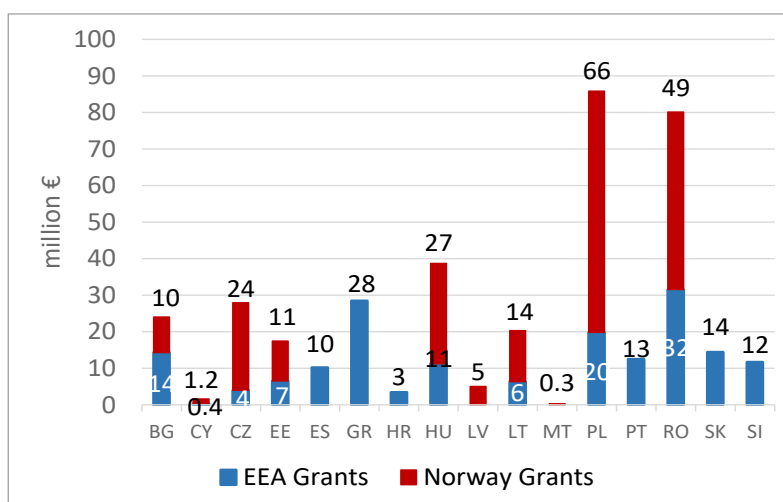
Human and Social Development was supported both by EEA (€208 million) and Norway Grants (€173 million). Support was provided to a variety of human and social development issues, such as: (1) children and youths at risk; (2) social inclusion; (3) improvement of public health; (4) gender equality; (5) asylum and migration. Additionally, the Norway Grants supported (6) capacity building and (7) cross border cooperation. All 16 potential beneficiary states profited from the support channelled through 40 programmes and 939 projects, as presented in the Table below.

Table 14. Human and Social Development - programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
PA11: Children and Youth at Risk	€55,948,145	73%	BG06, CY02, CZ04, EE04, LT05, RO10	152
PA12/PA40: Regional Initiatives for Social Inclusion	€46,585,258	80%	HR03, CZ05, GR08, PL06, RO10, RO25, SK04	81
PA13/PA27: Public Health Initiatives	€184,128,185	91%	BG07, CY04, CZ11, EE08, HU12, LT11, PL07, PL13, PT06, RO19, SI05	463
PA14/PA28: Mainstreaming Gender Equality and Promoting Work-Life Balance	€23,768,163	87%	CZ12, EE09, PT07, RO11, ES04, SI05	148
PA15: Institutional Framework in the Asylum and Migration Sector	€24,188,417	73%	GR05, GR06, GR50	10
<i>PA25: Capacity-building</i>	<i>€33,872,421</i>	<i>79%</i>	<i>BG11, CZ10, HU11, LV07, LT10, MT04, RO18</i>	<i>44</i>
<i>PA26: Cross-border Co-operation</i>	<i>€13,368,547</i>	<i>77%</i>	<i>SK08</i>	<i>41</i>
Total	€381,859,136	84%	39	939

Source: DoRIS; *% of incurred costs of the eligible expenditure amount; The text in italic indicates Norway Grants; the programme number in bold indicates the programmes that specifically target the respective PA.

Poland (€86 million) and Romania (€80 million) received about 43% of the funding. Four other countries received significant support as well (HU, GR, CZ and BG) (see the Figure on the right), while the support to Malta, Cyprus and Croatia was relatively limited. Absorption of the funds is moderate (84% incurred of the eligible expenditure amount). The **main achievements**, based on the reported indicators, are summarised in the table below.



Source: Financial data stored in DoRIS

Figure 12. Human and Social Development - funding allocation by Beneficiary State

Table 15. Human and Social Development - main achievements per programme area

PA	Objectives	Main achievements
PA11	Improved well-being of children and young people at risk	<ul style="list-style-type: none"> • 21,295 children and youth benefitting from services • 12,773 trained persons in support of children and youths
PA12/ PA40	Strengthened social and economic cohesion at national, regional and local levels	<ul style="list-style-type: none"> • 46,098 individuals in need supported • 13 institutions with strengthened capacity • 17 local strategies
PA13/ PA27	Improved public health and reduced health inequalities	<ul style="list-style-type: none"> • 1,888,867 persons benefitting from improved health services
PA14/ PA28	Gender equality and work-life balance promoted	<ul style="list-style-type: none"> • 45 gender mainstreaming policies and practices implemented • 24 policies aimed at promoting work/life balance implemented
PA15	Functional national migration management system	<ul style="list-style-type: none"> • 11,501 persons benefitting from infrastructure upgrades • 202 spaces for vulnerable groups of migrants established • 851 third country nationals returned to their country of origin
PA25	Strengthened capacity in public institutions, local and regional authorities through cooperation with Norway	<ul style="list-style-type: none"> • Capacity of 30 institutions strengthened • 126 strategies, regulations, policies, guidelines, methodologies or procedures developed or improved
PA26	Strengthened cross-border cooperation between regions on both sides of the EU external border	<ul style="list-style-type: none"> • 394 institutions involved in CBC³⁸ partnerships • 25,000 people participated in the CBC events

Source: Blue book, Information on indicators provided by FMO, extracted on 01.10.2018, Final Programme Reports

Most of the indicator targets have been overachieved, in particular those related to training. The measures targeting children and youth at risk were less numerous than planned (66% achievement). The number of policies implemented with the aim of promoting work-life balance was also lower than originally foreseen (69% achievement).

Almost 2 million citizens, including 1 million in Poland and the rest in 9 other countries, benefited from **public health improvements** including increased access to services and improved quality (BG, CY, CZ, EE, HU, LT, PT, RO and SI). This was achieved through providing support for financial and administrative management (EE, LT, PL, RO, PT, SL); infrastructure development and renovation (BG; CY, CZ, HU, LT, PT, RO and SI); supply of equipment (BG, LT, PL, RO); development of health registers and IT systems (BG, PT, LT, RO)³⁹; development of strategies, standards, norms and guidelines (CY, EE, HU, LT, PL, PT, RO).

The **well-being of 21,295 children and young people** at risk in six beneficiary states (BG, CY, CZ, EE, LT, RO) was supported through education, health and social inclusion services in child day-care centres and open youth centres. The **administrative capacity of regional and local authorities** to tackle social inclusion issues was strengthened through regional initiatives and bilateral cooperation in 11 beneficiary states (BG, CZ, HU, HR, LT, TV, MT, GR, PL, RO, SK). The support had impact particularly on early school leaving and minorities integration (HR, RO, SK); racism and hate crimes (CZ) and supporting

³⁸ Cross Border Cooperation

³⁹ In Bulgaria: National register of rare diseases, National registers of diabetes mellitus, Information system of sites emitting non-ionizing radiation, National database of immunizations, In Portugal: National health survey; In Lithuania: National child care monitoring information system.

people in need (GR).⁴⁰ **Equal opportunities of women and men** and **work-life balance** were promoted in six countries (CZ, EE, PT, RO, ES, SI05). As a result 69 policy/practices have been changed.⁴¹ Flexible work arrangements have been introduced by 38 employers (in CZ, EE and ES). Gender equality organisations were strengthened (CZ and PT).

Justice and Home Affairs

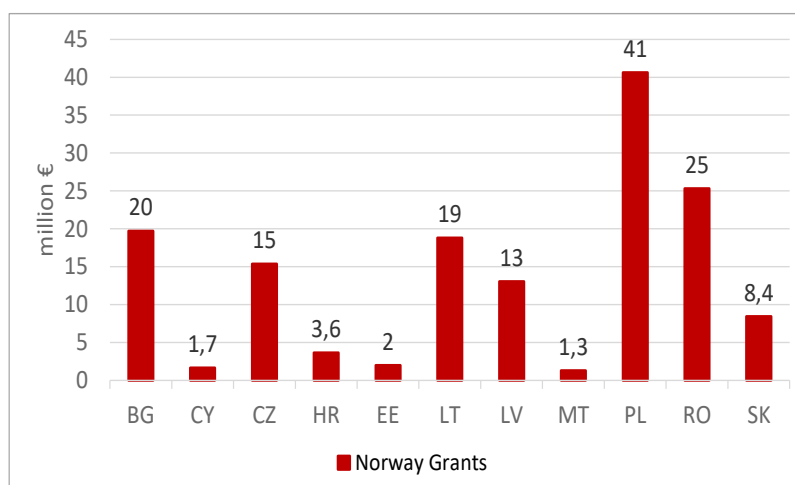
Justice and Home Affairs was supported only by the Norway Grants in 11 beneficiary states through 25 programmes and 238 projects. Almost €150 million were targeted at combating domestic and gender-based violence; Schengen cooperation; judicial capacity building and correctional services, as presented in the table below.

Table 16. Justice and Home Affairs - programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
PA29: Domestic and Gender-based Violence	€24,981,370	83%	BG12 , CY04, CZ12, CZ13, EE11 , PL14 , RO20 , SK09	120
PA30: Schengen Co-operation and Combating Cross-border and Organised Crime, including Trafficking and Itinerant Criminal Groups	€30,986,183	83%	BG13 , CZ14 , LT12 , PL15 , RO21	47
PA31: Judicial Capacity-building and Co-operation/PA37 Justice and Home Affairs	€39,810,543	83%	BG14 , HR04 , CY04, CZ15, LT13 , PL16 , RO24	21
PA32: Correctional Services, including Non-Custodial Sanctions	€54,112,821	90%	BG15 , CZ15, LV08 , LT14 , MT04 , PL17 , RO23	50
Total	€149,890,917	86%	25	238

Source: DoRIS; *% of incurred cost of the eligible expenditure amount; The programme number in bold indicates the programmes that specifically target the respective PA.

Poland (€41 million), Romania (€25 million), Bulgaria (€20 million), Lithuania (€19 million), the Czech Republic (€15 million) and Latvia (€13 million) received most of the funding. Absorption of the funds was good (86% incurred of the eligible expenditure amount). The **main achievements**, based on the reported indicators, are summarised in the table below.



Source: Financial data stored in DoRIS

Figure 13. Justice and Home Affairs- funding allocation by Beneficiary State

⁴⁰ The Solidarity Centre in Athens provided support to more than 40,000 individuals including refugees and asylum seekers.

⁴¹ 45 related to gender mainstream and 24 - to promoting work/life balance

Table 17. Justice and Home Affairs - main achievements per programme area

PA	Objectives	Main achievements
PA29	Gender-based violence prevented and tackled	<ul style="list-style-type: none"> • 100 national strategies or laws developed • 87 services provided or improved on gender-based violence • 74 women's shelters or crisis centres supported
PA30	Increase citizen security through improved efficiency of cooperation between law enforcement authorities in the Schengen Member States	<ul style="list-style-type: none"> • 4,495 trained law enforcement professionals
PA31/ PA37	A fairer and more efficient judicial system	<ul style="list-style-type: none"> • 267,399 individuals received assistance or legal advice • 1,446 ICT systems for case registration and management
PA32	Improved correctional services system in compliance with relevant international human rights instruments	<ul style="list-style-type: none"> • 80,535 people following alternatives to prison • 688 prison places in line with CPT⁴² standards • 20 specialised programmes or services for vulnerable groups

Source: Blue book, Information on indicators provided by FMO, extracted 01.10.2018, Final Programme Reports

Most indicator targets have been achieved or overachieved. There is significant overachievement in the number of individuals receiving assistance or legal advice, in the number of people following alternatives to prison and in the number of trainings (see **Annex 5**). There are less prison places in line with CPT standards than planned (89% achievement) and lower than planned number of shelters for women or crisis centres supported (64%).

In seven beneficiary states (BG, CY, CZ, EE, PL, RO and SK) **knowledge of domestic and gender-based violence increased and awareness was raised** through research, data collection, establishment of specialised facilities and services to protect victims (as shelters, crisis centres and phone helplines). New services were developed, such as anger management and violence prevention (CZ).⁴³

Technical capacity (structures and technical equipment) to investigate crime and strengthen border control of the national authorities in five countries (BG, CZ⁴⁴, LT, PL and RO) has been **improved** within the **Schengen cooperation** through supply of equipment and improvement of IT systems. Partnerships were created and strengthened between Bulgarian, Romanian, Polish, Czech and Norwegian police through intensive cooperation, study/exchange visits and joint missions.⁴⁵

Progress has been made towards **fairer and more efficient judicial systems** in five beneficiary countries (BG, CZ, LT, PL, and RO). Free legal assistance⁴⁶ was provided (BG, CZ, PL, RO) to improve access to justice among vulnerable groups. The court system in Lithuania was modernised.

Contribution to the **improvement of correctional services** could be seen in seven countries (BG, CZ, LV, LT, MT, PL and RO). As many as 262 prisons/detention centres and over 600 prison places were aligned with CPT standards. More than 80,000 people were included in alternatives to prison, mainly as part of probation supervision programmes. Electronic monitoring of offenders and programmes for probation work as alternative to imprisonment were introduced (BG and LT). In Lithuania, four new-type open prisons were established where inmates are involved in rehabilitation programs. Enhancing

⁴² European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment

⁴³ See Annex 8: CZ12 – 0037 Men against Violence towards Women and Children

⁴⁴ See Annex 8: CZ14 – 0003 The expansion of a system of automated controls of electronic travel documents at international airports (e-gate and full page documents scanners)

⁴⁵ See Annex 8: RO21 – 0006 Strengthening the police cooperation between Romania and Norway, to fight criminal itinerant groups and human trafficking

⁴⁶ See Annex 8: BG14 – 0005 Improving access to justice for vulnerable groups, particularly Roma, via the implementation of a Pilot Scheme for “primary legal aid and amendment to legislation

reintegration of prisoners was supported through the establishment of training centres and schools (CZ and LT) and provision of vocational and competence training.⁴⁷

Protecting Cultural Heritage

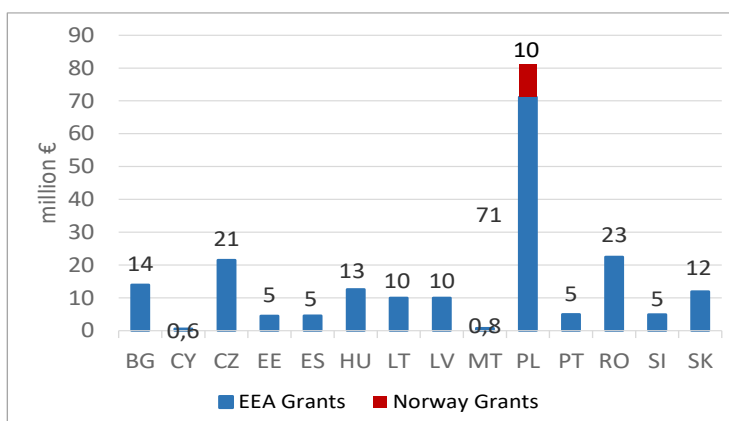
The funding under the Cultural Heritage priority was provided both by the EEA Grants (€194 million) and Norway Grants (€10 million). It amounted to €204 million in total and was targeted towards two programme areas: protection, preservation and accessibility of cultural and natural heritage sites (€175 million) and cultural dialogue and diversity (€29 million). Fourteen countries benefited from the support channelled in 19 programmes and 497 projects, as presented in the table below. Five programmes (BG08, CZ06, HU07, LV04, SK05) covered both priority areas.

Table 18. Protecting Cultural Heritage - programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
PA16: Conservation and Revitalisation of Cultural and Natural Heritage/PA 39 Cultural Heritage	€175 457 597	89%	BG08, CY02 , CZ06, EE05 , HU07, LV04, LT06 , MT02 , PL08 , PT08 , RO12 , SK05, SI02, ES05	287
PA17: Promotion of Diversity in Culture and Arts within European Cultural Heritage	€28,762,734	94%	BG08, CZ06, HU07, LV04, LT07 , PL09 , PT09 , RO13 , SK05, ES06	210
Total	€204 220 331	89%	19	497

Source: DoRIS; *% of incurred cost of the eligible expenditure amount; The programme number in bold indicates the programmes that specifically target the respective PA.

Poland (€81 million) received about 40% of the total funding. Romania (€23 million) and the Czech Republic (€21 million) also received significant support. The support to Cyprus (€623 thousand) and Malta (€801 thousand) was much lower. There is a good absorption rate of the funds (89% incurred of the eligible expenditure amount). The **main achievements**, based on the reported indicators, are summarised in the table below.



Source: Financial data stored in DoRIS

Figure 14. Protecting Cultural Heritage - funding allocation by Beneficiary State

Table 19. Protecting Cultural Heritage - main achievements per programme area

PA	Objectives	Main achievements
PA16	Cultural and natural heritage safe-guarded and conserved and	<ul style="list-style-type: none"> • 52 cultural buildings and heritage sites opened to the public • 431,652 visitors to cultural heritage sites and museums annually • 206 buildings of cultural heritage value restored or rehabilitated • 273,953 items of cultural heritage converted to an electronic format

⁴⁷ See Annex 8: PL17 – 0001 Implementation of training programmes raising social and professional competences of convicts and creation of conditions sustaining the convicts' family bonds for the purpose of raising the effectiveness of their return to the society after the completion of the term.

	made publicly accessible	<ul style="list-style-type: none"> • 20 new museums and cultural facilities
PA17	Cultural dialogue increased and European identity fostered	<ul style="list-style-type: none"> • 1,738,101 people attended cultural events • 3,062 cultural events held • 405 items of cultural heritage converted to an electronic format • 494 local cultural associations involved in the implementation of projects

Source: Blue book, Information on indicators provided by FMO, extracted 01.10.2018, Final Programme Reports

Cultural sites in 10 countries (BG, CZ, EE, HU, LT, MT, PL, PT, SI, SK) were **restored or conserved**.⁴⁸ The high quality of the restoration works was acknowledged nationally and at the EU level.⁴⁹ **Digitalisation** of cultural objects, books and artefacts in Bulgaria,⁵⁰ the Czech Republic,⁵¹ Hungary, Poland and Romania supported their preservation and enhanced their accessibility. The support also resulted in **enrichment of the cultural activities** through opening of new museums and cultural facilities in five countries (BG, SY, PL, RO, ES).⁵²

Cultural diversity and intercultural dialogue were **promoted** through a variety of cultural activities, such as festivals, cultural events and exhibitions in 10 countries (CZ, LT, LV, PL, PT, ES), involving a significant number of visitors (1,617 million).⁵³ Particular emphasis was placed on cultural traditions of minorities.⁵⁴ The **capacity of 494 local cultural associations** was strengthened through their involvement in the implementation of projects in three beneficiary countries (RO, SK, LT).

Research and Scholarship

Research and scholarship were supported both by EEA (€46 million) and Norway Grants (€126 million). The support was provided through 17 programmes in 12 beneficiary states and 1,209 projects in total, as shown in the Table below. Supported activities included research, mobility of researchers, PhD students, higher education students and staff mobility, and strengthening institutional cooperation at all education levels.

Table 20. Research and Scholarship - programme areas, funding and programmes

Programme Area	Allocated	% Incurred*	Programmes	Number of projects
PA18: Research within Priority Sectors/ PA23: <i>Bilateral Research Co-operation</i>	€132,321,188	76%	GR07, RO14, CZ09, EE06, HU10, LV05, PL12	197
PA19: Scholarships/PA24: <i>Bilateral Scholarship</i>	€39,516,250	85%	BG09, CZ07, EE10, HU08, LV05, LT08, PL10, RO15 SK06, SI04, ES07	1,086
Total	€171,837,4	78%	17	1,283

Source: DoRIS; *% of incurred costs of the eligible expenditure amount; The programme number in bold indicates the programmes that specifically target the respective PA.

⁴⁸ See Annex 8: LT06 – 0006 Conservation of Liubavas Manor Officine and Orangery and Adaptation to Cultural and Public Needs

⁴⁹ Twelve projects funded by the Grants received an EU Award for Cultural Heritage/Europa Nostra. In Slovakia, three projects were awarded national prizes for Best restoration/reconstruction, Best exterior and “Patron of Architecture.” Six projects under CZ06 were nominated for the award of the Czech National Heritage Institute - “Patrimonium pro future” of the year 2016.

⁵⁰ See Annex 8: BG08 – 0027 Bulgarian Literary Classics – knowledge for all. Unknown archives and cultural contexts

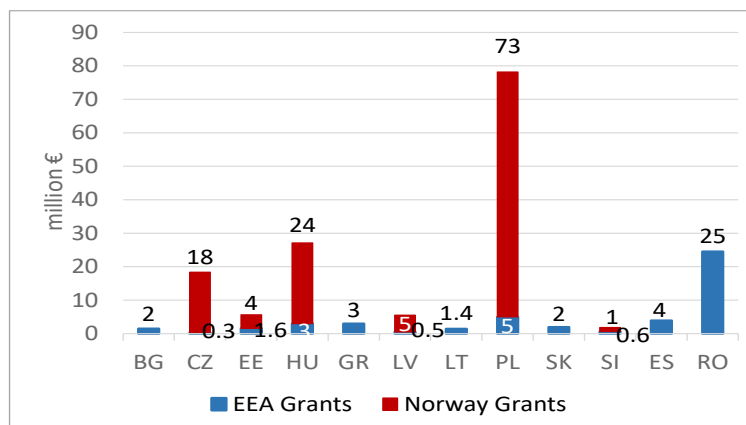
⁵¹ See Annex 8: CZ06 – 0001 Digital Restoration of Czech Film Heritage

⁵² See Annex 8: RO12 – 0005 Conserving – Restoring and Showcasing the wood churches Petrindu and Cizer

⁵³ See Annex 8: PL09 – 0020 International Film Festival WATCH DOCS. Human Rights in Film, Warsaw, and Checkpoints – the human rights program at the Bergen International Film Festival.

⁵⁴ The programmes in Bulgaria, the Czech Republic and Romania offered a significant contribution to Roma cultural inclusion. In Lithuania, Poland and Portugal preservation and restoration of Jewish cultural heritage was supported.

Poland (€78 million) received about 45% of the funding. Hungary (€27 million), Romania (€25 million) and the Czech Republic (€18 million) also received significant support. The support to the remaining eight countries was relatively lower. The funds absorption is very good (89%). The **main achievements**, based on the reported indicators, are summarised in the table below.



Source: Financial data stored in DoRIS

Figure 15. Research and Scholarship - funding allocation by Beneficiary State

Table 21. Research and Scholarship - main achievements per programme area

PA	Objectives	Main achievements
PA18/ PA23	Enhanced research-based knowledge development in the beneficiary states	<ul style="list-style-type: none"> • 1,503 internationally refereed scientific publications • 1,046 PhD students and postdocs supported • 3,198 researchers involved in joint projects
PA19/ PA24	Enhanced human capital and knowledge base in the Beneficiary States	<ul style="list-style-type: none"> • 1,526 joint products and services • 1,913 students with received ECTS • 3,803 staff involved in mobility • 60 PhD students and postdocs supported

Source: Blue book, Information on indicators provided by FMO, extracted on 01.10.2018, Final Programme Reports

All standard outcome and output indicators overachieved their target values (see **Annex 5**).

The benefits from the support provided are two-fold: (1) strengthened capacity in the area of education and research and exchanged know-how and experience; (2) scientific achievements in various areas. Strong bilateral cooperation contributed to the success of the interventions.

Capacity building was supported in two dimensions – individual and institutional. From 3,803 individual staff and student mobilities most have been from the Beneficiary States (BG, CZ, EE, ES, HU, LT, LV, PL, RO, SI, SK) to the Donor States.⁵⁵ The institutional aspect of the capacity building involved development of new courses and curricula in 11 countries (BG, CZ, EE, ES, HU, LT, LV, PL, RO, SI, SK).⁵⁶ The joint research activities also contributed to capacity building: 3,198 researchers were involved in joint projects (CZ, EE, GR, PL, RO) and 1,046 PhD students and postdocs from five countries (CZ, EE, LV, PL, RO) were supported.

About 200 joint research projects contributed to the **generation of new knowledge** in various areas, such as: social sciences, physics and engineering, chemistry, biotechnologies,⁵⁷ health,⁵⁸ environment,⁵⁹

⁵⁵ FMO, Sector report 2009-2014, 2017. Only 594 mobilities from Donor to Beneficiary states were implemented, mostly hosted in institutions from Poland, Spain and Romania.

⁵⁶ See Annex 8: RO15 – 0058 Augmented Reality for Technical Entrepreneurs and LT08 – 0009 Application of new methods when developing musical skills of autistic children

⁵⁷ See Annex 8: CZ09–0015 Tissue engineering of genetically competent corneal/conjunctival cells for subsequent grafting in human medicine (EYEFORTX)

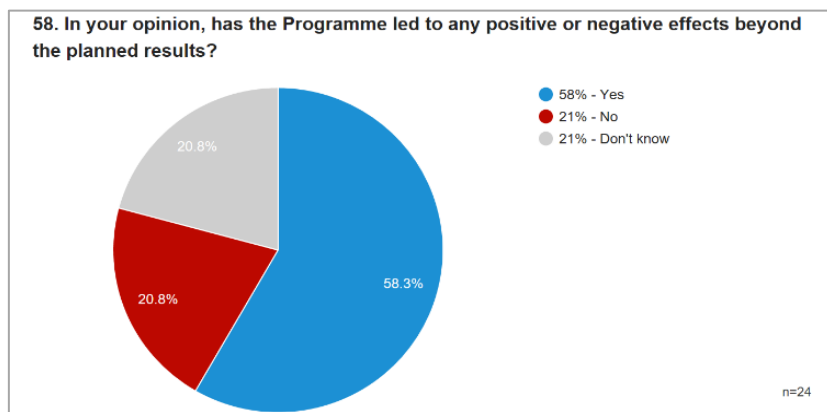
⁵⁸ See Annex 8: CZ09–0010 Advanced Detectors for Better Awareness of Neutrons and Gamma Rays in Environment

⁵⁹ See Annex 8: PL12–0094 Central European Wetland Ecosystem Feedbacks to Changing Climate - Field Scale Manipulation (WETMAN)

energy etc. The research activities were beneficial both for the donor and beneficiary states.⁶⁰ As many as 1,503 internationally refereed scientific publications were produced in CZ, EE, HU, LV, PL and RO. Some of the projects resulted in patent applications (33 in PL, 9 in RO and one in CZ).

EQ2.2 Which unintended impacts (positive or negative) did the programmes contribute to?

This section presents those results of the EEA and Norway Grants support that are additional to the ones planned for and discussed in the previous section. For the purposes of this assessment, the unintended impacts are defined as effects on societal or environmental trends/development that have not been



Source: On-line survey among 43 POs

Figure 16. POs' opinion on the unintended impacts

analysis are largely of the opinion that the programmes they operated created effects beyond the planned results. The examples provided list only positive effects.

planned and are not part of the intervention logic of the priority sectors, programme areas and the supported programmes. The unintended impacts were studied on the basis of the in-depth review of the five pre-selected sectors and six beneficiary states.

As shown in the Figure on the left, more than a half of the POs of the 50⁶¹ programmes included in the in-depth

Unintended socio-economic effects

Numerous positive unintended socio-economic impacts from the implementation of the EEA and Norway Grants have been identified. Negative effects were not presented in the reporting documents (Final Programme reports, NFP Strategic reports). The survey among the POs and the interviews held did not supply information on any negative effects either. The evaluation reports reviewed, apart from that of Lithuania, have not studied the negative effects. Therefore, the effects listed below are overwhelmingly positive socio-economic effects. Only one potentially negative effect (deadweight effect⁶²) was flagged and it is discussed at the end of this section. The positive socio-economic impacts have been summarised below.

Labour market impacts

The EEA and Norway Grants had a positive influence, both direct and indirect, on the labour markets through:

Creation of new working places: The support under the Green Industry Innovation resulted in the creation of new permanent jobs, thus reducing unemployment. Permanent jobs were created under some projects in the renewable energy programme area, such as for example in Portugal where nine new permanent jobs at the operation of a geothermal power plant were opened (PT03). Although not always

⁶⁰ Rapid Assessment of Research Programmes 2004-2009 and 2009-2014

⁶¹ 58% of the invited POs responded to the survey

⁶² The deadweight effect shows that the outcomes would have occurred even without the programme

reported, permanent jobs are likely to have been created at the newly developed cultural objects⁶³ and domestic violence crisis centres.⁶⁴ For example, the projects supported under the Polish cultural heritage programme (PL08) created 59 new jobs.

Creation of temporary employment opportunities: Under Cultural Heritage priority, a significant number⁶⁵ of temporary jobs were created - as part of restoration activities, but also for artists and performers.

Indirect effects: The internships and apprenticeships in private companies in Poland and Romania (PL10 and RO15) supported employability and professional development of students. Internationalisation of higher education, as well as capacity building in education, will have future effects on the labour markets and societies in general. Specifically, this applies to Poland where significant investments from the Norway Grants have been made. Between 2012 and 2017, the number of foreign students who have been enrolled in Polish higher education institutions has doubled.⁶⁶ These changes are the result of the joint support from EU funding (Lifelong Learning and Youth, and later Erasmus+); EEA and Norway Grants, state budget and other public and private funds.

Revitalization of local communities

Many of the supported activities and results achieved from the EEA and Norway Grants have positive effects on the local communities. The ex-post evaluation of the EEA and Norway Grants in Poland⁶⁷ notes that the grants had a significant impact at the local level in selected support areas and specifically in the regions with the lowest level of socio-economic development.⁶⁸ Also, energy efficiency investments in public heating systems (RO06) had positive social effects on the end-users by decreasing the heating costs and improving services (hospitals, sport and cultural facilities, schools) and living conditions. For example, under the Lithuanian Cultural heritage programme (LT06) 79% of the supported projects were carried out outside the biggest cities. The renovated cultural monuments and cultural festivals have a potential to boost local tourism activities.⁶⁹ Investments in private companies under the Green Industry Innovation and local civil society sector also supported local economic activities.

Improvement of working conditions

The support under the Green Industry Innovation, in addition to increasing the competitiveness of the green industry and supporting innovation, in many cases resulted in improvement of the working conditions through installed new technologies and Corporate Social Responsibility (CSR) promotion (in BG, RO and PL).

Increasing competitiveness

Investments in energy efficiency in industry (in the case PL04) apart from the planned benefits for the environment (reduction of GHG emissions) lead to the reduction of production costs and, thus, increase competitiveness. Some of the research projects supported under Research and Scholarship priority

⁶³ Protecting Cultural Heritage Priority sector supported by the EEA Grants

⁶⁴ Justice and Home Affairs Priority sector supported by the Norway Grants

⁶⁵ 6,000 artists and performers reported in the FMO Sector report 2017.

⁶⁶ Eurostat and Statistics Poland

⁶⁷ IDEA Institute Ltd. And Policy & Action Group Uniconsult Ltd. (2017), Evaluation of the effects and the system for management and implementation of the EEA Financial Mechanism 2009-2014 and the Norwegian Financial Mechanism 2009-2014 in Poland

⁶⁸ Małopolskie and Mazowieckie, Dolnośląskie and Pomorskie voivodeships.

⁶⁹ Noted in several Final Programme reports as BG08, LV04, PT08.

resulted in patent applications, which will potentially increase competitiveness and bring further societal benefits.

Leverage effects

The investments by EEA and Norway Grants in many cases had a leveraging effect as presented in the examples below:

- Private investments in Poland and Lithuania doubled the investments provided by the Norway Grants under the Green Industry Innovation (PL18, LT09).⁷⁰ In Poland, private investments increased the effects of the EEA and Norway Grants provided for energy efficiency measures (PL04).
- In Lithuania, the cultural heritage restoration measures (LT06) encouraged municipalities and other institutions to further contribute to local development by improving the surroundings and accessibility (renewal of electricity lines, reconstruction of the road, recreation of historic paths, landscape management).
- The investment in rehabilitation of Jewish cultural monuments triggered investments in new hotels in the respective areas, leading to an almost immediate increase in the number of Jewish tourists.⁷¹

Networking and future cooperation stimulated

In many cases, the support further stimulated the development of personal, professional and institutional contacts and networks, with positive effects for both Beneficiary and Donor States. These are expected to improve operational cooperation between institutions and trigger new initiatives. For example, the improved cooperation between the police offices of several Beneficiary States, the Norway Police and Europol will likely yield better results in combating cross-border organized crime. The nine Bulgarian judges who benefitted from secondment to the Registry of the European Court of Human Rights became the core of the internal network for information exchange between Bulgarian magistrates on the issues related to the European Court of Human Rights. The funds also stimulated building partnerships for application under Horizon 2020.

Enhanced capacity of the Beneficiary States' research institutions to take part in Horizon 2020

Competition for Horizon 2020 is strong. According to the 2014-2016 monitoring data almost half of the eligible 115,235 proposals submitted in that period were evaluated as being of high-quality. However, out of these high-quality proposals, only one in four was funded. On the other hand, the research institutions in the Beneficiary States supported by the EEA and Norway Grants usually have insufficient capacity both in terms of partnerships and experience to compete.⁷² The EEA and Norway Grants Research programmes have less stringent requirements compared to Horizon 2020 and, therefore, provide better chances of research funding for smaller and less experienced research institution. The scientific results obtained in some projects generated new research needs and opened new study paths.⁷³ In addition, the research undertaken built the capacity (networking, partnerships and data) of researchers to provide better chances for preparation for Horizon 2020.

⁷⁰ 12 million in LT and €41 million in PL, source Final Programme Reports

⁷¹ NFP Strategic report of Portugal (2017)

⁷² EC (2017), Directorate-General for Research and Innovation, Horizon 2020 in full swing. Three years on. Facts and figures 2014-2016

⁷³ QURES Quality Research and Support in partnership with ENCORE RESEARCH (2018) Ex-post evaluation of the programmes funded under the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009-2014, Romania

Cooperation between the research institutions and the business stimulated

This is an unintended effect from the support of the research programmes, Spanish programme ES02 and to some extent, from the Green Industry Innovation support.

Supplementary benefits for researchers, students and pupils

Many programmes and projects provided unplanned benefits to students and pupils through their involvement in the implementation of environmental protection measures, research cultural and social activities and workshops, as well as through provision of training. Thus, the projects had unplanned educational value and broadened their knowledge and experience. The cultural restoration activities provided opportunities for researchers, archaeologist and students to implement field work.

Social inclusion effects

Many cultural products (films, exhibitions, etc.) focused on acute contemporary social issues, such as migration, human rights and diversity. Cultural Heritage activities in many cases targeted cultural objects and customs of minorities, thus contributing to the promotion of cultural diversity, tolerance and social inclusion. Roma representatives were included in the restoration of cultural heritage, which helped address high unemployment rates among this group. For example, in Bulgaria 794 Roma were included in restoration activities (BG08). The restoration works also improved accessibility of cultural objects to persons with disabilities. In Poland (PL08), in about 75% of the facilities changes were necessary for them to become easily accessible.

The **deadweight effect** was measured in the case of Lithuania⁷⁴ based on the perceptions of the project promoters on whether they would have implemented their projects without the support of the EEA and Norway Grants. The results show very limited potential for deadweight effect, as 90% of the respondents confirmed that the projects would not have been conducted without the support. Some potential for deadweight was reported by the project promoters in LT10, LT09, LT06 and LT14.

Unintended environmental effects

Unintended, positive environmental effects were generated under the Green Industry Innovation as presented under the relevant section in EQ2.1. Greening of the production and services resulted in material savings, CO₂ emissions reduction, less pollution of water, air and soil, use of environmentally friendly materials and waste recycling and reuse.

No negative environmental effects were reported in the POs and NFP reports or studied in previous evaluations, neither were they identified during the surveys and interviews undertaken as part of this end-review assessment. The potential negative environmental effects from the development of new infrastructure (for example hydropower plants, windmill turbines, etc.) have not been considered as it is assumed that the investments were realised according to the legislative requirements for environment and nature protection.

EQ2.3 What were the major implementation factors influencing the achievement or non-achievement of the results?

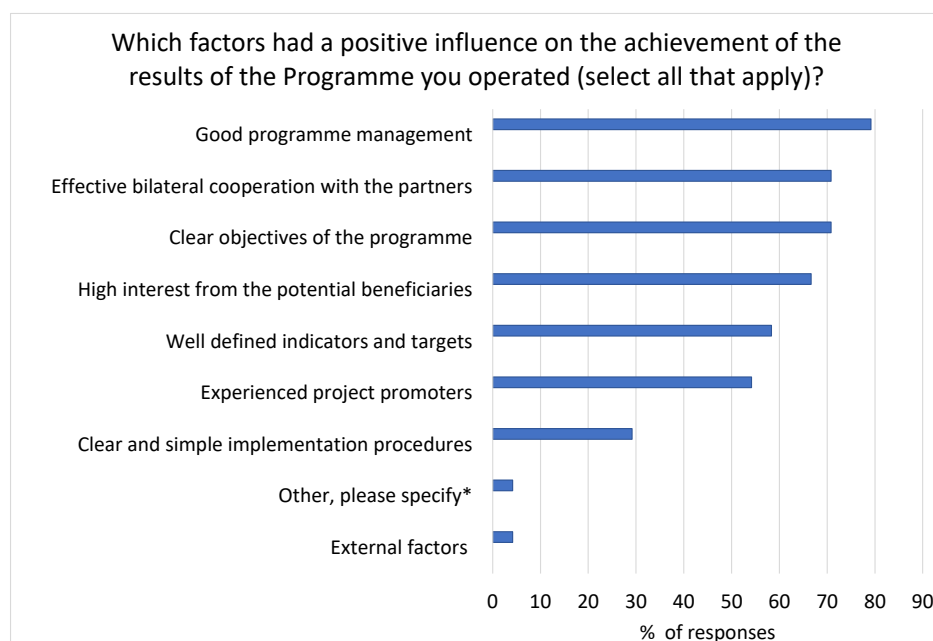
The major implementation factors influencing the achievement or non-achievement of results have been derived on the basis of an on-line survey among the POs, review of NFPs' Final Strategic Reports, POs'

⁷⁴ ESTEP Vilnius UAB (2018), Final evaluation report on the implementation of EEA and Norwegian financial mechanisms 2009-2014, Lithuania

Final Programme Reports and interviews with FMO country and sectoral officers and NFP staff in the six Beneficiary States included in the in-depth review.

Factors facilitating achievement of results

POs consider good management as a prerequisite for programmes' success, together with good quality of programming documents (clear objectives and well-defined indicators and targets). The support received by the donor programme/ project partners is highly appreciated and regarded as a factor that



Source: Own survey among POs; * Contacts established in previous periods; Good programme promotion; Well defined target groups.

Figure 17. POs' opinion on the factors that facilitated achievement of results

facilitated the achievement of results. Efficient programme promotion and high interest in the eligible measures is also regarded necessary to achieve good results. Regarding implementation – clear and simple procedures, as well as experienced project promoters are needed to enable the achievement of results. Some of these factors are further discussed below:

Strong interest in the EEA and Norway Grants

The programme potential was very big thanks to the high interest of applicants.

Own on-line survey among the POs (see Annex 6)

There has been high interest by potential beneficiaries in almost all programme areas and countries. In many cases, the requested amount of support and the number of submitted applications exceeded the available funding,

sometimes up to five times. Most of the NFPs interviewed noted that interest in the EEA and Norway Grants is increasing due to the flexibility for combining soft measures with infrastructure development and equipment procurement, which helps address all identified needs. Other features attractive for potential beneficiaries are the benefits from bilateral cooperation, and in many cases, more flexible and less cumbersome procedures, compared to EU funding.

Cooperation with the Donor state programme/project partners

The cooperation with Donor State partners both at the project and programme level is considered by POs and Project promoters, as well as by the NFPs and FMO officers, beneficial in various aspects. Having a donor state partner tends to:

- improve the quality of programming documents.

- support the achievement of results. A survey among project promoters in the Czech Republic⁷⁵ shows that most of them considered the partnerships with Donor State entities as an important, positive factor strengthening effectiveness. The partnerships provided models and instruments, know-how and experience that were transferred and accommodated to the needs of the beneficiary institutions.
- bring additional benefits, such as access to professional networks, share of knowledge, know-how and technologies, future joint cooperation.⁷⁶

Information and promotion, guidelines and support provided by FMO, NFPs and POs

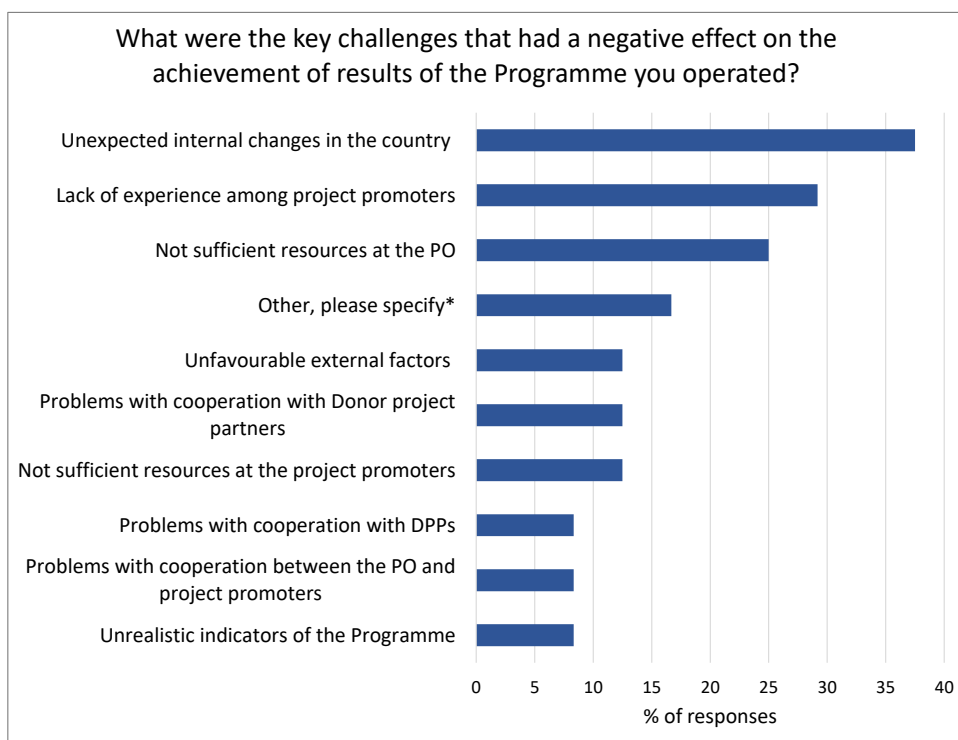
An important factor facilitating the achievement of results has been the support and guidance provided by all management levels – FMO, NFPs and POs. Communication workshops organised by the FMO were very useful as they provided an opportunity for discussion between countries and experts in the field.⁷⁷ Polish POs expressed their satisfaction with the very good collaboration with the FMO and NFP. The operators considered the joint meetings very useful. Intensifying cooperation between operators implementing programmes in similar areas is also considered beneficial.⁷⁸

Factors hindering achievement of results

The factors that hindered the achievement of results, according to the POs of the 50 programmes under in-depth review are shown in the Figure 18 and discussed below.

Unexpected internal changes in the country

Political instability and governmental changes were noted by many NFPs as the main challenge during programme implementation.



Source: Own survey among POs; * Public procurement; Delayed start of the programmes; Staff turnover at project promoters.

Figure 18. POs' opinion on the challenges faced

⁷⁵ NFP, Czech Republic (2017) Final Strategic Report

⁷⁶ Own survey among bilateral cooperation programme and project level partners.

⁷⁷ NFP Strategic Report, Bulgaria, 2017

⁷⁸ IDEA Insstitute Ltd. And Policy & Action Group Uniconsult Ltd. (2017), Evaluation of the effects and the system for management and implementation of the EEA Financial Mechanism 2009-2014 and the Norwegian Financial Mechanism 2009-2014, Poland

Governmental changes in Bulgaria, Romania and Poland resulted in changes in the management of the POs.

The PO at the Ministry of Environment in Bulgaria was fully restructured. Bulgarian NFP was also restructured in 2015.

In the Czech Republic, changes in governmental priorities resulted in a withdrawal of the political commitment for a pre-defined project under CZ04.⁷⁹ The NFP strategic report notes that key projects aiming at legislative and structural changes were permanently facing the risk of discontinuation of political support.

Legislative changes in Romania in the area of electricity production from renewable sources were the main reason for the failure to carry out the planned investment in small hydropower plants. Changes in legislation on the social economy affected the context of the projects implemented under RO10, RO09 and RO25, creating implementation problems, as social enterprises could not be transformed according to the requirements of the new legislation.⁸⁰

In Portugal, the financial crisis resulted in budgetary restrictions, thus limiting the beneficiaries' contributions.

Insufficient resources at the PO

The PO did not have much experience in programme management. During the programme implementation we learnt a lot and gained valuable experience but still consider there is necessity for specialized training and courses for POs.

Own on-line survey among the POs (see Annex 6)

When compared to the previous programming period (2004-2009), the introduction of the programme-based approach in the period 2009-2014 shifted the responsibility for assessment of project applications and conclusion of project agreements from FMO to POs. However, not in all cases did the POs have sufficient capacity and

experience. The POs capacity varied both between and within the Beneficiary States. Some POs were new to the EEA and Norway Grants. Therefore, the guidance and training provided to them by the NFP was crucial for strengthening their capacity.

In many cases the POs' staff was not 100% devoted to programme management, which created conflicting demands. Therefore, as a good example, the Portuguese NFP pointed out the requirement they set, that at least one of the PO's staff members is fully devoted to the EEA Grants management.

In Bulgaria and Romania, in a few cases, one PO managed more than one programme. This posed additional strain on the management.

In Romania, the remuneration scheme⁸¹ for experts working on the EEA and Norway Grants management did not provide sufficient incentives and created tension between the administrative units in the administration of the respective operators.

The experience in Lithuania⁸² and Portugal shows that better management is provided by "content-related" POs, which are interested in the achievement of results. Being interested in the final outcomes, they managed to establish adequate capacity, including human resources.

⁷⁹ The project aimed at developing law on family support, foster care and protection of children's rights

⁸⁰ QURES Quality Research and Support in partnership with ENCORE RESEARCH (2018) Ex-post evaluation of the programmes funded under the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009-2014, Romania

⁸¹ The experts receive additional payment for performing the tasks.

⁸² ESTEP Vilnius UAB (2018), Final evaluation report on the implementation of EEA and Norwegian financial mechanisms 2009-2014, Lithuania

Burdensome administrative procedures

Administration of the programmes and projects is related to the establishment of procedures and requires resources to enable implementation. The challenge always is to strike a balance between ensuring effective implementation and minimising administrative burden.

In many NFP Final Strategic Reports, the burdensome administrative procedures, set up at programme level, were noted as one of the main challenges for implementation. The Czech NFP Strategic Report notes that administrative burdens and low flexibility in applying and/or reporting procedures had negative effect on the implementation of supported initiatives. In Lithuania, the main challenge faced by project promoters was the complicated application forms and procedures that were difficult to overcome even for experienced project promoters. The ex-post evaluation of the EEA Grants in Portugal revealed that a vast majority of programme operators and project promoters stated that there was too much bureaucracy and formalities, which affected the smooth implementation of the initiatives and created “noise” in the relationship between promoters and operators.⁸³ The Bulgarian NFP Strategic Report notes that the practice of varying rules or introduction of restrictive rules by POs should be avoided and the Romanian NFP report states that the call documents and reporting requirements need to be clearer and more flexible.

The management processes vary between Beneficiary States and, in some countries, between the programmes. For example, in Lithuania the provisions were more or less the same among all programmes, while in Bulgaria each PO developed its own procedures. In both cases there were difficulties - in Lithuania the procedures were considered too burdensome for smaller projects and in Bulgaria different procedures were confusing for project promoters, donor partners and the auditing body. The lesson learned in both countries is that the procedures should be consistent as much as possible, but still allow flexibility to account for the programme/grant specificity.

The varying administrative arrangements in the Beneficiary States were particularly challenging for the Donor State programme/project partners. This is because the legislative procedures in the donor countries are usually much simpler compared to the established procedures for funds management in the Beneficiary States. Management of the research programmes was particularly challenging due to the involvement of multiple beneficiaries from several countries and it posed a high burden on the researchers who are not used to such type of administrative activities.

The EEA and Norway Grants rules are different from the rules of the European Structural and Investment Funds established in the countries. This is confusing for some POs and project promoters as well as for the auditing bodies used to audit EU funds. The mid-term review of the EEA and Norway Grants recommends aligning the requirements with those of EU Structural Funds.⁸⁴ While this solution has some advantages, it should be remembered that the EU funds management structures established in the countries are quite complex and have constantly been improved to reduce their complexity, including the administrative burdens they pose. While coherence with EU funds is recommendable, at the same time, the flexibility of the EEA and Norway Grants mechanism, which makes the grants attractive and popular among potential beneficiaries, should be preserved.

Delayed start of the programmes

Most of the Beneficiary States signed the MoU in mid-2011. Portugal and Romania signed MoU in March 2012. This resulted in the late start of the programmes’ preparation and implementation. At the same

⁸³ 2018, Evaluation Report EEA Grants (Ex post evaluation of the EEA Grants in Portugal)

⁸⁴ Centre for strategy and evaluation services LLP (2016), Mid-term Evaluation of EEA and Norway Grants 2009-2014

time, there has been considerable variation in the time taken to set up different programmes and thus in the timeframes for implementation.⁸⁵ In most of the countries, the implementation started in 2012 and, for some programmes, in mid-2013 (RO21). This shortened the time available for implementation,⁸⁶ which posed particular challenge to infrastructure projects. Extensions have been granted to many programmes and projects. For programmes/projects in Bulgaria, the Czech Republic, Lithuania, Poland and Romania this was a key factor for achieving the intended results.⁸⁷ Portugal, although late in signing the MoU, managed to complete its programmes on time.

The high time pressure was transferred to the calls and projects, resulting in tight deadlines for implementation of measures. The assessment of the Czech NFP⁸⁸ is that the overall quality could have been better provided that longer implementation period was granted already in the calls (project applications could have been more ambitious'; some applicants would not have been discouraged by the tight schedule and deadlines – especially in research and environment projects).

Not fully efficient reallocation of funds

Reallocation of funds has not been efficient in all cases. Art. 6(9) of the EEA and Norway Grants 2009-2014 Regulations stipulates that project grants not fully utilised by the time a project is closed, as well as project grants cancelled due to irregularities or for other reasons, may be reallocated to future calls for proposals within the same programme or to additional activities of already approved projects. However, not all POs managed to do this in a timely manner. The Bulgarian NFP Strategic Report concludes that some of the projects were implemented at substantially lower amounts than initially foreseen, which had a direct effect on the absorption rate of the programmes. Although the EEA and Norway Grants Regulations provide possibility for reallocation of funds between programmes (Art. 5.9.8), in practice, due to the delayed start of the implementation of most programmes this possibility was not fully utilised.⁸⁹ This has been noted as a hindrance for the achievement of better results in the ex-post evaluation reports of Romania and Poland. If financial reallocations had been made faster, including between programmes, more results could have been obtained with the same funds.⁹⁰

Public procurement, state aid and co-financing

The lengthy **public procurement**, appeals and irregularities related to the procurement processes, hindered implementation of many programmes. Bulgarian, Romanian, Lithuanian and Czech NFP Reports point out that the most important risk proved to be the public procurement process - delays in preparation of tender dossiers and appeals of unsuccessful bidders, which resulted in protracting of procurement procedures and delays. Public procurement was the main reason for irregularities in Poland and Romania.

In the case of Bulgaria and Romania, the lack of capacity and experience in dealing with **state aid** led to the failure to implement some projects. Under BG04, one of the reasons for the failure to implement the component related to water investments was the prolonged time in handling the state aid regime. In Bulgaria, despite the support provided by the Ministry of Finance this problem persisted during the whole programming period. The projects related to energy efficiency targeted at SMEs under RO5 failed to be implemented due to the lack of capacity to deal with the state aid issues as well.

⁸⁵ Centre for strategy and evaluation services LLP (2016), Mid-term Evaluation of EEA and Norway Grants 2009-2014

⁸⁶ Eligibility deadline set in the Regulations was 30 April 2016.

⁸⁷ For example, in Bulgaria, 10 out of 15 programmes were extended by 12 months until 30 April 2017 while 3 projects were extended until the end of 2017.

⁸⁸ Czech NFP Strategic Report, 2017

⁸⁹ Art. 5.9.8 requires reallocations to 'be completed and formalised no later than 31 October 2014'.

⁹⁰ QURES Quality Research and Support in partnership with ENCORE RESEARCH (2018) Ex-post evaluation of the programmes funded under the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009-2014, Romania

Co-financing issues were present in some Polish and Romanian programmes. Under PL04 some promoters did not have sufficient funds needed for co-financing of the projects. Co-financing was difficult to be ensured by the private investors under RO06 for construction of small hydropower plants. In general, in all programmes where the grant was lower than 100%, ensuring co-financing was challenging also for NGOs.

Investment and large supply projects were more challenging. Delays in obtaining certain permits and approvals – such as building permits, urban planning certificates, environmental or water agreements – required to carry out project activities were noted as a moderate obstacle by the project promoters in Romania. Failure in obtaining a **building permit** from competent authorities led to the termination of one infrastructure project under BG08.

Problems with cooperation with Donor State programme/project partners:

Some difficulties have been identified in (1) finding partners; (2) cooperation with them.

The partnership demand was higher than the Donor State partners' availability and this created competition between the Beneficiary States. Facilitating factors in finding partners were previous contacts/partnerships,⁹¹ organisation of match-making events, and the support provided by the Norway Embassies. Some examples of difficulties in finding Donor State partners are noted below:

- Despite the high interest among Polish beneficiaries, finding partners from the Donor States in the area of environment was difficult.⁹²
- Donor countries students showed little interest to study at Romanian universities despite the high numbers of opened scholarships in Romania.⁹³
- In Bulgaria, utilisation of bilateral funds experienced problems under some programmes because of the impossibility to identify, at an earlier stage, interested Donor State partners.⁹⁴

The difficulties during implementation and reporting are related to different practices of planning and implementing projects or slow correspondence.⁹⁵ In some cases, the latter was due to the donor partners being busy in projects with other Beneficiary States. The POs see decentralisation of responsibilities among the donor partners as a possible mitigation measure.⁹⁶ Difficulties were encountered with reporting and presenting expenditures in audit reports. This is because the management, reporting and control systems in the Beneficiary States are quite rigorous, while the Donor States institutions apply more flexible and less regulated management. Providing initial information to the Donor State partners on the management, reporting and accounting arrangements under the programmes would minimise the problems encountered.

Deficiencies in programming and setting targets

Focusing and prioritization of assistance in programming documents and setting relevant, measurable, achievable, and at the same time, ambitious targets and indicators is an important prerequisite for the

⁹¹ An open answer in the POs survey states 'It has been observed that partnerships are stronger, more resultative and useful for both sides in cases where they had been developed before the programme'.

⁹² IDEA Institute Ltd. And Policy & Action Group Uniconsult Ltd. (2017), Evaluation of the effects and the system for management and implementation of the EEA Financial Mechanism 2009-2014 and the Norwegian Financial Mechanism 2009-2014, Poland

⁹³ RO15, Final Programme Report

⁹⁴ NFP Strategic Report for the period 2009-2014, Bulgaria

⁹⁵ Mid-term evaluation of the EEA and Norway grants, Ex-post evaluations in Poland and Lithuania, NFP Strategic reports, interviews.

⁹⁶ Own on-line survey among the POs (see Annex 6)

achievement of good results. Better results could have been achieved if there had been *better focus and prioritization* at all levels:

- At the level of grants, in 2009-2014 period, there were programme areas which pursued similar objectives and which could have been merged to streamline the programming and implementation. For example, these are the mirroring EEA and Norway Grants Priority Areas such as PA10/PA38; PA12/PA41 etc. There was no interest by the Beneficiary States and, therefore, no programmes funded in the PA: Maritime Sector. The Beneficiary States were, in general, not interested in the hazardous substances either. There is only one Romanian programme which covered one of the aspects of the PA–PA04 Reduction of hazardous substances. The mid-term evaluation report of the grants⁹⁷ points out that the donors may wish to strengthen the intervention logic and consider merging some programme areas in order to reduce the total number and, thus the overall complexity, of the financial mechanisms. In the 2014-2021 period, the support is streamlined in 5 priority sectors and 23 programme areas.⁹⁸
- Country level programming could have benefited from better prioritization of the needs in order to achieve better results. The mid-term evaluation report of the EEA and Norway Grants⁹⁹ concluded that the beneficiary countries should be encouraged to focus their programmes on more specific themes to increase the possibility of tangible impact through the implementation of a “critical mass” of projects. The ex-post evaluations of the EEA and Norway Grants in Poland¹⁰⁰ and Romania¹⁰¹ recommend to concentrate the support on a small number of selected areas and programmes, in which the support impact will be more significant and visible. The ex-post evaluation of the grants in Lithuania notes that considering the wide range of the programmes and diverse areas, the results achieved in many cases have only laid foundations for change. Specific changes were facilitated by the programmes that were focused on narrower areas.¹⁰²
- In several cases, programme design could have been more focused and targeted to enable achievement of results. For example, PL02 was broadly defined duplicating tasks specified under the cohesion policy for the protection of biodiversity and ecosystems.¹⁰³ LT08 and LT10 had weaknesses in their intervention logic including too broad targets and expected outcomes.¹⁰⁴

Setting relevant, clear, measurable and achievable targets is always a challenge for programming. The surveys and interviews carried out as well as the Final Programme reports and Final Strategic reports reviewed point out possibilities to improve the indicator systems at all levels—grants, programme and project. At the level of grants (standard indicators), the indicators used do not always capture the common effects for all priorities. The indicators measuring the achievements under the priority sectors/programme areas could have been better designed to ensure that there are indicators that measure all main common effects. For example, it seems that many programmes have created

⁹⁷ Centre for strategy and evaluation services LLP (2016), Mid-term Evaluation of EEA and Norway Grants 2009-2014

⁹⁸ EEA Grants and Norway Grants Programme areas 2014-2021 (Blue book)

⁹⁹ Centre for strategy and evaluation services LLP (2016), Mid-term Evaluation of EEA and Norway Grants 2009-2014

¹⁰⁰ IDEA Institute Ltd. And Policy & Action Group Uniconsult Ltd. (2017), Evaluation of the effects and the system for management and implementation of the EEA Financial Mechanism 2009-2014 and the Norwegian Financial Mechanism 2009-2014, Poland

¹⁰¹ QURES Quality Research and Support in partnership with ENCORE RESEARCH (2018) Ex-post evaluation of the programmes funded under the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009-2014, Romania

¹⁰² ESTEP Vilnius UAB (2018), Final evaluation report on the implementation of EEA and Norwegian financial mechanisms 2009-2014, Lithuania

¹⁰³ IDEA Institute Ltd. And Policy & Action Group Uniconsult Ltd. (2017), Evaluation of the effects and the system for management and implementation of the EEA Financial Mechanism 2009-2014 and the Norwegian Financial Mechanism 2009-2014, Poland

¹⁰⁴ ESTEP Vilnius UAB (2018), Final evaluation report on the implementation of EEA and Norwegian financial mechanisms 2009-2014, Lithuania

temporary and permanent jobs, however this was in general not measured under all programmes where new jobs have been created. The division between outcome and output indicators was not always clear to POs and not uniformly applied in all programmes, therefore it was possible for one indicator to be designed as an output indicator under one programme and as an outcome indicator in another programme. The analysis of achievements shows significant overachievement on targets set for many indicators, which implies that target setting could be improved. During implementation, target values for indicators were not adjusted, as is usually the case with the EU funds. In this respect, greater flexibility allowing to re-plan and adjust the targets is recommended by the ex-post evaluation of the EEA Grants in Portugal.¹⁰⁵ The indicators at programme level could have been better aligned and make better use of the proposed standard indicators. The ex-post evaluation in Lithuania¹⁰⁶ provides a summary of the problems encountered with indicators that are in general relevant for all programmes: (1) some of the indicators were not specific enough and directly related to interventions; (2) most of the indicators measured outputs; (3) the targets planned were too low and not ambitious enough; (4) descriptions of the indicators and calculation methodology were not sufficiently clear; (5) the standard indicators failed to fully reflect the interventions supported.

2.3. Bilateral cooperation

Bilateral cooperation between Donor States and Beneficiary States is one of the two overall objectives of the EEA and Norway Grants and is therefore an aim of the Grants in itself. It is programmed into the funds at three levels: programme, project and national levels. At the programme level, bilateral cooperation was implemented both through partnerships with the Donor Programme Partners (DPPs) and an allocation of 1.5% of each programme's total allocation to bilateral activities, i.e. through the bilateral fund. At the project level, bilateral cooperation was realised through donor project partnerships. At the third – national level – the fulfilment of the objective was supported by devoting 0.5% of each national allocation to bilateral activities, such as conferences, workshops or travel support.

In the 2009-2014 programming period, 23 organisations and institutions, including the Council of Europe, acted in the role of Donor Programme Partners (DPPs). As shown in Table 22, 87 out of all 150 programmes were realised in partnerships with DPPs, representing a share of 58%. At the project level, 2,412 out of all 7,097 projects involved donor project partners (dpps), equalling 34%. The majority of both DPPs and dpps were from Norway, followed by Iceland and Lichtenstein.¹⁰⁷

Table 22: Number and share of Donor Programme Partners and donor project partners per priority sector

Priority sector		Number of programmes	Number of programmes with DPPs	% of programmes with DPPs	Number of projects	Number of projects with dpps	% of projects with dpps
Environment Protection and Management		17	10	59%	296	82	28%
Climate Change and Renewable Energy (including CCS)		19 (18+1)	12 (12+0)	63%	574 (570+4)	141 (138+3)	27%
Green Industry Innovation		9	5	55%	270	115	43%
Civil Society	EEA Grants	17	0	0%	2941	297	10%

¹⁰⁵ 2018, Evaluation Report EEA Grants (Ex post evaluation of the EEA Grants in Portugal)

¹⁰⁶ ESTEP Vilnius UAB (2018), Final evaluation report on the implementation of EEA and Norwegian financial mechanisms 2009-2014, Lithuania

¹⁰⁷ Doris report 31

	Norway Grants	2	1	50%	6	0	0%
Decent Work and Tripartite Dialogue		1	1	100%	53	29	55%
Human and Social Development	EEA Grants	21	9	42%	391	86	22%
	Norway Grants	23	13	56%	548	128	23%
Justice and Home Affairs		25	17	68%	238	81	34%
Protecting Cultural Heritage		19	10	53%	497	268	54%
Research and Scholarship	EEA Grants	13	12	92%	643	627	98%
	Norway Grants	9	9	100%	640	558	87%
Total		150*	87*	58%	7097	2412	34%

Source: DoRIS reports 31 & 41 (retrieved on 31.03.2019) * Due to the fact that some programmes were financed by both mechanisms (EEA and Norway), the total is lower than the sum of the figures above

There were **three main types of effects** of bilateral cooperation enabled by EEA and Norway Grants. At the programme level, it is the **creation of programmes** where the DPPs provide technical and content-related expertise to Programme Operators in the Beneficiary States. At the project level, joint efforts and sharing experience and know-how between dpps and project promoters yield **shared results** in the form of new technologies or methodologies developed, policies adopted or joint studies carried out. At both programme and project levels, collaboration often also has **wider effects**, observed at institutional and political levels where capacity of participating organisations is increased, mutual understanding improved or foundations for future projects established.

In its tailor-made system, **FMO keeps track of shared results and wider effects at the project level** and a range of bilateral indicators for quantifying achievements has been adopted for this purpose (see Table 26 in Annex 3 for a summary of scores of all priority sectors against all bilateral indicators available). Nevertheless, as noted in earlier studies,¹⁰⁸ the extent to which achievements are recorded by project promoters in this field is limited, resulting in gross underestimation of the Grants' performance when measured with these indicators. As suggested in the mid-term evaluation of the support to strengthening bilateral relations carried out in 2016, a large share of project promoters do not seem to be aware of the existence of bilateral indicators, while others find them overly standardised to be relevant to some project types.¹⁰⁹ Reporting of shared results may also be "hidden" in the standard results achievement. While other, qualitative secondary sources such as the NFP reports provide information on a wider range of shared results, they are not recorded in a systematic manner.

In this context, this assessment aimed to provide a comprehensive picture of the state of play with regard to the most significant bilateral cooperation results and its wider effects. Information on this subject was sought from the key secondary sources available¹¹⁰ alongside two standardised surveys, including one dedicated to the topic of bilateral cooperation conducted with the DPPs, dpps, project promoters and donor embassy representatives to triangulate results. This section provides an overview of the main insights gained in this respect. It is completed with a summary of the main issues

¹⁰⁸ See for instance: COWI (2016) Mid-term evaluation of the support to strengthened bilateral relations under the EEA and Norway Grants Final report

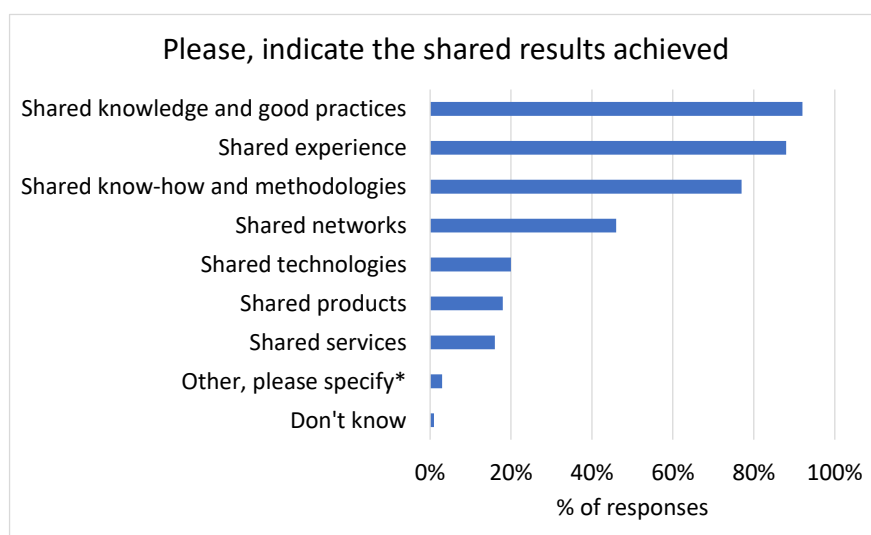
¹⁰⁹ COWI (2016) Mid-term evaluation of the support to strengthened bilateral relations under the EEA and Norway Grants Final report

¹¹⁰ The key secondary sources reviewed for this purpose include available NFP Strategic Reports and project summaries in DoRIS

which worked particularly well, as well as those which could be improved in order to assure the highest quality of bilateral cooperation.

EQ3.1 What are the most significant shared results between entities in Beneficiary and Donor States?

According to the indicators data, the total number of projects with shared results amounted to 279, representing only 4% of all projects (Annex 5). In contrast, as many as 87% of respondents of the bilateral survey (n=204) said that the programme/project they participated in generated bilateral results, although the figure is likely to be different in reality since the survey was administered to stakeholders from nine countries only (three Donor and six Beneficiary States). Figure 19 below illustrates the general type of shared results yielded as indicated by survey respondents. As many as 92% and 82% respondents said their project/programme resulted in **shared knowledge and good practices** (which could be either developed or adopted in the Beneficiary State, or both) and **shared experience with other professionals**, i.e. peer-learning, respectively.



Source: Own survey among bilateral cooperation partners

Figure 19. Respondents' opinion on the main shared results achieved

A large share (77%) of respondents also reported having produced **shared know-how and methodologies** as a result of cooperation and almost a half of the respondents reported having established **shared networks**. Importantly, 20%, 18% and 16% also reported having produced or adopted in the Beneficiary State **shared technologies, products and services** respectively.

The following sub-sections provide an overview of the most significant shared results per priority sector in the six countries studied in-depth for this evaluation, highlighting selected examples in this regard. Due to the time and evaluation scope constraints, the most significant results are proxied as those either quoted in NFP Reports as particularly positive cases of successful bilateral cooperation or recorded in DoRIS as “best practice” initiatives.

Environment Protection and Management

In the Environment Protection and Management priority sector supported by the EEA Grants, 59% of programmes and 28% of projects had DPPs and dpps, respectively, roughly corresponding to the share of projects and programmes implemented in partnerships for the Grants as a whole. Joint production of **knowledge and good practices** in this sector was widely reported across secondary sources. Some of the most significant results of this type include the *elaboration of an expert opinion* on the capacity of Kardzhali reservoir for breeding fish in cages and carrying out a *pilot survey* using an echo sounder for determination of the current water storage of the Kardzhali reservoir (BG). Under the same project,

regulatory amendments were also proposed to improve the procedures for issuance of permits stipulated by the Bulgarian legislation.

Among the results representing joint production of **know-how and methodologies** reported as most significant, *strengthening the air quality assessment system* through the procurement of measurement, laboratory and IT equipment and transfer of knowledge from Norway was achieved in Poland (box 1). In another project, joint efforts under one project led to the *first national assessment and mapping of ecosystem services*, also providing a *methodological tool* in supporting decision-makers and urban planners in their work (BG).

Shared technologies and products were also a shared result frequently reported under the Environment Protection and Management sector. *Installing fishways* in Lithuania, based on the DPP's experience, provides a good example of such result. Indeed, **shared experience with other professionals** has been reported across the sector, leading to outcomes as diverse as *improved marine waters monitoring* (BG), *raised awareness on environmental issues* (CZ, PL, RO) and *improved biodiversity considerations in national legislation* (BG).

Text Box 1: PL03-007: Strengthening the technical capacities of Poland's Inspection of Environmental Protection through the procurement of measurement, laboratory and IT equipment

This project was one of a series of projects implemented by the Norwegian Institute for Air Research and Poland's Chief Inspectorate of Environmental Protection. Under the guidance of the Norway Environmental Agency, it focused on the transfer of expert knowledge in the field of air quality assessment systems, including measurements, modelling, data dissemination tools to the Polish partner.

Climate Change and Renewable Energy (including CCS)

In the Climate Change and Renewable Energy priority sector supported by the EEA Grants, 63% of programmes and 27% of projects had DPPs and dpps, respectively. In comparison to the statistics for the Grants overall, programmes achieved a higher rate of partnerships, while projects - lower. The majority of reported shared results in this sector can be categorised as **knowledge and good practices**. Some of the most significant examples of this type have been the *development of local strategies* for the integration of climate change adaptation (CZ, PT), *improvement of knowledge base on climate change adaptation strategies at the local level* (PT) and *carrying out of a study of carbon capture and storage pilot technologies* (CZ).

Text Box 2: CZ08-0004 Study of Carbon capture and storage pilot technologies for coal fired power plants in the Czech Republic

In partnership with SINTEF Energy Research from Norway, Nuclear Research Institute, Řež implemented a project designed to carry out a comparative study of the basic carbon capture and storage (CCS) methods. A study of the application of CCS technology to a coal-fired power generation source has been developed, which will enable comparisons and recommendations for the most suitable solution in the Czech Republic to be made.

A multitude of projects where **shared experience** was a key result were reported under the Climate Change and Renewable Energy priority sector. Some examples include projects aimed at *raising awareness on CCS* (CZ), *implementation of a new electricity market* (BG) and *improvement of skills and knowledge* of partners working in the geothermal energy field (RO, PT).

Some of the most significant shared results in the sector also include **the development of technologies**. Among these, projects aimed at the *enhancement of production of renewable energy sources* (BG, RO) and *development of an intelligent management system* for renewable energy sources (RO) are notable examples.

Green Industry Innovation

In the Green Industry Innovation priority sector supported by the Norway Grants, 55% of programmes (roughly the same share as for entire Grants) and 43% of projects (higher than for the Grants altogether) had DPPs and dpps, respectively. By far the most commonly achieved shared result in this field has been the **adoption of new technologies** as well as **practices** in the Beneficiary State. In this case, the majority of these are also a result of the transfer of knowledge and **shared experiences/peer learning**. Specifically, innovative technologies, such as IT and energy-saving systems and processes, have been developed (LT) and adopted by businesses (BG, PL, RO). Box 3 outlines an illustrative example of this. Importantly, experience sharing also resulted in *testing of innovative technologies* (BG, RO), fostering cooperation between energy clusters (BG) and establishment of new eco-innovative businesses (RO).

Text Box 3: RO17-0007 Responsibility & Development In Hydropower Business

Collaboration between the commercial units of Ikon Idea and Rainpower Norway As resulted in the former's adoption of green technologies and services and replacement of equipment and technologies for more effective and environmentally friendly ones. Made possible by the transfer of knowledge from the Norwegian partner, Idea's competitiveness, technical competences and social responsibility values were all effectively improved.

Civil Society

Under the Civil Society priority sector, one programme and no projects financed by the Norway Grants were implemented with a partner from the Donor State. Under the EEA Grants, no programmes but a large number of projects (nevertheless representing a relatively small share of all projects) within this sector were implemented in bilateral partnership. Projects indicated as best collaboration examples in the NFP reports and bilateral indicators' scoring for this sector show that the most commonly achieved type of shared result was jointly produced **new knowledge and good practices**. As per the indicators, the projects generated 33 joint (bilateral) articles written by persons from both institutions in the Beneficiary and Donor States and published in national or international journals, although in reality the number is likely to be even higher. For instance, the collaboration between a Bulgarian and an Icelandic partner resulted in the production of a *joint study on teenage substance abuse* in Bulgaria, followed up by drafting an *action plan and tools* to combat the issue. Indeed, the production of knowledge was often accompanied by the **sharing of past experiences** on the part of the dpp with the project promoter. Another example, where the *issue of e-democracy* in Bulgaria was addressed through the joint production of knowledge and shared know-how, is described in more detail in Box 4.

Text Box 4: BG05-0096 Enhancing E-democracy in Bulgaria - Learning from Iceland

Aimed at enhancing e-democracy in Bulgaria, Bulgarian and Icelandic partners developed the first in Bulgaria Green Paper for the development of e-democracy and a collection of articles on the topic. Under the guidance of civil society experts from Iceland, a model of a National E-Civil Initiative was also developed and proposed to the Bulgarian policy-makers.

Shared experience and newly established networks have given rise to notable initiatives in the Civil Society sector in all six countries studied in depth. The generated sector-specific shared results include the *tackling of discrimination* ranging from gender-based violence and trafficking to discrimination, racism, xenophobia, hate speech and hate crime and the *promotion of tolerance, understanding and inclusion*. Across the Beneficiary States studied, these have been achieved for an equally diverse target group from children and youth to persons with disabilities and minorities, such as the LGBT and Roma (BG, RO).

Decent Work and Tripartite Dialogue

The Decent Work and Tripartite Dialogue priority sector financed from the Norway Grants contains one programme area of the same name which has been implemented with Innovation Norway as the DPP. As many as 55% of all projects under this programme area have been implemented with dpps, making it the second best performing sector in this regard.

In the majority of projects implemented in this priority sector, **shared good practices** through **shared experiences** of Norwegian partners were most common significant results to have been jointly generated. Across the projects, study tours, round tables and other know-how sharing practices were employed to *improve social dialogue and tripartite dialogue structures and practices* (BG, LT, RO), *improve capacity of trade union members* for effective participation at Tripartite councils (BG) and *increase awareness on tripartite dialogue* (LT). Box 5 provides a description of one of such projects.

Text Box 5: IN22-0016 Developing Dialogue Structures in Education

Implemented by Romania's Democratic Trade Union Confederation and Norway's Confederation of Trade Unions and Union of School Employees, the project contributed to capacity building in Romania's educational sector. In addition to knowledge and competence sharing, awareness-raising activities among social partners were carried out to promote better understanding of the benefits of decent work, improved health and safety conditions and social protection.

Human and Social Development

The share of programmes realised with DPPs in the Human and Social Development priority sector equalled 42% and 56% for EEA and Norway Grants respectively. The share of projects carried out with dpps amounted to 22% (EEA Grants) and 23% (Norway Grants) of all projects in this sector, placing it below most other sectors with respect to the extent of bilateral cooperation on both programme and project level. The most frequently generated shared results in this sector was **joint knowledge production**. According to bilateral indicators collected in DoRIS, financing under the sector led to the publication of 20 bilateral articles written by persons from both an institutions in a Beneficiary and Donor State.

Text Box 6: LT05-0001 Establishment of a Support Centre for Child Victims of Sexual Abuse

Based on experience and expertise sharing, Lithuania's foster home 'Uzuoveja' and Iceland's Government Agency for Child Protection 'Barnaverndarstofa' established a support centre for child victims of sexual abuse. During the collaboration, the dpp provided support to the project promoter with respect to services for sexually abused children and organized trainings for Lithuanian specialists in its organization, leading to the establishment of a centre based on the "Barnahus" model.

Specific examples of this include the *production of scientific reports on health outcomes* of vulnerable groups (LT), *research studies* in the field of gender equality (PT) and *tools and knowledge* for increased representation of women in decision-making positions (CZ, PT). Moreover, bilateral cooperation for Human and Social Development gave rise to the setting up (BG, LT, RO) and supporting (BG, CZ, LT) of several **services** for disadvantaged groups, such as children and youth, Roma and persons with intellectual and psychosocial disabilities. A significant example has been quoted in the Lithuanian NFP Final Report where a *Support Centre*

for Child Victims of Sexual Abuse was established based on Icelandic "Barnahus" model of child-friendly, interdisciplinary and multi-agency care centred for child victims functioning in Iceland (Box 6). Other sector-specific significant examples as recorded in DoRIS include anti-discrimination and social inclusion **legislation codified and policy implemented** (CZ, RO), inter-municipal and inter-sectoral **cooperation capacities** of local and regional development improved (CZ, PL), **competences of health**

professionals (PT) and policy-makers enhanced (LT) and awareness on the rights of women and children promoted (CZ, PT).

Justice and Home Affairs

The share of programmes implemented with a DPP under the Justice and Home Affairs priority sector was among the highest of all sectors and equalled 68%. The share of projects implemented with a dpp amounted to 34%, reflecting the share of all projects under the Grants implemented in partnerships. The shared results recorded with bilateral indicators for the Justice and Home Affairs sector include three **new policies, laws and regulations** adapted as a result of bilateral cooperation, although in reality this number is highly likely to be greater. A project carried out in Bulgaria in collaboration with the Council of Europe where the implementation of the regulatory and *institutional framework for international asset recovery has been ensured* (BG) is a notable example. In another project, the national *legal framework for gender-based violence* has also been improved (BG).

Another significant shared result often achieved by projects financed under this sector is **strengthened institutional capacity** of various public actors in the field. For instance, the *competences of institutions* involved in cases of gender-based violence, including domestic violence, have been bolstered in Bulgaria. Moreover, many projects achieved *the strengthening of capacities of law enforcement authorities*, such as the border guards, police and national security agencies in preventing and fighting cross-border organized crime (BG, LT, PL) and illegal migration (RO). *Strengthening of the capacity of the judicial structures* (RO) as well as prison officers has also taken place (CZ, LT). Often in parallel with capacity improvement activities, which **improved cooperation mechanisms** to combat cross-border and organised crime were financed. Coordination, cooperation, and mutual understanding between law enforcement agents has been promoted both between Donor and Beneficiary States, as well as among the Beneficiary States themselves (BG, RO). For instance, the strengthening of referral, support, protection and reintegration mechanisms of victims of trafficking in human beings was achieved in Bulgaria, Poland and Romania.

Joint knowledge creation was also achieved within the scope of many projects under the Justice and Home Affairs sector. For example, a *study on domestic and gender-based violence* and elaboration of *victims support model* were developed under one project in Bulgaria. Other projects involved joint strengthening of existing **services** (e.g. *counselling centres* for prevention and rehabilitation of victims of domestic violence in Bulgaria and Czech Republic) and implementation of new ones (new IT services into international asset recovery structures in Bulgaria) as well as *raising awareness* about the issue of domestic violence as one of the forms of gender-based violence (CZ, PL). Notably, an *open prison* was successfully implemented in the Jiřice prison in Czech Republic after a series of collaboration activities aimed at getting inspiration and interpreting of Norwegian standards for their transformation into Czech prison rules and intervention programmes.¹¹¹

Protecting Cultural Heritage

The share of programmes and projects implemented with DPPs and dpps in the Protecting Cultural Heritage priority sector amounted to 53% and 54% respectively, making it a well-performing sector in this regard. Most shared results obtained in this sector involved the sharing of **networks and experiences** to give rise to **products**, in the form of *jointly developed art productions*. Shared art productions were generated in all countries studied in-depth for this evaluation and aimed at

¹¹¹ Czech NFP Final Report

promoting diversity and increasing cultural awareness of national differences, but also the situation of groups at risk of social exclusion. Their range was wide and included international dance and music festivals, residence programmes, seminars, film screenings, publications, literary events and co-creation of literary texts, art exhibitions, a puppet theatre and a music incubator.

Other common significant shared results achieved under the sector included the *rehabilitation of cultural and natural heritage*. In Lithuania, for instance as many as ten cultural heritage buildings were rehabilitated in cooperation with partners from Norway and Iceland.¹¹² The collaboration of Lithuania's public institution 'Viking Village' with Norway's Lofotr Viking museum has been another notable example of bolstered cultural heritage financed by the Grants (Box 7).

Text Box 7: LT07-0001 Mobile living history museum "The Viking Age"

Partners from Lofotr Viking museum shared with the Lithuanian partner their vast experience and advice concerning running museums and mobile expositions and experiential programmes specifically. A scientific study was subsequently carried out during the project to generate material for the exhibitions. Finally, two living history museums with historic replicas and interactive educational programmes focused on 8th and 9th centuries were established in Lithuania.

Research and Scholarship

Both in terms of absolute numbers and percentages of programmes and projects implemented in partnerships with a Donor State organisation, the Research and Scholarship sector performed the best. Respectively, 92% of the programmes and 98% of the projects financed by the EEA Grants and 100%

Text Box 8: RO15-0035 Transnational cooperation for research consolidation through knowledge and innovation transfer

Implemented by Romania's West University of Timisoara and University of Iceland, the project facilitated the development of a transnational incubator for advanced, exploratory and interdisciplinary research. By transferring innovative human capital development approaches and strong institutional cooperation, the improvement of teaching and research practices was achieved.

of the programmes and 87% of the projects financed by the Norway Grants under this sector were implemented in bilateral partnerships. While no bilateral indicators' scoring has been recorded for the sector, qualitative analysis reveals that, unsurprisingly, the most common result jointly generated under projects financed from EEA and Norway Grants in the Research and Scholarship sector has been **new knowledge**. This includes *both articles and scientific papers* written with co-

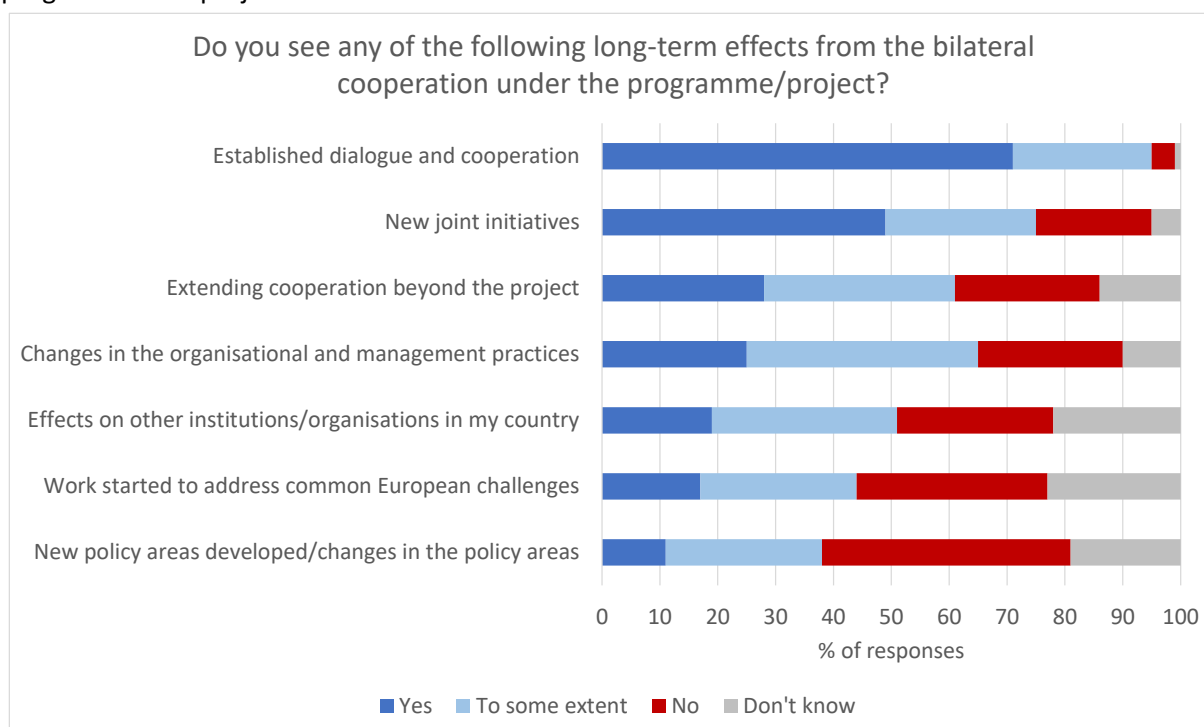
researchers in at least one Beneficiary and one Donor State, and published in a national or international scientific journal. Often, shared research efforts also resulted in the production of **new methodologies and tools**, as was the case with a project where a *physical fitness testing and assessment methodology* to be used in Lithuanian preschools and primary schools was developed. As with many others, these joint results were an outcome of the transfer of good practice from partners, Norwegian scientists, who have developed and validated Physical Fitness Test Battery for Children.¹¹³ Other shared results of institutional cooperation between academic partners also included the improvement of teaching and research **practices** through, for instance, *establishment of a transnational incubator for research* (Box 8).

¹¹² Lithuanian NFP Final Report

¹¹³ Ibid.

EQ3.2 Which wider effects has bilateral cooperation had beyond the programme and project partnerships, at institutional and political levels?

Similarly to shared results, the achievement of bilateral indicators (as shown in Table 36, Annex 3) of wider effects of bilateral cooperation within the 2009-2014 programming period of EEA and Norway Grants is not systematically recorded. While bilateral indicators' achievement is documented only for a few sectors and suggests a low number of wider effects, qualitative analysis reveals a different reality. In NFP and PO reports, project descriptions in DoRIS and testimonies of stakeholders interviewed for this evaluation, bilateral cooperation's effects at the institutional and political levels are observed across priority sectors and countries. Similarly, a considerable share **(46%) of the respondents of the bilateral cooperation survey believed that bilateral collaboration has had wider effects**, beyond the programme and project levels.



Source: Own survey among bilateral cooperation partners

Figure 20. Most frequently achieved benefits at the institutional level as per bilateral survey results

One of the most reported effects of bilateral cooperation has been the establishment and strengthening of professional and inter-institutional ties through collaboration of organisations within the Grants. As shown in Figure 20, “**established dialogue and cooperation**” was indicated by 71% of respondents as a long-term effect of bilateral cooperation. In response to a follow-up question, a large share of the respondents agreed that they “established contacts with the partner or other organisations for future partnerships” (73%), boosted their “international exposure and participation (professional networking)” (63%) and “got acquainted with organisations” (48%). Bilateral indicators show that 16 professional networks between institutions in the Beneficiary and Donor States were established and are currently operational. In addition, many partner organisations confirmed that bilateral cooperation within the EEA and Norway Grants fostered the internationalisation process of their institution and improved their prestige in their respective field. Importantly, bilateral relations contributed to improved mutual understanding and international and intercultural communication between most programme and project partners observed at various levels. As many as 62% of survey respondents admitted having improved their knowledge of the other country's cultural, political and

socio-economic situation, 54% indicated that their knowledge of other institutions was bolstered and 41% said the same about their knowledge of the EEA and Norway Grants.

Considerable evidence gathered and analysed for the end-review indicated that experience and contacts gained during the realisation of projects financed from the EEA and Norway Grants have given a stimulus to the rise of new and diverse forms of cooperation beyond the given programme/project. Almost a half of the respondents of the bilateral survey indicated that **“new joint initiatives”** were organised due to the relations fostered within the EEA and Norway Grants’ programme/project. Often, these initiatives involved organised know-how and good practice exchanges, joint participation in European and international networks, follow-up proposals and projects, as well as scientific outputs. Additionally, almost a third of the respondents said that bilateral cooperation was extended beyond the programme/project to include the design and implementation of **“sector-wide initiatives”**, for instance in the form of working out new systems and practices to be adopted by relevant national stakeholders. An illustrative example in this respect was quoted in the Lithuanian NFP Final Strategic Report, where collaboration with a Norwegian partner under programme LT02 created “a small direct contribution to the project results, but the knowledge gained has been adapted to broader operations of the project promoter [Environment Protection Agency] and is used in planning and implementing water status improvement measures.” As per the bilateral indicators, 12 sector-wide initiatives, most of which in the Justice and Home Affairs priority sector, were started as a result of cooperation within the EEA and Norway Grants. Qualitative evidence suggests, however, the scale is much larger.

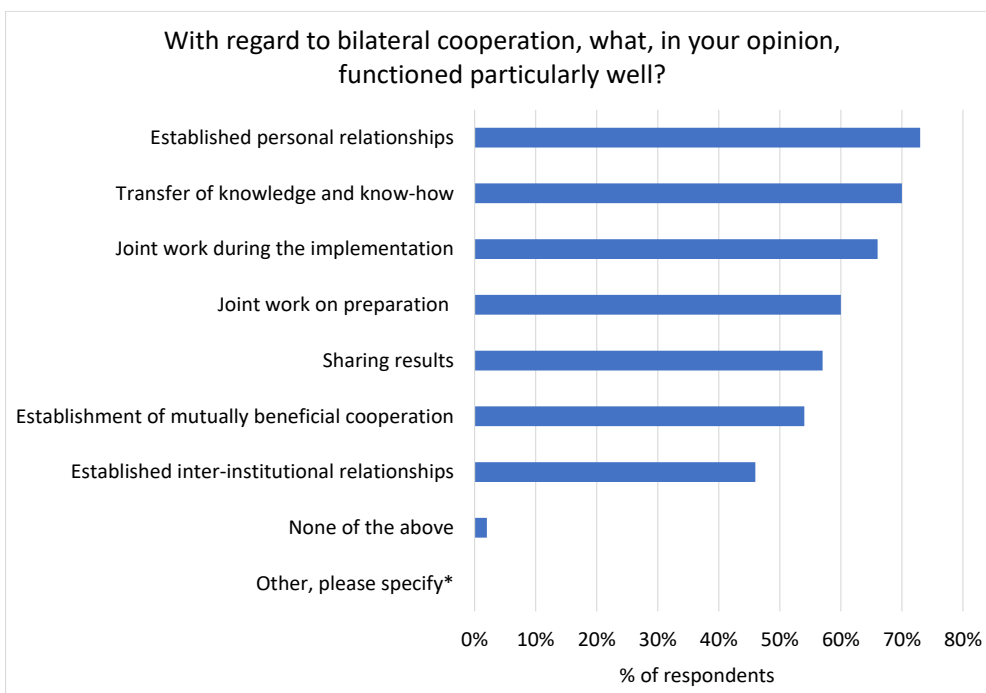
A quarter of the respondents of the bilateral survey believed that participation in a programme/project financed by the EEA and Norway Grants led to **“changes in the organisational and managerial practices”** in their organisation. For example, one survey respondent noted that the experience of being a DPP strengthened the whole institution and contributed to building up an international section in the public body. Several others reported managerial, organisational and inter-cultural capacity increases as a result of good practice and knowledge exchange enabled by the programme/project financed. Markedly, 19% of respondents also stated the cooperation has had **“effects on other institutions/organisations in their country.”** As described in the previous sub-section on shared results, the solutions jointly worked out by bilateral partners were often subsequently implemented in schools, the judiciary or companies who were not directly involved in the partnership.

Lastly, it is important to highlight that bilateral cooperation within the scope of the programmes and projects financed by the EEA and Norway Grants has had wider effects at the political level as well. Shares of 17% and 11% of the bilateral survey respondents stated that bilateral relations resulted in **“work addressing common European challenges/initiatives in inter-governmental organizations”** and **“new policy areas developed/changes in the policy areas”**, respectively. In fact, stakeholder interviews revealed that EEA and Norway Grants enable the Donor States to pursue EU-related policy objectives that are strategically important for them. The fulfilment of such goals has been seen to be realised both directly, through international cooperation on specific issues, such as cross-border transfer of prisoners, as well as indirectly, through the strengthening of Donor States’ image and their diplomatic relationships with Beneficiary States.

EQ3.3 Regarding the nature and quality of bilateral partnerships at programme and project level, what worked well and what could be improved?

Confirming key observations made in earlier sub-sections with regard to shared results and wider effects, the elements of bilateral cooperation that were viewed as particularly well-functioning by various EEA and Norway Grants stakeholders were related to the establishment of **personal relationships** and the **transfer of knowledge**. As figure 21 illustrates, 73% and 70% of respondents to the bilateral

survey pointed to these aspects as strengths of the collaborative efforts they were part of. To a large extent, frequent occurrence of these benefits stems from the design of the Grants themselves where many DPPs have a crucial role in programme design,



Source: Own survey among bilateral cooperation partners

Figure 21. Bilateral cooperation elements rated for their well-functioning as per bilateral survey responses

implementation and monitoring and, in addition, bring in sister organisations to the programmes as dpps. While the intensity and nature of involvement of DPPs in the setting up and running of initiatives varied from programme to programme, the design characteristics of some of the programmes themselves additionally facilitated the formation of partnerships and transfer of knowledge at project level, which was especially common in sectors of Protecting Cultural Heritage and Research and Scholarships.

Another pair of elements related to bilateral cooperation indicated by over 60% of survey respondents as particularly well-functioning relates to **joint work during implementation/preparation of the programme or project**. Partly, this collaboration aspect is facilitated by the rules of the EEA and Norway Grants mechanism where the number of partners required is not as high as, for instance, in many EU funding opportunities, thereby easing coordination efforts involved. As highlighted in the Rapid Assessment of Research Programmes 2004-2009 and 2009-2014 carried out in 2017, through saving time and efforts, lower partnership requirements additionally allowed the involved partners to focus on conducting the actual research and delivering high quality outputs.¹¹⁴ To a large extent, however, **factors contributing to successful collaboration** are internal to the partnerships themselves. Among these, early and careful planning, frequent communication, including meetings – particularly in person, personal contacts, as well as access to a dedicated administrative staff were underscored

¹¹⁴ Coffey (2017) Rapid Assessment of Research Programmes 2004-2009 and 2009-2014

multiple times. Across cooperation dimensions, previous cooperation between the partners was seen to greatly increase the probability of the project being granted financing and implemented with significant results and mutual benefits.

The bilateral funds at programme and national levels, for which over €38 million and €8,9 million were disbursed respectively over the 2009-2014 period,¹¹⁵ also played an important role in fostering fruitful and smooth joint work during the preparation and implementation of the programme/project. Some stakeholders expressed a view that increasing the volume and rendering the funding for this purpose more targeted would be recommended. A vast majority of the bilateral survey respondents agreed that bilateral funds provided under Measure A¹¹⁶ were useful to start-up cooperation (83%) and that the seminars, conferences, international travels, exchange programmes financed from the Measure B¹¹⁷ were helpful in strengthening collaboration with their partner (91%).

The substantial role of Donor State embassies in the Beneficiary States in facilitating the formation of partnerships and subsequent collaboration was also highlighted by most stakeholders interviewed. Where present, Donor State embassies were said to have been active in providing information on respective country contexts and possible partners to organisations from both the Donor and Beneficiary States through the organisation of events as well as individual information provision. Moreover, embassies were also reported to have contributed to programme design and implementation and facilitated cooperation in various ways, such as event hosting, often together with the NFPs, information sharing and helping to solve the occasional disputes.

Among the factors which constrained joint programme or project preparation and implementation, insufficiently clear definition of roles and responsibilities of different partners was quoted by some survey respondents. Furthermore, a view was voiced that the involvement and a degree of control on behalf of Donor State partners should be assured to guarantee the DPPs' and dpps' continued engagement, including after the completion of the initial initiative phase. A relatively large number of stakeholders noted issues with bureaucracy, both on the Beneficiary State side and internally, within the administrative structures of the EEA and Norway Grants. Financial reporting was most frequently indicated as a procedure which should be simplified.

While not seen as drawbacks of collaboration arrangements within the Grants, **institutional relationships and mutual benefits** were seen as having room for improvement by some stakeholders interviewed and surveyed. Firstly, some respondents reported experiencing issues with institutional capacity of some of their partners as well as overseeing institutions. In the case of DPPs, capacity issues related to excessive burden caused by operating too many partnerships with Beneficiary States actors and increases in human resources and greater decentralisation of responsibilities within DPP organisations was recommended. For partners in the Beneficiary States, on the other hand, managerial and technical capacity shortages alongside difficulties in operating in the English language were pointed out. Several stakeholders consulted suggested introducing some sort of institutional support to tackle such capacity deficits on the side of Beneficiary States participating organisations. Secondly, analysis of evidence gathered suggests that potential partners in some countries were generally more eager to enter into partnerships at programme or project level than in others. Since benefits of inter-

¹¹⁵ Information provided by the FMO

¹¹⁶ Measure A is the share of bilateral funds at the programme level allocated for the search for partners for donor partnership projects prior to or during the preparation of a project application, the development of such partnerships and the preparation of an application for a donor partnership project

¹¹⁷ Measure B is the share of bilateral funds at the programme level allocated for networking, exchange, sharing and transfer of knowledge, technology, experience and best practice (between actors in the Beneficiary State and entities in the donor states and international organisations), within the relevant programme area.

institutional collaboration may not always be clear to various stakeholders, awareness raising in this respect and dissemination of successful collaborations was recommended by some respondents as a way to alleviate the different levels of participation between countries.

Lastly, continuity and sustainability of shared results were seen as weaker elements of bilateral cooperation by some survey respondents who noted that after funding from EEA and Norway Grants ended, the upholding of the outputs generated was often problematic. More attention to this aspect of the projects and programmes could help alleviate issues in this regard.

III. Conclusions and recommendations

This section provides conclusions and recommendations formulated on the basis of the analyses presented in sections above. The conclusions and recommendations are presented together and are structured along the three main themes of the evaluation: relevance, effectiveness and bilateral cooperation.

Relevance

Support provided by the EEA and Norway Grants in the period 2009-2014 was largely coherent with EU strategies and responded to Beneficiary States' needs in terms of filling funding gaps in respective thematic areas. Ensured by holding consultations both with the EU services and the Beneficiary States during the programming period, the extent of relevance nevertheless varied across sectors. EEA and Norway Grants 2009-2014 support was most valuable in areas that received limited amount of funding from the ESIF, such as Justice and Home Affairs and Protecting Cultural Heritage, but also filled considerable funding gaps in Climate Change and Renewable Energy and Research and Scholarship priority sectors. Financing from the Grants was often channelled into areas, activities and target groups not extensively focused on by EU financing. Given their modest size, compared to the EU funding, EEA and Norway Grants were frequently used for pilot projects, research, feasibility studies, preparatory works or capacity-building, laying the foundation for larger investment projects financed from other EU and national level sources.

The bilateral cooperation component enabled additional value creation and contributed to the unique character of the Grants, enabling knowledge transfers from many industry leaders in the Donor States to partners in the Beneficiary States. In addition, the timing of the Grants itself and their accessibility to smaller organisations, including from civil society, were found as distinguishing this financing stream from the one of the EU, creating further complementarities. In this context, it is recommended to continue the general approach to programming EEA and Norway Grants where consultations with the EU and the Beneficiary States and a strong focus on bilateral cooperation hold a centre stage in programming and implementation processes.

Effectiveness

The EEA and Norway Grants support in the period 2009-2014 delivered positive improvements in 16 Beneficiary States in the specific areas of support listed in the MoUs. Most benefits have been delivered in the area of Social and Human Development and Climate Change and Renewable Energy where the highest financial support was channelled and the majority of the countries participated. As far as it concerns the added value of the funds, most significant was the contribution to Civil Society; Public Health; Correctional Services; Culture and Research and Scholarship, where the funds filled a funding gap. In the case of Correctional Services and Research and Scholarship, there were particular benefits from bilateral cooperation in the form of transfer of knowledge and best practices.

Compared to the other sectors, the contribution in the area of Decent Work and Tripartite Dialogue is marginal due to the comparatively smaller amount of funds dedicated to this priority. The contribution in the areas of Hazardous Substances; Carbon Capture and Storage and Cross-border Co-operation is limited because of the limited number of supported countries/programmes. Due to the lack of interest by the Beneficiary States funding was not provided and therefore there is no contribution in emissions reduction of greenhouse gases and air pollutants from the maritime sector.

The support resulted in various unplanned positive socio-economic and environmental effects, including: creation of permanent and temporary jobs; revitalisation of local communities; networking and future collaboration; enhanced social inclusion; and reduced pollution. In several cases the support attracted additional funding (leverage effect) specifically under the Green Industry Innovation.

The main factors that enhanced the achievement of results were: (1) the strong interest in the grants by the potential beneficiaries due to the flexibility of the mechanism (possibility to combine soft measures with infrastructure development and supply of equipment) (2) benefits from the cooperation with Donor State institutions/organisations and (3) the support provided at all levels – FMO, NFPs and POs. The provision of guidance and exchange of experiences and good practices facilitates implementation and should be continued.

The results could have been even better if the following obstacles have not been in place or have been better addressed: delayed initiation and insufficient time to implement projects; deficiencies in programming and setting targets; burdensome administrative procedures; not fully efficient reallocation of funds; lack of capacity/commitment by the POs; public procurement, state aid, co-financing and building permits issues; difficulties to find Donor State partner and some reporting difficulties on the Donor State partners' side; political instability and governmental changes, restructuring and legislative changes. It is not possible to address all of the above factors while others, as improvement of the indicator system and programming, have been already taken into account in the current programming period 2014-2021.

It is recommended that the FMO and NFPs take measures to ensure sufficient capacity within the POs, such as for example: (1) involvement of a sufficient number of staff who are fully devoted to programme management; (2) study the reasons for the underperformance of the POs, when such is the case and (3) undertake responsive measures including capacity building and guidance.

It is recommended that the NFPs support the POs in establishment of management and control procedures and their improvement through simplification and reduction of the administrative burden.

Bilateral cooperation

EEA and Norway Grants in the 2009-2014 period were characterised by strong bilateral cooperation between the Beneficiary and Donor States where 56% of all programmes and 34% of all projects were realised in partnership. Naturally, due to the size of the donor countries, the majority of the partnerships were realised with Norway.

There were three major types of effects resulting from bilateral cooperation across the sectors and countries studied. Firstly, diverse shared results were yielded, ranging from the creation and adoption of new products, services and methodologies to the enhancement of policies and new knowledge production and dissemination. Secondly, through the provision of technical and content-related expertise to POs in the Beneficiary States, bilateral cooperation helped enhance the overall programming of initiatives realised under the EEA and Norway Grants. Thirdly, through shared experiences and improved mutual understanding, collaboration between Donor and Beneficiary State partners brought about important wider effects at both the institutional and political levels, at the same time laying out solid grounds for further collaboration efforts in the future.

The end-review confirmed the importance of bilateral funds at the programme and national levels in starting up of cooperation and strengthening it during implementation, despite the fact that these were not fully absorbed, especially at programme level. Bilateral cooperation was also substantially supported by DPPs who brought in their sister organisations as dpps, as well as Donor State embassies which facilitated partnership formation and continuation through event organisation and conflict

resolution efforts. A number of key factors internal to the partnerships were also identified as easing successful collaboration within the Grants. These included previous collaboration experience, personal contacts, early and careful planning, frequent communication as well as access to dedicated administrative staff on behalf of the project implementing organisations themselves.

There are several areas where improvements could be made to further support successful bilateral collaboration efforts within the Grants. Specifically, a clearer definition of the roles and responsibilities of different partners alongside introducing support for capacity issues is needed. The benefits of bilateral relations are not universally recognised and thus a greater degree of promotion and awareness raising in this regard is recommended. Moreover, simplification of reporting procedures and provision of information to the partners (specifically Donor State partners) on the reporting requirements is needed and could be realised by way of POs/NFP preparing information materials to familiarise the Donor State partners with national level procedures. Lastly, greater attention to enhancing the sustainability of results would help strengthen satisfaction and long-term results from joint efforts made under initiatives financed from the EEA and Norway Grants 2009-2014.

IV. Annexes

Annex 1. List of documents used

Centre for strategy and evaluation services LLP (2015), Mid-term Evaluation of the Sector Cultural heritage under the EEA Grants 2009-2014

Centre for strategy and evaluation services LLP (2016), Mid-term Evaluation of EEA and Norway Grants 2009-2014

Coffey International Development (2017) Rapid Assessment of Research Programmes 2004-2009 and 2009-2014

COWI (2016), Mid-term evaluation of the support to strengthened bilateral relations under the EEA and Norway Grants

CREDA Consulting Ltd. / Blomeyer & Sanz (2017), Increasing Roma Inclusion via the EEA and Norway Grants

EC (2018) Commission Staff Working Document: In-Depth Interim Evaluation of Horizon 2020

EC (2014) Impact assessment - Energy Efficiency and its contribution to energy security and the 2030 Framework for climate and energy policy. Part 1, p. 48, Table 8

EC DG CLIMA website: https://ec.europa.eu/clima/policies/lowcarbon/ccs_en

EC/Metis GmbH (2014) ESF Expert Evaluation Network Final synthesis report: Main ESF achievements, 2007-2013

EEA and Norway Grants Programmes (Programme Agreements and Programme Proposals)

EEA and Norway Grants Sector Report FM 2009-2014, 2017, version May 2018

EEA Grants and Norway Grants Programme areas 2009-2014 (Blue book)

EEA Grants and Norway Grants Programme areas 2014-2021 (Blue book)

ESTEP Vilnius UAB (2018), Final evaluation report on the implementation of EEA and Norwegian financial mechanisms 2009-2014, Lithuania

European Environmental Agency (2018) Trends and projections in Europe 2017: Tracking progress towards Europe's climate and energy targets.

European Parliament Press Release: <http://www.europarl.europa.eu/news/en/press-room/20180614IPR05810/energy-new-target-of-32-from-renewables-by-2030-agreed-by-meps-and-ministers>

Evaluation Report EEA Grants 2018 (Ex post evaluation of the EEA Grants in Portugal)

Final Programme Reports

Financial Mechanism Committee (2016), Guideline for strengthened bilateral relations

FMO, Bilateral indicators

FMO, DoRIS, Completed project level information (Project overviews)

FMO, List of standard indicators, bilateral indicators, cross-sectoral indicators (menu) for FM09-14

Grant Recommendation Documents

IDEA Institute Ltd. And Policy & Action Group Uniconsult Ltd. (2017), Evaluation of the effects and the system for management and implementation of the EEA Financial Mechanism 2009-2014 and the Norwegian Financial Mechanism 2009-2014, Poland

IRS, Csil, Ciset and BOP Consulting (2015) Ex post evaluation of Cohesion Policy programmes 2007-2013, focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF): Culture and Tourism, Final Report, Work Package 9.

Kruse, Stein Erik and Kaya, Zozan (2013) Baseline Study on Bilateral Relations EEA Norway Grants, Nordic Consulting Group (NCG)

Memoranda of Understanding with the beneficiary countries

National Focal Points' Final Strategic Reports

NCG (2016), Rapid Assessment of EEA and Norway Grants' Support to Gender Programmes

PITIJA, Svetovanje d.o.o. (2015), Roma Inclusion Study

QURES Quality Research and Support in partnership with ENCORE RESEARCH (2018) Ex-post evaluation of the programmes funded under the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009-2014, Romania

Annex 2. Interviews carried out

Name of the interviewee	Organisation
Malin Meyer	FMO, Climate Change and Renewable Energy and Green Industry Innovation
Barbro Thomsen	FMO, Climate Change and Renewable Energy
Margrethe Asserson	FMO, Green Industry Innovation
Tadej Brežnik	FMO, Justice and Home Affairs
Frode Mortensen	FMO, Justice and Home Affairs
Cecilie Claviez	FMO, Research and Scholarships
Sarolta Varnai	FMO, Country officer – Bulgaria
Jana Trost	FMO, Country officer – Czech Republic, Lithuania
Linn-Kaja Rogstad	FMO, Country officer – Poland
Thorsteinn Bjornsson	FMO, Country officer – Portugal
Zsolt Toszegi	FMO, Country officer – Romania
Maria Thorsnes	Ex FMO, Bilateral cooperation officer
Daniela Tsoneva, Adelina Vezenkova, Miroslava Pigova	NFP, Bulgaria
Malgorzata Zalewska	NFP, Poland
Maria Lois	NFP, Portugal
Diana Duma	NFP, Romania (by e-mail)

Annex 3. Priority sectors and Programme Areas

Table 23. Priority Sectors and Programme Areas under EEA and Norway Grants 09-14

EEA Grants	Norway Grants
Environment Protection and Management PA01: Integrated Marine and Inland Water management PA02: Biodiversity and ecosystem services PA03: Environmental Monitoring and Integrated Planning and Control PA04: Reduction of Hazardous Substances	Carbon Capture and Storage (CCS) PA20: Carbon Capture and Storage
Climate Change and Renewable Energy PA05: Energy Efficiency PA06: Renewable Energy PA07: Adaptation to Climate Change PA08: Maritime Sector PA09: Environmental and Climate Change-related Research and Technology	Green Industry Innovation PA21: Green Industry Innovation
Civil Society PA10: Funds for Non-Governmental Organisations	Decent Work and Tripartite Dialogue PA22: Global Fund for Decent Work and Tripartite Dialogue
	Justice and Home Affairs PA29: Domestic and Gender-based Violence PA30: Schengen Co-operation and Combating Cross-border and Organised Crime, including Trafficking and Itinerant Criminal Groups PA31: Judicial Capacity-building and Co-operation PA32: Correctional Services, including Non-Custodial Sanctions PA 37 Justice and Home Affairs
Human and Social Development PA11: Children and Youth at Risk PA12: Local and Regional Initiatives to Reduce National Inequalities and to Promote Social Inclusion PA13: Public Health Initiatives PA14: Mainstreaming Gender Equality and Promoting Work-Life Balance PA15: Institutional Framework in the Asylum and Migration Sector	Human and Social Development PA25: Capacity-building and Institutional Co-operation between Beneficiary State and Norwegian Public Institutions, Local and Regional Authorities PA26: Cross-border Co-operation PA27: Public Health Initiatives PA28: Mainstreaming Gender Equality and Promoting Work-Life Balance
Protecting Cultural Heritage PA16: Conservation and Revitalisation of Cultural and Natural Heritage PA17: Promotion of Diversity in Culture and Arts within European Cultural Heritage	
Research and Scholarship PA18: Research within Priority Sectors PA19: Scholarships	Research and Scholarship PA23: Bilateral Research Co-operation PA24: Bilateral Scholarship Programme

Source: [Blue Book](#), The Priority Sectors in the grey cells are included in the in-depth analysis

Annex 4. EU policy objectives and EEA and Norway Grants' priority sectors' objectives

Table 24. Key policy objectives (EU and EEA and Norway Grants 09-14) in the field of climate action

Key EU policy objectives / targets	Main EU funding streams	EEA and Norway Grants objectives
Europe 2020 <ul style="list-style-type: none"> greenhouse gas emissions 20% lower than 1990 levels 20% of energy coming from renewables 20% increase in energy efficiency 2030 climate and energy framework <ul style="list-style-type: none"> At least 40% cuts in greenhouse gas emissions (from 1990 levels) At least 32% share for renewable energy At least 27% improvement in energy efficiency EU Adaptation Strategy <ul style="list-style-type: none"> Strengthening Europe's resilience to the impacts of climate change by promoting action by Member States, better informed decision-making and adaptation in key vulnerable sectors EU's maritime policy <ul style="list-style-type: none"> Reduction of CO2 emissions and pollution by shipping 	<ul style="list-style-type: none"> Horizon 2020 LIFE Connecting Europe Facility European Structural and Investment funds 	PA05: Energy Efficiency <ul style="list-style-type: none"> Reduced emissions of greenhouse gases and air pollutants PA06: Renewable Energy <ul style="list-style-type: none"> Increased share of renewable energy in energy use PA07: Adaptation to Climate Change <ul style="list-style-type: none"> Reduced human and ecosystem vulnerability to climate change PA08: Maritime Sector <ul style="list-style-type: none"> Reduced emissions of greenhouse gases and air pollutants from the maritime sector PA09: Environmental and Climate Change-related Research and Technology <ul style="list-style-type: none"> Strengthened knowledge base on the environment and climate change and increased application of environmental technology PA20 : Carbon Capture and Storage (CCS) <ul style="list-style-type: none"> Mitigate Climate Change

Table 25. Key policy objectives (EU and Norway Grants 09-14) in the field of Green Industry Innovation

Key EU policy objectives / targets	Main EU funding streams	Norway Grants objectives
Europe 2020 <ul style="list-style-type: none"> Investing in cleaner technologies to climate change while creating new business or job opportunities EU Environmental Technologies Action Plan <ul style="list-style-type: none"> To improve European competitiveness in the area of eco innovation and environmental technologies 	<ul style="list-style-type: none"> Competitiveness and Innovation Programme Entrepreneurship and Innovation Programme Intelligent Energy Europe (IEE) programme 	PA21: Green Industry Innovation <ul style="list-style-type: none"> Increased competitiveness of green enterprises, including greening of existing industries, green innovation and green entrepreneurship

Table 26. Key policy objectives (EU and Norway Grants 09-14) in the field Justice and Home Affairs

Key EU policy objectives / targets	Main EU funding sources	Norway Grants objectives
<p>Convention on Preventing and Combatting Violence against Women and Domestic Violence</p> <ul style="list-style-type: none"> • Protect women against all forms of violence, and prevent, prosecute and eliminate violence against women and domestic violence; • Contribute to the elimination of all forms of discrimination against women and promote substantive equality between women and men; • Design a comprehensive framework, policies and measures for the protection of and assistance to all victims of violence against women and domestic violence; • Promote international co-operation with a view to eliminating violence against women and domestic violence; • Support organisations and law enforcement agencies to adopt an integrated approach to eliminating violence against women and domestic violence. <p>Council of Europe Convention on Action against Trafficking in Human Beings</p> <ul style="list-style-type: none"> • To prevent and combat trafficking in human beings, while guaranteeing gender equality; • To protect the human rights of the victims of trafficking, design a framework for the protection and assistance of victims and witnesses, as well as to ensure effective investigation and prosecution; • To promote international cooperation on action against trafficking in human beings. <p>Stockholm Programme</p> <ul style="list-style-type: none"> • Promoting citizenship and fundamental rights; • A Europe of law and justice; • A Europe that protects the lives and safety of European citizens and tackle organised crime, terrorism and other threats; • Access to Europe in a globalised world; • A Europe of responsibility, solidarity and partnership in migration and asylum matters. 	<ul style="list-style-type: none"> • The European Refugee Fund • European Integration Fund • Daphne III Programme • European Social Fund • Prevention, Preparedness and Consequence Management of Terrorism and other Security-related Risks (CIPS) programme • External Borders Fund • Programme Prevention of and Fight against Crime 	<p>PA29: Domestic and Gender-based Violence</p> <ul style="list-style-type: none"> • Gender-based violence prevented and tackled <p>PA30: Schengen Co-operation and Combating Cross-border and Organised Crime, including Trafficking and Itinerant Criminal Groups</p> <ul style="list-style-type: none"> • Increase citizen's security through improvement of the efficiency of cooperation between law enforcement authorities in the Schengen Member States in fighting organised crime, including trafficking in human beings <p>PA31: Judicial Capacity-building and Co-operation</p> <ul style="list-style-type: none"> • A fairer and more efficient judicial system <p>PA32: Correctional Services, including Non-Custodial Sanctions</p> <ul style="list-style-type: none"> • Improved correctional services system in compliance with relevant international human rights instruments

Table 27. Key policy objectives (EU and EEA Grants 09-14) in the field of Protecting Cultural Heritage

Key EU policy objectives / targets	Main EU funding sources	EEA Grants objectives
<p>European Agenda for Culture</p> <ul style="list-style-type: none"> • promotion of cultural diversity and intercultural dialogue; • promotion of culture as a catalyst for creativity in the 	<ul style="list-style-type: none"> • Culture • MEDIA • Creative Europe • Erasmus+ 	<p>PA16: Conservation and Revitalisation of Cultural and Natural Heritage</p> <ul style="list-style-type: none"> • Cultural and natural heritage for future generations safe-guarded and conserved and made publicly accessible

<p>framework of the Lisbon Strategy for growth, employment, innovation and competitiveness;</p> <ul style="list-style-type: none"> • promotion of culture as a vital element in the Union's international relations; 	<ul style="list-style-type: none"> • European Regional Development Fund 	<p>PA17: Promotion of Diversity in Culture and Arts within European Cultural Heritage</p> <ul style="list-style-type: none"> • Cultural dialogue increased and European identity fostered through understanding of cultural diversity
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Table 28. Key policy objectives (EU and EEA and Norway Grants 09-2014) in the field of Research and Scholarship

Key EU policy objectives/targets	Main EU funding sources	EEA and Norway Grants objectives
<p>Europe 2020</p> <ul style="list-style-type: none"> • 3% of the EU's GDP to be invested in R&D <p>European Research Area</p> <ul style="list-style-type: none"> • Increased mobility of knowledge workers and deepened multilateral cooperation among research institutions among the member states of the European Union 	<ul style="list-style-type: none"> • Horizon 2020 • Copernicus • Galileo • Euratom Research and Training Programme • International Thermonuclear Experimental Reactor • European Structural and Investment Funds 	<p>PA18: Research within Priority Sectors</p> <ul style="list-style-type: none"> • Enhanced research-based knowledge development in the Beneficiary States <p>PA19: Scholarships</p> <ul style="list-style-type: none"> • Enhanced human capital and knowledge base in the Beneficiary States <p>PA23: Bilateral Research Co-operation</p> <ul style="list-style-type: none"> • Enhanced research-based knowledge development in the Beneficiary States through enhanced research cooperation between Norway and the Beneficiary States <p>PA24: Bilateral Scholarship Programme</p> <ul style="list-style-type: none"> • Enhanced human capital and knowledge base in the Beneficiary States

Annex 5. Achievement of the targets (indicators)

The achievement of the indicators per sector is presented in the tables below. The **green** colour indicates overachievement of the target values, while the **red** - underperformance.

Table 29. Indicators achievement- Environmental Protection and Management

Indicator	Target	Achieved	%
Number of environmental and marine monitoring plans and programmes developed and/or implemented	67	157	234%
Number of measures implemented in support of more sustainable marine and in-land water management	3	5	167%
Number of Natura 2000 management and monitoring plans developed and/or implemented	453	333	74%
Number of protective measures against Invasive Alien Species	24	29	121%
Number of sectors where reporting on biodiversity and ecosystem services indicators has been integrated	9	2	22%
Number of ecosystems (including protected areas) restored	7	7	100%
Number of electronic tools increasing spatial data access/exchange	34	35	103%
Number of marine and inland water management training and awareness initiatives implemented	49	76	155%
Number of persons trained	5,318	3,043	57%
Number of systems and databases improved or developed for environmental monitoring	103	148	144%

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 30. Indicators achievement- Climate Change and Renewable Energy

Indicator	Target	Achieved	%
Estimated CO2 reduction and/or avoidance in tonnes/year	399,405	700,251	175%
Estimated energy saved in MWh/year	829,449	573,927	69%
Estimated renewable energy production in MWh/year	85,284	25,233	30%
Number of climate change adaptation strategies developed	118	76	64%
Number of trained staff with improved capacity on renewable energy and energy efficiency	189	167	88%
Number of training and awareness measures implemented	118	496	420%
Number of buildings with reduced energy consumption	310	220	71%
Number of persons trained	742	1,821	245%
Number of institutions and sectors with strengthened capacity in climate change adaptation	26	36	138%

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 31. Indicators achievement - Green Industry Innovation

Indicator	Target	Achieved	%
Estimated renewable energy production in MWh/year	555,555	413,610	74%

Number of environmental technologies adapted for use	41	100	244%
Number of green jobs created	393	910	232%
Number of new environmental technologies commercialized	21	86	410%
Number of new environmental technologies developed	54	138	256%
Number of new green services developed or improved	22	88	400%

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 32. Indicators achievement - Civil Society

Indicator	Target	Achieved	%
Evidence of local citizens' action and engagement	99	418	422%
Number of beneficiaries of human rights support provided by NGOs	1,309	26,841	2050%
Number of beneficiaries reporting improved access to basic and welfare services	77,260	538,908	698%
Number of citizens engaged in work to promote sustainable development	17,530	97,710	557%
Number of human rights awareness raising campaigns	14	48	343%
Number of laws, policies and practices changed or improved as a consequence of NGOs actions	136	335	246%
Number of NGO coalitions or networks developed	126	446	354%
Number of NGOs achieving new sources of funding	112	403	360%
Number of NGOs involved in policy and decision making processes	275	4 309	1567%
Number of NGOs participating in cross-sectoral partnerships	295	1 113	377%
Number of NGOs promoting democratic values and human rights	505	909	180%
Number of NGOs promoting sustainable development	94	248	264%
Number of NGOs working with vulnerable groups	287	423	147%
Number of NGOs/small organisations reporting strengthened capacity	819	3,940	481%
Number of organisations able to evidence good governance and management procedures	973	1,120	115%
Number of organisations demonstrating to have robust financial procedures in place and diversify their funding sources	1,457	946	65%
Number of organisations regularly consulting with users, beneficiaries and other stakeholders	926	1,274	138%
Number of projects promoting sustainable development	177	208	118%

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 33. Indicators achievement - Decent Work and Tripartite Dialogue

Indicator	Target	Achieved	%
No. of new cooperation groups/entities established	-	148	-
Number of social dialogue bodies established	-	96	-
No. of signed agreements on tripartite dialogue/decent work	-	97	-

No. of persons participated in workshops/trainings	-	22,832	-
No. of researches and analysis conducted	-	151	-
No. of round tables performed	-	189	-
No. of study visits from Norway	-	37	-
No. of study visits to Norway	-	57	-
No. of web portals developed	-	66	-
No. of workshops/trainings performed	-	700	-

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 34. Indicators achievement - Human and Social Development

Indicator	Target	Achieved	%
Number of childcare services and facilities provided	24	23	96%
Number of services and measures for vulnerable groups of children and young people	376	248	66%
Number of trained persons in support of children and youth	1,277	12,773	1000%
Number of children and youth directly benefitting from services	11,932	21,295	178%
Number of interventions to reduce inequalities in health through increased access	87	197	226%
Number of persons benefitting from improved health services	395,435	1,888,867	478%
Number of trained professionals and students in the health sector	4,879	23,110	474%
Number of gender equality organisations supported	35	79	226%
Number of national strategies or laws developed on domestic/gender based violence - cross sectoral CZ	25	162	648%
Number of policies and practices that are gender mainstreamed	25	45	180%
Number of policies implemented aimed at promoting work/life balance	35	24	69%
Number of trained staff	650	12,174	1873%
Number of trained staff with improved skills	1,650	4,751	288%

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 35. Indicators achievement – Justice and Home Affairs

Indicator	Target	Achieved	%
Frequency of using electronic communication between courts and parties	107,000	701,950	656%
ICT systems for the registration and management of cases	1,001	1,446	144%
Levels of awareness raised on gender based violence	181	172	95%
Number of awareness raising campaigns on gender based violence	25	35	140%
Number of individuals receiving assistance or legal advice	86 100	267,399	311%
Number of national strategies or laws developed on domestic/gender based violence	50	100	200%
Number of people following alternatives to prison	19 580	80,535	411%

Number of prison places in line with CPT standards	772	688	89%
Number of prisons or detention centres with improved conditions	116	262	226%
Number of services provided or improved on gender based violence	69	87	126%
Number of specialised programmes or services for vulnerable groups developed	18	20	111%
Number of trained inmates/prisoners	7,311	17,833	244%
Number of trained law enforcement professionals	1,339	4,495	336%
Number of trained law enforcement professionals to improve the situation for the Roma community	340	2,557	752%
Number of trained legal professionals and staff for a fairer and more efficient judicial system	39,141	49,373	126%
Number of trained legal professionals and staff for improved correctional services systems	12,837	22,112	172%
Number of trained legal professionals and staff on Alternative Dispute Resolution	1,040	1,199	115%
Number of trained legal professionals and staff on court management	6,200	9,355	151%
Number of trained legal professionals and staff on using ICT facilities	644	2,371	368%
Number of trained professionals on reducing gender based violence	4,565	7,142	156%
Number of trained staff to assist vulnerable groups	790	768	97%
Number of training curricula, programmes or courses developed	4,052	7,976	197%
Number of training programmes or courses provided for staff	313	659	211%
Number of womens' shelters or crisis centres supported	115	74	64%

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 36. Indicators achievement - Protecting Cultural Heritage

Indicator	Target	Achieved	%
Annual number of visitors to cultural heritage sites and museums	420,000	431,652	103%
Number of articles published in one country about the other partner country	46	6	13%
Number of buildings of cultural heritage value restored or rehabilitated	110	206	187%
Number of cultural buildings and heritage sites opened to the public	51	52	102%
Number of cultural diversity projects	88	167	190%
Number of cultural performances held	134	3,062	2,285%
Number of items of cultural heritage converted to an electronic format	50,330	274,358	545%
Number of local cultural associations involved in the implementation of projects	124	494	398%

Number of new museums and cultural facilities	14	20	143%
Number of people attending cultural performances	149,700	1,738,101	1161%

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 37. Indicators achievement – Research and Scholarships

Indicator	Target	Achieved	%
Increased skills/competences of staff involved in mobility	830	1,142	138%
Number of internationally refereed scientific publications	530	1,503	284%
Number of joint products and services	660	1,755	266%
Number of students with received ECTS credits	1,466	1,913	130%
Number of Beneficiary State and Donor State research institutions co-operating within the programme	350	384	110%
Number of mobile staff as part of new or existing mobility agreements	1,407	2,661	189%
Number of PhD students and postdocs supported	273	1,106	405%
Number of researchers involved in joint projects	874	3,198	366%

Source: Information on indicators provided by FMO, extracted 01.10.2018

Table 38. Bilateral indicators achievement per sector

Indicator	Priority sector's achievements									Total
	Environmental Protection and Management	Climate Change and Renewable Energy (incl. CCS)	Green Industry Innovation	Civil Society	Decent Work and Tripartite Dialogue	Human and Social Development	Justice and Home Affairs	Protecting Cultural Heritage	Research and Scholarships	
Cooperation between donor and beneficiary states										
Number of project partnership agreements	126	327 (324+3)	146	579	34	331	97	424	841	2578
Number of men involved in exchange visits between beneficiary and donor states	39	23	264	147	-	161	64	19	5	722
Number of women involved in exchange visits between beneficiary and donor states	32	29	296	473	-	160	94	9	4	1097
Shared results										
Number of projects with expected shared results	25	9 (6+3)	54	49	0	81	3	11	56	279
Number of new policies, laws and regulations adapted, as a result of bilateral cooperation, under the grants	0	-	-	0	-		3	-	-	3
Number of joint (bilateral) articles published, written by persons from both an institutions in a beneficiary and donor state, published in a national or international publications, originated from a project financed by the programme	0	1	-	33	-	20	15	0	-	69
Number of joint (bilateral) scientific papers written with co-researchers in at least one beneficiary and one donor state, and published in a national or international scientific publication, originated from a project financed by the programme	0	-	-	-	-	0		-	-	0
Number of new technologies/new practises, including IT-systems, adopted in a beneficiary state, as a result of transfer of knowledge from a donor state partner	3	1	27	-	-	-		-	-	31

Indicator	Priority sector's achievements									Total
	Environmental Protection and Management	Climate Change and Renewable Energy (incl. CCS)	Green Industry Innovation	Civil Society	Decent Work and Tripartite Dialogue	Human and Social Development	Justice and Home Affairs	Protecting Cultural Heritage	Research and Scholarships	
Number of new technologies/new practices, including IT-systems, adopted in a donor state, as a result of transfer of knowledge from beneficiary state partners.	0	-	0	-	-	-	0	-	-	0
Wider effects										
Number of replications of joint projects (or results) by other organisations in the same or another country	0	0	-	-	-	-	-	-	-	0
Number of professional networks between institutions in beneficiary and donor states established and operational	5	3	-	-	-	3	5	0	-	16
Number of European and international networks where project and programme partners participate together	3	0	-	-	-	4	2	3	-	12
Number of joint, sector-wide initiatives, in a beneficiary or donor state, beyond the programme	0	-	-	-	-	1	0	0	-	1
Number of joint initiatives in the European or international arena or multilateral organisations	0	-	-	-	-	0	11	0	-	11
Number of cooperation or initiatives in international fora between senior decision makers / politicians, as a result of joint projects or programmes	0	-	-	-	-	0	2	-	-	2
Knowledge and mutual understanding										
Number of articles published in one country about the other partner country	25	16	-	130	-	62	86	6	35	360

Source: Information on indicators provided by FMO, extracted 01.10.2018

Annex 6. Results of the surveys among POs

Status:	Closed	Contact count:	45
Start date:	15-10-2018	Bounced:	2 (4,4%)
End date:	04-11-2018	Declined:	0 (0%)
Live:	21 days	Partial completes:	3 (12%)
Questions:	72	Screened out:	0 (0%)
Languages:	en	Reached end:	22 (88%)
		Total responded:	25 (55,6%)

1. Which country do you operate in?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Bulgaria	4	<div></div>	16
Czech Republic	4	<div></div>	16
Lithuania	1	<div></div>	4
Poland	4	<div></div>	16
Portugal	4	<div></div>	16
Romania	8	<div></div>	32
Total respondents: 25 Skipped question: 0			
<div>0% 20% 40% 60% 80%</div>			

2. Which programme were you operating (please, select all that apply to you)?

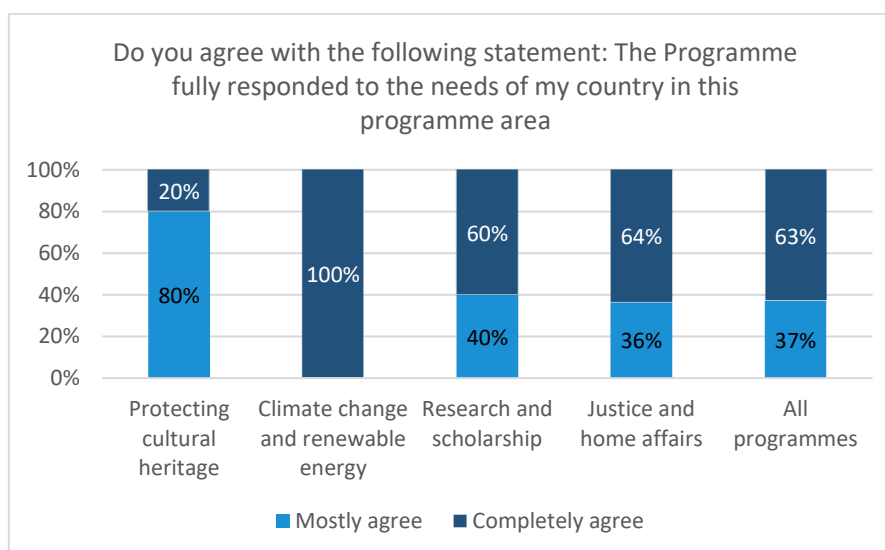
(Each respondent could choose MULTIPLE responses.)

Response	Total	Response	Total	Response	Total
BG04	1	PL10	1	RO13	1
BG12	1	PL14	1	RO14	2
BG13	1	PL15	1	RO15	1
BG14	1	PL16	1	RO20	1
BG15	1	PT03	1	RO23	1
CZ06	1	PT04	1	RO24	1
CZ07	1	PT08	1		
CZ09	1	PT09	1		
CZ15	1	RO05	1		

Response	Total	Response	Total	Response	Total
LT06	1	RO06	1		
LT07	1	RO07	1		

3. Do you agree with the following statement: The Programme fully responded to the needs of my country in this programme area

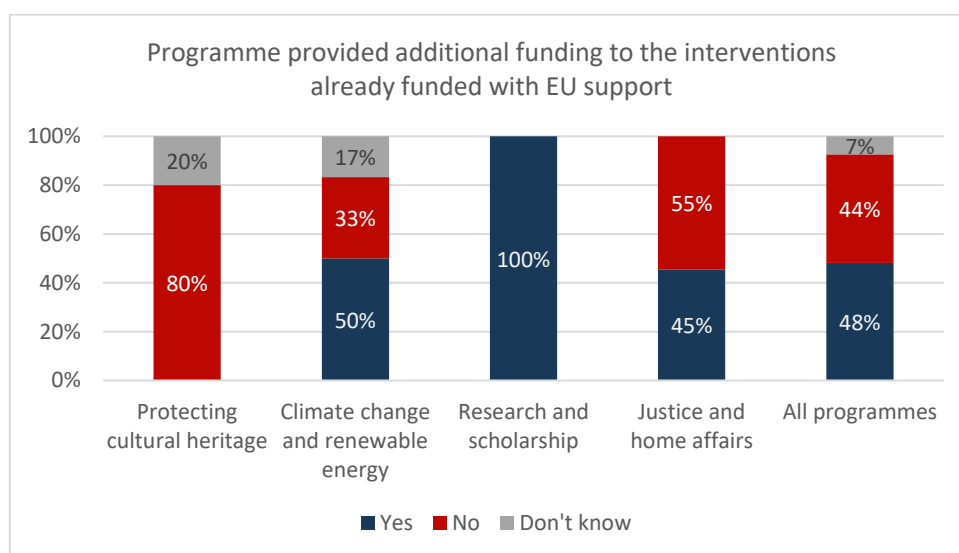
Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
1 Completely disagree	0	0	0	0	0
2 Mostly disagree	0	0	0	0	0
3 Somewhat disagree	0	0	0	0	0
4 Somewhat agree	0	0	0	0	0
5 Mostly agree	4	0	2	4	10
6 Completely agree	1	6	3	7	17
- Don't know	0	0	0	0	0



4. Programme provided additional funding to the interventions already funded with EU support?

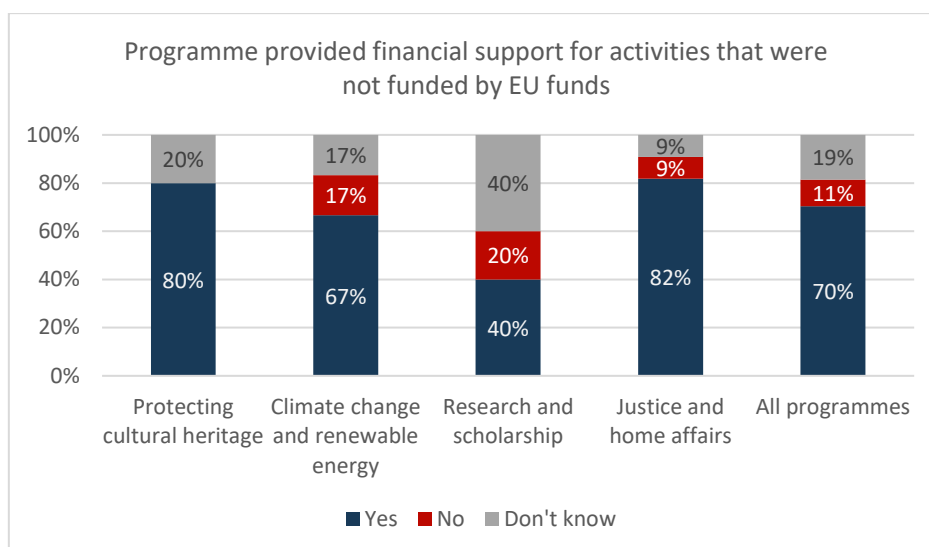
Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
1 Yes	0	3	5	5	13

Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
2 No	4	2	0	6	12
- Don't know	1	1	0	0	2



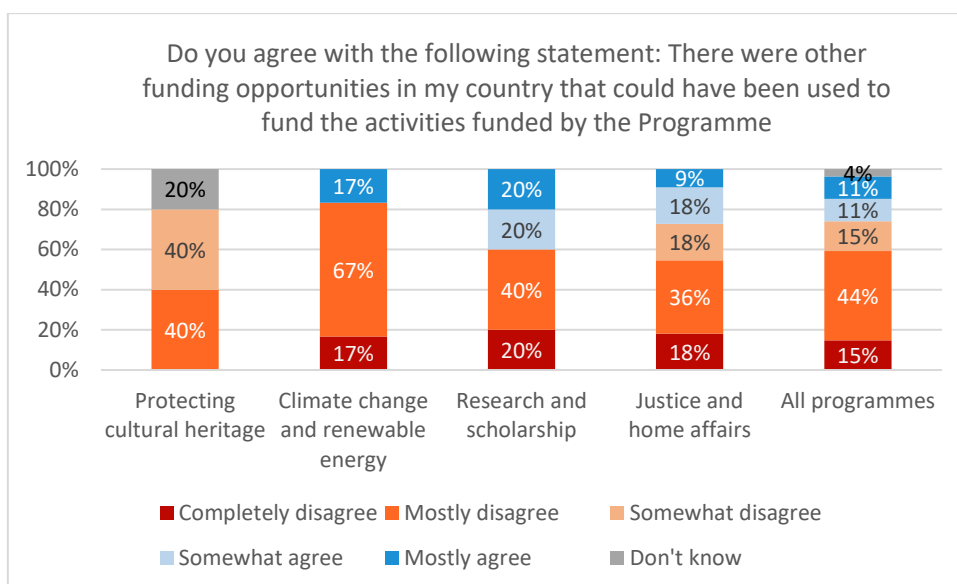
5. Programme provided financial support for activities that were not funded by EU funds

Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
1 Yes	4	4	2	9	19
2 No	0	1	1	1	3
- Don't know	1	1	2	1	5



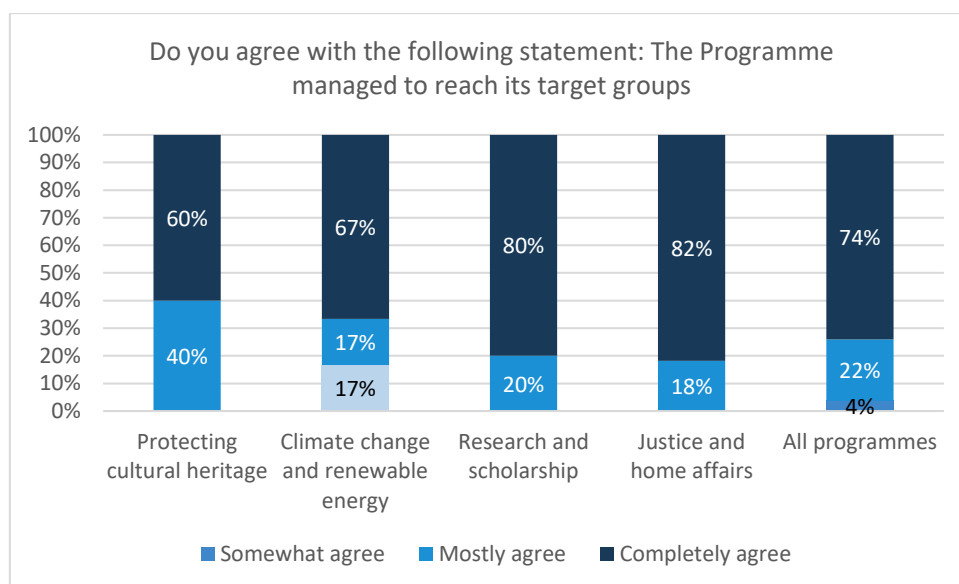
6. Do you agree with the following statement: There were other funding opportunities in my country that could have been used to fund the activities funded by the Programme

Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
1 Completely disagree	0	1	1	2	4
2 Mostly disagree	2	4	2	4	12
3 Somewhat disagree	2	0	0	2	4
4 Somewhat agree	0	0	1	2	3
5 Mostly agree	0	1	1	1	3
6 Completely agree	0	0	0	0	0
- Don't know	1	0	0	0	1



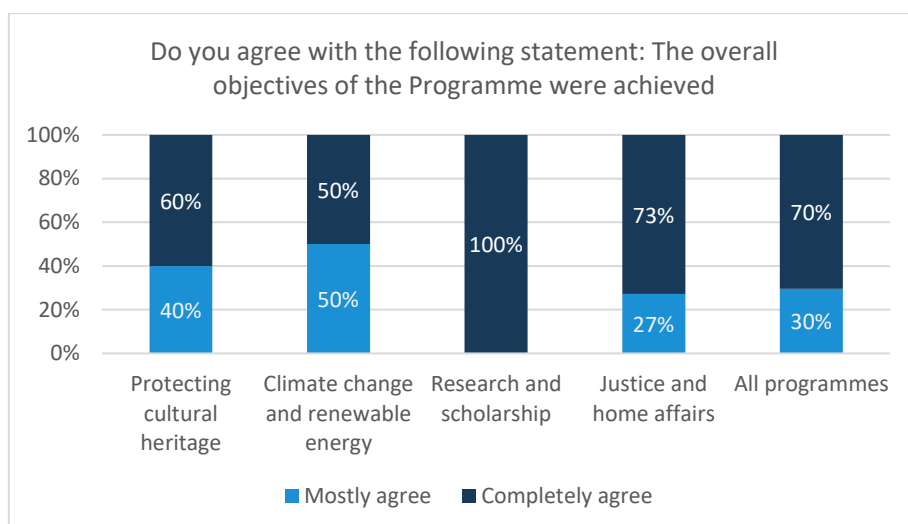
7. Do you agree with the following statement: The Programme managed to reach its target groups

Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
1 Completely disagree	0	0	0	0	0
2 Mostly disagree	0	0	0	0	0
3 Somewhat disagree	0	0	0	0	0
4 Somewhat agree	0	1	0	0	1
5 Mostly agree	2	1	1	2	6
6 Completely agree	3	4	4	9	20
- Don't know	0	0	0	0	0



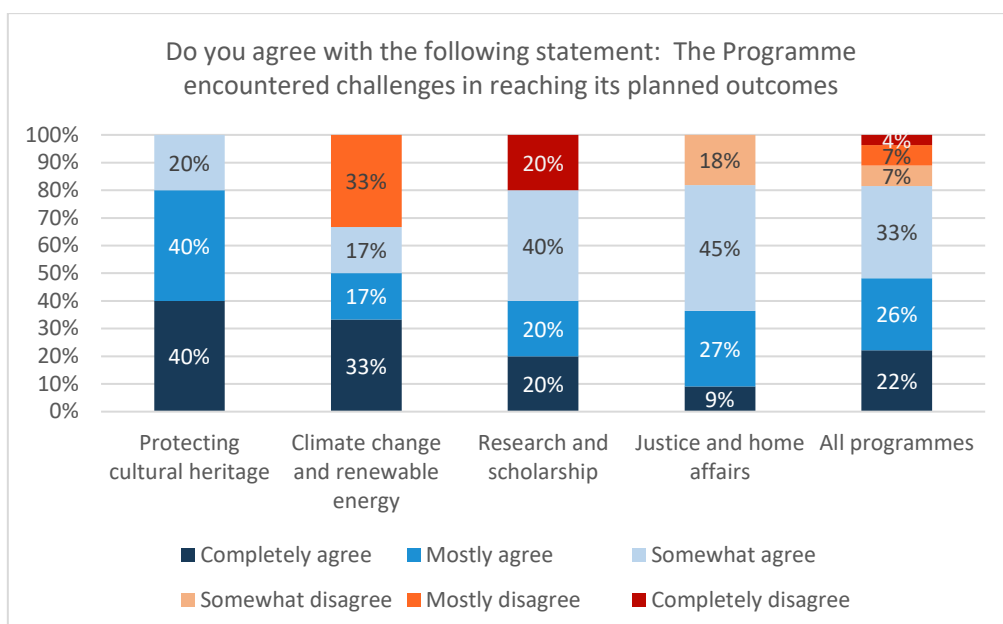
8. Do you agree with the following statement: The overall objectives of the Programme were achieved

Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
1 Completely disagree	0	0	0	0	0
2 Mostly disagree	0	0	0	0	0
3 Somewhat disagree	0	0	0	0	0
4 Somewhat agree	0	0	0	0	0
5 Mostly agree	2	3	0	3	8
6 Completely agree	3	3	5	8	19
- Don't know	0	0	0	0	0



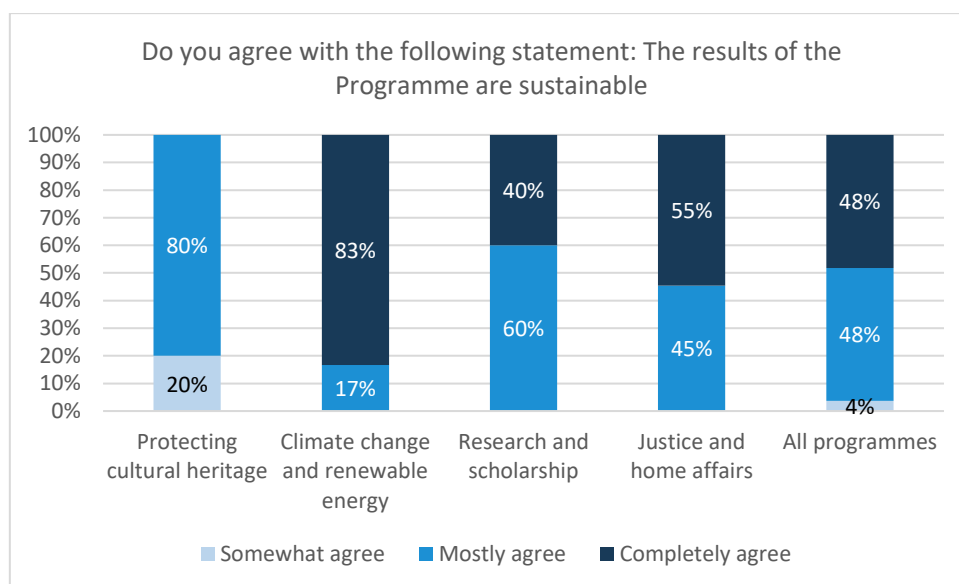
9. Do you agree with the following statement: The Programme encountered challenges in reaching its planned outcomes

Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
1 Completely disagree	0	0	1	0	1
2 Mostly disagree	0	2	0	0	2
3 Somewhat disagree	0	0	0	2	2
4 Somewhat agree	1	1	2	5	9
5 Mostly agree	2	1	1	3	7
6 Completely agree	2	2	1	1	6
- Don't know	0	0	0	0	0



10. Do you agree with the following statement: The results of the Programme are sustainable

Response	PROTECTING CULTURAL HERITAGE	CLIMATE CHANGE AND RENEWABLE ENERGY	RESEARCH AND SCHOLARSHIP	JUSTICE AND HOME AFFAIRS	TOTAL
1 Completely disagree	0	0	0	0	0
2 Mostly disagree	0	0	0	0	0
3 Somewhat disagree	0	0	0	0	0
4 Somewhat agree	1	0	0	0	1
5 Mostly agree	4	1	3	5	13
6 Completely agree	0	5	2	6	13
- Don't know	0	0	0	0	0



11. Which factors had a positive influence on the achievement of the results of the Programme you operated (select all that apply)?

(Each respondent could choose MULTIPLE responses.)

Response	Total	% of responses	%
Clear objectives of the programme	17	<div></div>	71
Well defined indicators and targets	14	<div></div>	58
High interest from the potential beneficiaries/target groups	16	<div></div>	67
Good programme management	19	<div></div>	79
Experienced project promoters	13	<div></div>	54
Clear and simple implementation procedures	7	<div></div>	29
Effective bilateral cooperation with the partners from donor countries	17	<div></div>	71
External factors (e.g. good economic situation in the country, favourable demographic changes)	1	<div></div>	4
Other, please specify*	1	<div></div>	4
None of the above	0		0

Total respondents: 24

Skipped question: 0

0% 20% 40% 60% 80%

*DPPs' support and advice; contacts established in previous periods, inter-scholar cooperation; well done promotion of the Programme, addressing the target groups and continuous information/advice from the PO

12. What were the key challenges that had a negative effect on the achievement of results of the Programme you operated (select all that apply)?

(Each respondent could choose MULTIPLE responses.)

Response	Total	% of responses	%
Lack of experience and knowledge about the EEA and Norway grants among project promoters	7	<div><div></div></div>	29
Not sufficient financial and human resources at the Programme operator	6	<div><div></div></div>	25
Not sufficient financial and human resources at the project promoters	3	<div><div></div></div>	12
Unrealistic (too optimistic) planned results/indicators of the Programme	2	<div><div></div></div>	8
Problems with cooperation between the Programme operator and project promoters	2	<div><div></div></div>	8
Problems with cooperation with Donor Programme partners	2	<div><div></div></div>	8
Problems with cooperation with Donor project partners	3	<div><div></div></div>	12
Unexpected internal changes in the country (change of national policies, legislation, etc.)	9	<div><div></div></div>	38
Unfavourable external factors (e.g. economic slowdown)	3	<div><div></div></div>	12
Other, please specify*	4	<div><div></div></div>	17
None of the above	3	<div><div></div></div>	12
Total respondents: 24		0% 20% 40% 60% 80%	
Skipped question: 0			

*Public procurement, personal changes at project promoters

Not sufficient human resources at the project promoter. Regarding to the unrealistic planned result/indicator of the Programme the number of visitors was too optimistic.

Time risk - the programme implementation was delayed since its start, so the time schedule for open calls had to be rescheduled and tightened, some calls had to be merged. Thus, the institutional projects had less time space for implementation. Besides, establishing partnerships with Donor State institutions was more difficult as the partners had been contacted by other Beneficiary States that were ahead.

Lack of time to implement the programme due to the fulfillment of deadlines imposed by public procurement / laws of the country.

13. In your opinion, has the Programme led to any positive or negative effects beyond the planned results?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	14	<div><div></div></div>	58
No	5	<div><div></div></div>	21
Don't know	5	<div><div></div></div>	21
Total respondents: 24		0% 20% 40% 60% 80%	
Skipped question: 0			

14. Please, explain what are these effects

(Each respondent could write a single open-ended response of maximum 255 characters.)

Response	Total	% of total respondents	%
Open answer*	14	<div><div></div></div>	56
Total respondents: 14		0% 20% 40% 60% 80%	
Skipped question: 10			

* Know-how exchange, good practices

An essential contribution to the results achieved had the fruitful cooperation with the Donor Programme partner — the Norwegian Water Resources and Energy Directorate (NVE) and many projects carried out with a partner from the Donor countries. A broad social effect could be observed, achieved through the projects on energy efficiency improvements of public buildings.

During the Programme implementation period the education sector in Poland has been changed in line with assumptions set up in the European Strategy for smart, sustainable and inclusive growth “Europe 2020” and the strategic framework for European Cooperation in Education and Training “ET2020” which were the reference strategic documents for creation of STF objectives. Education system in Poland is now better harmonised with those functioning in other European countries, and institutions are better prepared to cooperate with foreign partners. Polish educational establishments have enriched their educational offer, which is up-to-date and more attractive for learners. Teaching methods and teaching tools are more modern. Educational paths in higher education are more flexible, and customised to better serve various needs of individual learners. Educational establishments are also better prepared to cooperate with international partners and to provide teaching to the international groups of students. This could be proved by the fact that between the year 2012 and 2017 the number of foreign students who have been enrolled in Polish higher education institutions has doubled. STF was not the only international initiative which supported the area of education and training in Poland between 2012 and 2017. STF acted in synergy with other programmes and complemented assistance provided to Polish educational establishments thanks to their involvement in European educational programmes (Lifelong Learning and Youth, and later Erasmus+), in bilateral activities funded by the government, and other public and private funds. STF indirectly contributed to systemic reforms in Polish universities, schools and other educational

institutions, as well to legal changes which have been introduced into the Polish educational law (on higher and school education). It is not possible to define to what extent STF activities contributed to Polish educational reforms – we never know which of variou

Long lasting, sustainable investments and partnerships with donor project partners that outlive the agreements set out during this programme, hence potential further cooperation through other programmes or purely in business.

Some projects could be a trigger to continue a cooperation btw partners within the new financial period 2014-2021.

Portuguese project promoters and programme operator got to know a new funding programme that was not accessible before; it allowed working with Donor countries entities that were not usual partners in projects developed in Portugal.

The Programme developed the first strategies, infrastructures, and trained personal on Adaptation to climate change in Region center Romania.

Establishment of the open prison system in the CR

The main benefit was the cascading effect of the workshops held under the project dedicated to the capacitation of municipal officers to develop local adaptation strategies. This project reached a wider audience building capacity of regional officers, local communities, media and companies under the theme of adaptation to climate change. Adding to this was the very significant media coverage of the project, an aspect that certainly helped to provide the local political support necessary for the project.

More mutual partnerships with donor state instituions established, developed and deepened, future joint projects in preparation

Improved material conditions in the penitentiary, improved skillsof the prison officers, introduced EM in Bulgaria, established cooperation between KDI and the GDES, improved partnershil between CoE and the MoJ and GDES, established base for further development of the penitentiary in Bulgaria toward EU standards

The results under both programme were overachieved. The goal of BG 12 recheded wider public than initially planned.

Positive effects beyond planned results of the Programme were identified, namely raising research capacity, better international collaboration of the Romanian research community with their

counterparts in Norway and Iceland, greater international exposure and use of the research and innovation potential, wider access to European networks of excellence, strengthening bilateral cooperation, transfer of knowledge and know-how, improved research management and coordination skills, increased number and quality of the partnerships set up between research organizations and SMEs from Romania, Norway and Iceland, contribution to reducing the research and innovation gap in Romania by involving the economic sector in the joint research projects, and last but not least by improved skills in applying to other European research funding schemes.

Some of the indicators exceeded the planned figures, other had to be changed due to legislative changes or other circumstances

15. Did your programme have any Donor Programme Partner(s)?

(Each respondent could choose only ONE of the following responses.)

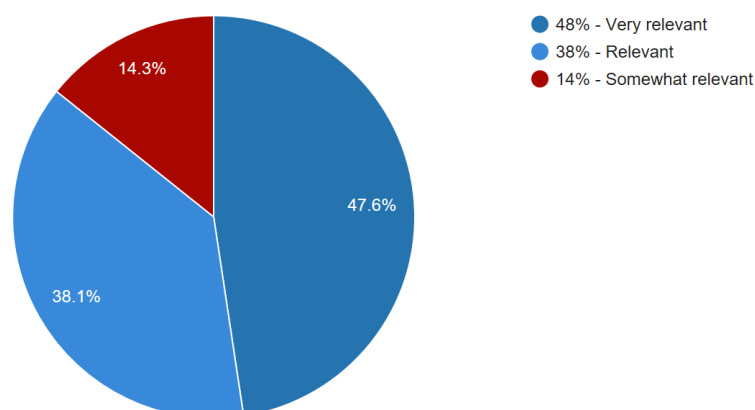
Response	Total	% of responses	%
Yes	21	<div style="width: 88%;"></div>	88
No	3	<div style="width: 12%;"></div>	12
Total respondents: 24 Skipped question: 0		0% 20% 40% 60% 80%	

16. To what extent do you think the bilateral programme-level partnership(s) was/were relevant to your programme?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Very relevant	10	<div style="width: 48%;"></div>	48
Relevant	8	<div style="width: 38%;"></div>	38
Somewhat relevant	3	<div style="width: 14%;"></div>	14
Not relevant	0		0
Don't know	0		0
Total respondents: 21 Skipped question: 2		0% 20% 40% 60% 80%	

61. To what extent do you think the bilateral programme-level partnership(s) was/were relevant to your programme?



17. Please indicate the benefits for your institution from the bilateral partnership (select all that apply):

(Each respondent could choose MULTIPLE responses.)

Response	Total	% of responses	%
Additional funding	3	<div></div>	14
Technical knowledge	8	<div></div>	38
Established contacts with the partner or other organisations for future partnerships	17	<div></div>	81
Increased administrative/managerial competence	7	<div></div>	33
Dialogue/sharing of experience with other professionals (peer learning)	13	<div></div>	62
International exposure and participation (professional networking)	14	<div></div>	67
Better understanding of the other country's cultural, political and socio-economic situation	15	<div></div>	71
Other, please specify*	1	<div></div>	5
There were no benefits from the partnership	0		0
Total respondents: 21		0% 20% 40% 60% 80%	
Skipped question: 2			

*Valuable advice, support in contacting future project partners, contribution in coordination with other Research programmes in Beneficiary States

18. In your opinion, did the programme produce shared results (results that are beneficial for more than one partner)?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes, it did	17	<div><div></div></div>	81
No, it did not	1	<div><div></div></div>	5
Don't know	3	<div><div></div></div>	14
Total respondents: 21		0% 20% 40% 60% 80%	
Skipped question: 2			

19. Please, indicate the shared results achieved (select all that apply):

(Each respondent could choose MULTIPLE responses.)

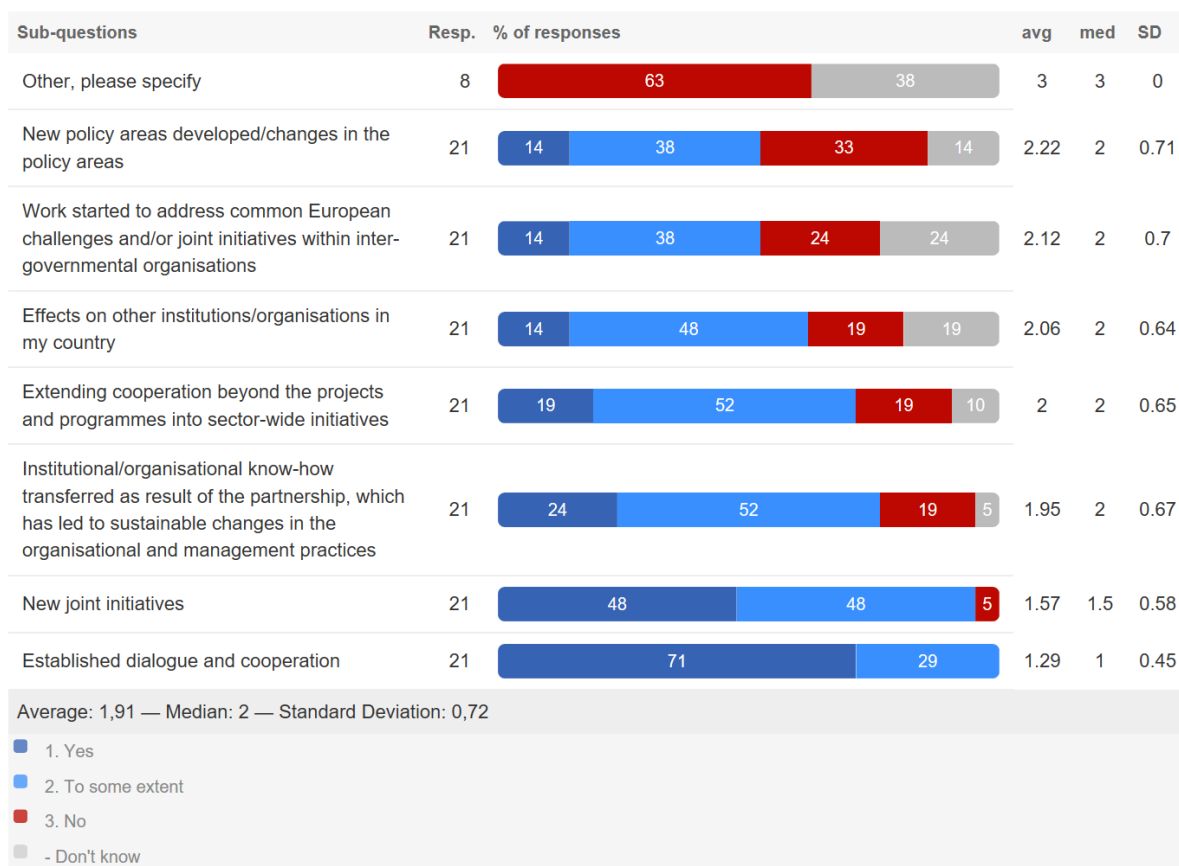
Response	Total	% of responses	%
Shared knowledge and good practices	17	<div><div></div></div>	100
Shared experience	15	<div><div></div></div>	88
Shared know-how	13	<div><div></div></div>	76
Shared technologies	5	<div><div></div></div>	29
Shared products	4	<div><div></div></div>	24
Shared services	4	<div><div></div></div>	24
Other, please specify	3	<div><div></div></div>	18
Don't know	0		0
Total respondents: 17		0% 20% 40% 60% 80%	
Skipped question: 6			

curricula, seminars, lessons planned

joint publications, papers, participation at international forums and conferences

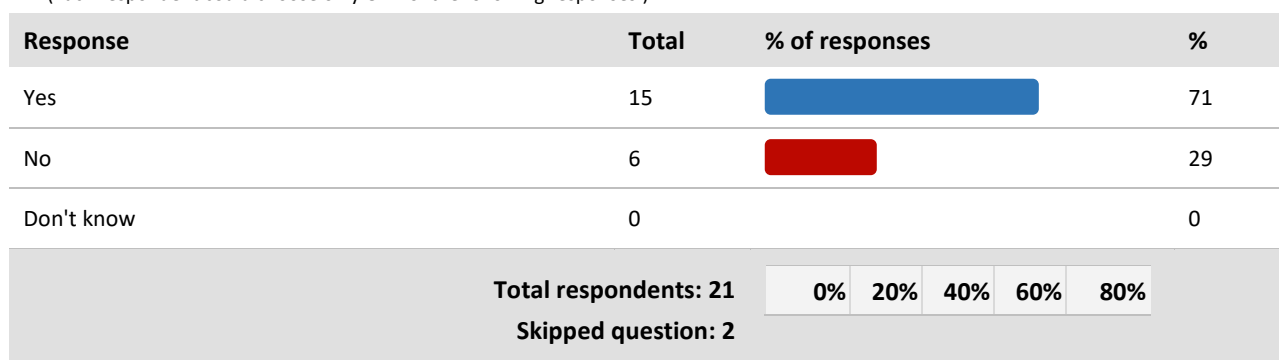
internationally referred joint scientific publications

20 Do you see any of the following long-term effects from the bilateral cooperation under the programme?



21. Have you been in contact with the Donor Programme Partner after the end of the programme?

(Each respondent could choose only ONE of the following responses.)



22. To what extent were the bilateral funds at programme level useful for strengthening the collaboration with your programme partner (through seminars, conferences, international travels, exchange programmes, etc.)?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
To a large extent	14	<div></div>	67
To some extent	7	<div></div>	33
Not at all	0		0
Don't know	0		0
Total respondents: 21		0% 20% 40% 60% 80%	
Skipped question: 2			

23. With regard to bilateral cooperation, what, in your opinion, functioned particularly well (select all that apply) ?

(Each respondent could choose MULTIPLE responses.)

Response	Total	% of responses	%
Joint work on preparation of the programme	14	<div></div>	67
Joint work during the implementation	17	<div></div>	81
Transfer of knowledge and know-how	11	<div></div>	52
Establishment of mutually beneficial cooperation	12	<div></div>	57
Sharing results	12	<div></div>	57
Established inter-institutional relationships	15	<div></div>	71
Established personal relationships	17	<div></div>	81
Other, please specify*	1	<div></div>	5
None of the above	0		0
Total respondents: 21		0% 20% 40% 60% 80%	
Skipped question: 2			

*The bilateral funds were used via open call for mobility projects and provided large scope of deepened partnerships

24. With regard to bilateral cooperation, what, if anything, did not work well (select all that apply)?

(Each respondent could choose MULTIPLE responses.)

Response	Total	% of responses	%
Joint work on preparation of the programme	3	<div><div></div></div>	14
Joint work during the implementation	1	<div><div></div></div>	5
Transfer of knowledge and know-how	1	<div><div></div></div>	5
Establishment of mutually beneficial cooperation	0		0
Sharing results	2	<div><div></div></div>	10
Established inter-institutional relationships	1	<div><div></div></div>	5
Established personal relationships	0		0
Other, please specify*	4	<div><div></div></div>	19
None of the above	12	<div><div></div></div>	57

Total respondents: 21

Skipped question: 2

0% 20% 40% 60% 80%

* Time management

On preparation of the Programme we had difficult to find a partner. We had support through the embassy of Norway.

The cooperation worked excellent at the programme as well as project levels.

Coping with the administrative burden caused by superposition of the FMO/Donors' requirements (Regulation etc.), the national law, the national rules/guidelines etc., enforcement of simplification of procedures for project donor partners

25. According to you, what are the reasons this particular aspect of bilateral cooperation did not work well? What could be done to improve it in future programmes?

(Each respondent could write a single open-ended response of maximum 255 characters.)

Response	Total	% of total respondents	%
Open answer	8	<div><div></div></div>	32

Total respondents: 8

Skipped question: 10

0% 20% 40% 60% 80%

Low capacity mainly on the donor partner side caused by too many partnerships with other beneficiary countries. Could be improved by involvement of more people in EEA/Norway grants, decentralisation of responsibilities

The initially indicated partner was already occupied with other Programmes/Projects.

n.a.

Sharing results is relevant for the programme Culture, but not to a large extent as specific results might be shared only in some areas, not in general (especially not much relevant for the PA16 as it was structured)

The administrative system shall be complex in the future period, too. The donor state partners shall be prepared to meet all obligations stipulated by the relevant rules / regulations.

Conducting an analysis of the weaknesses and involvement of the relevant stakeholders in the preparation stage.

The partners to be more open for mutual initiatives for sharing results

Better communication and clarification of procedures and documents for reporting prior of implementation

26. What are the main lessons learnt from the bilateral cooperation?

(Each respondent could write a single open-ended response of maximum 255 characters.)

Response	Total	% of total respondents	%
Open answer*	16	<div></div>	64
Total respondents: 16		0% 20% 40% 60% 80%	
Skipped question: 2			

*It has been observed that partnerships are stronger, more resultative and useful for both sides in cases where they had been developed before the programme.

Joint international cooperation conducts to good results

The two countries are very different as regards legislation and technical development. This leads to some difficulties in the process of projects implementation. The verification rules and requirements

were to some extent inapplicable for the Norwegian partners. For the new period PO is going to make the procedures less complicated and restricted for the donor project partners. On the other hand the technical development and know-how of the partners is a great advantage for the projects and PO intends to increase the number of projects with partners to 80 % of all projects compared to 60 % in the current period.

Standardized bilateral indicators were not set out within the Programme, which would quantitatively allow measuring progress in bilateral relations. EEA and Norway Grants have for sure strengthened bilateral relations, both in terms of cooperation at the Programme and projects' level. From the Programme level, the Operator has been working with partner institutions from each Donor State; from the project level - most of the measures available under the STF required the involvement of at least one foreign partner. Such a design of the Programme offer has ensured the development of bilateral relations and has allowed for the development of many shared results, often as an added value, unplanned in the initial stage of cooperation. The Programme has contributed to increasing the scope of cooperation between institutions from Poland and Donor States by setting up long-term formal project partnerships, as well as by short-term cooperation (eg. expert involvement during workshops, conferences, short lecturers' visits).

The bilateral fund should be at least kept at the previous level, if not increased and made use of to the largest possible extent.

It is needed to prevent and normalize the cultural and income differences between professionals of the partner countries. It is needed to standardize the procedures and create a less bureaucratic environment for the programme implementation.

Good planning is essential as well as good quality and well targeted programme of joint activities

We became better acquainted with the Norwegian people, not only in the Jewish theme but also in their positive influence in helping the countries of southern Europe.

Setting clear relations / partnership agreements, flexible communication, involving the partners into project management and financial flows. Establishing partnerships in time.

The main finding was that donor project partnerships aimed mostly to bring the experience of the donor partners into the project. Their role was mostly as advisors on the project methodologies and follow-up of the activities rather than taking on a more active role in the development of key activities of the project. This is mainly due to the fact that adaptation projects are very oriented to the specific characteristics of the territory and subject area, which can be very different from the reality where most donor entities take action.

To encourage bilateral cooperation, procedures and rules shall be simplified

The partnerships agreements shall be properly concluded and exactly formulated. The partners shall be involved also into project management and financial flows.

Trust, mutual understanding and openness

The problems could be solved smoothly when you have a partner.

It was again revealed that research excellence exists and can be best exploited in partnerships, which have been extremely positive for both sides (Beneficiary State and Donor States). The Programme allowed researchers to gain international exposure, offered the opportunity to collaborate internationally and provided additional networking opportunities, complementary skills and resources.

Bilateral cooperation is very useful instrument for sharing experience and facilitation of cooperation with donor programme institutions

27. What are the main lessons learnt from the programme you operated?

(Each respondent could write a single open-ended response of maximum 255 characters.)

Response	Total	% of total respondents	%
Open answer*	15	<div></div>	60
Total respondents: 15 Skipped question: 0		0% 20% 40% 60% 80%	

*A high number of cultural education activities organized and partnerships established contributed to competence development, networking, sharing and transfer of knowledge, exchange of best practises in the field of cultural heritage preservation, and sustainability of Programme's results.

Experiences exchange, good practices, good projects

The PO did not have much experience in the programme management. During the programme implementation we learnt a lot and gained valuable experience but still consider there is necessity for specialized training and courses for POs.

I would suggest reading the equivalent section of the Final Report, since the lessons learnt from this programme could be considerably relevant for quite a number of stakeholders, for the next allocation, most importantly probably for the new PO (Innovation Norway).

It is important to maintain a good, day-to-day communication with the donors.

Lesson learned : Delays in procurement procedures were identified, so initiation of addendums of financing contract to extend the implementation period of the project was proposed, the delays being overcome through special commitment of all those involved, Programme Operator and Project Promoter working together

it is important to set clear goals and relevant indicators in order to be able to assess results, the schedule should allow for unexpected delays

For our country, it was very important to approve the Programme, by the Norwegian entities, and allowed us to know the influence that the Jewish culture had in our country.

Beneficial joint PO/NFP workshops organized by the FMO on international basis. Trans-national coordination of the Programme launch due to limited capacity of Donor States institutions.

The programme potential was very big thanks to the high interest of applicants, which shows such programme areas shall be supported also in the future.

Despite the qualified estimates setting the future interest of applicants is very difficult, especially in the case of open calls and that part of programme allocation should be spent in a special segment (20% for social sciences in case of CZ09 programme). – The research community proved to be very active and skilled in international (bilateral) cooperation, institutional partnerships, joint working tasks, writing and presentation of joint papers, visits and networking are common practice in the community, which is able to well absorb bilateral funds. – On the opposite, the research partners from donor states are often not willing to fulfill all administrative obligations and they enforce reliefs. – The national law and related compulsory measures are not fully harmonized with the Donors' ones so some incompatibility occurred. – The communication between the PO and promoters, and between project promoters and partners on the project level is crucial.

To be cooperative, open, willing to learn and to take a responsibility, better managerial skills, work toward success

The good cooperation between all stakeholders give better results

Impact of the Programme went beyond the actual funding provided, as wider effects over the implementation period have been generated. The EEA grants, worth of 20 million euro, were put at the best possible use for enhancing research based knowledge development in Romania. In terms of programme impact, results of these fruitful partnerships were higher than initially expected: 75 joint publications, 213 publications, 9 patent applications, 40 new project proposals submitted to Horizon 2020 and other European programmes or initiatives, 95 workshops and conferences organized and 66 PhD or Master thesis defended.

Is very important to have clear and swift procedures and documents on programme level prior to implementation

Annex 7. Results of the surveys among bilateral cooperation partners

Status:	Closed	Contact count:	1.854
Start date:	15-10-2018	Bounced:	248 (13,4%)
End date:	07-11-2018	Declined:	9 (0,5%)
Live:	24 days	Partial completes:	81 (28,1%)
Questions:	32	Screened out:	0 (0%)
Languages:	en	Reached end:	207 (71,9%)
		Total responded:	289 (15,5%)

1. What was your role in the EEA and Norway Grants 2009-2014 programmes?

(Each respondent could choose only ONE of the following responses.)

Response	Total	%
Donor Programme Partner	29	10
Donor Project Partner	122	42
Project Promoter	134	46
Donor Embassy representative	5	2
Total respondents: 290		
Skipped question: 0		

2. Which country do you represent?

(Each respondent could choose only ONE of the following responses.)


Response	Total	%
Bulgaria	22	8
Czech Republic	43	16
Lithuania	7	3
Poland	39	14
Portugal	6	2
Romania	37	13
Iceland	14	5
Liechtenstein	4	1
Norway	101	36
Other (Council of Europe)	5	2

3. Which programme were you involved in?

(Each respondent could choose MULTIPLE responses.)





Response	Total	%	Response	Total	%
BG04	7	2%	PL08	9	3%
BG08	2	1%	PL09	6	2%
BG09	14	4%	PL10	10	3%
BG10	5	2%	PL12	17	5%
BG12	7	2%	PL14	18	6%
BG13	6	2%	PL15	10	3%
BG14	7	2%	PL16	4	1%
BG15	6	2%	PL17	6	2%
CZ02	4	1%	PL18	5	2%
CZ06	7	2%	PT03	0	0%
CZ07	29	9%	PT04	1	0%
CZ09	13	4%	PT08	2	1%
CZ12	4	1%	PT09	5	2%
CZ13	0	0%	RO05	1	0%
CZ14	6	2%	RO06	2	1%
CZ15	10	3%	RO07	2	1%
LT03	1	0%	RO12	9	3%
LT06	3	1%	RO13	8	2%
LT07	2	1%	RO14	17	5%
LT08	6	2%	RO15	14	4%
LT09	1	0%	RO17	4	1%
LT12	1	0%	RO20	4	1%
LT13	0	0%	RO21	4	1%
LT14	7	2%	RO23	8	2%
PL04	7	2%	RO24	6	2%

4. If relevant, please specify the project(s) you were involved in?

Response	Total	% of total respondents	%
Open answer*	152		53
Total respondents: 152 Skipped question: 65		0% 20% 40% 60% 80%	






*several PDPs in different programmes

5. Which sector does your institution represent?

Response	Total	% of responses	%
Public sector	145		68
Private sector	36		17
Civil society	17		8
Other (research institution, theatre)	15		7
Total respondents: 212 Skipped question: 5		0% 20% 40% 60% 80%	


6. How relevant was the bilateral partnership to the programme/project?

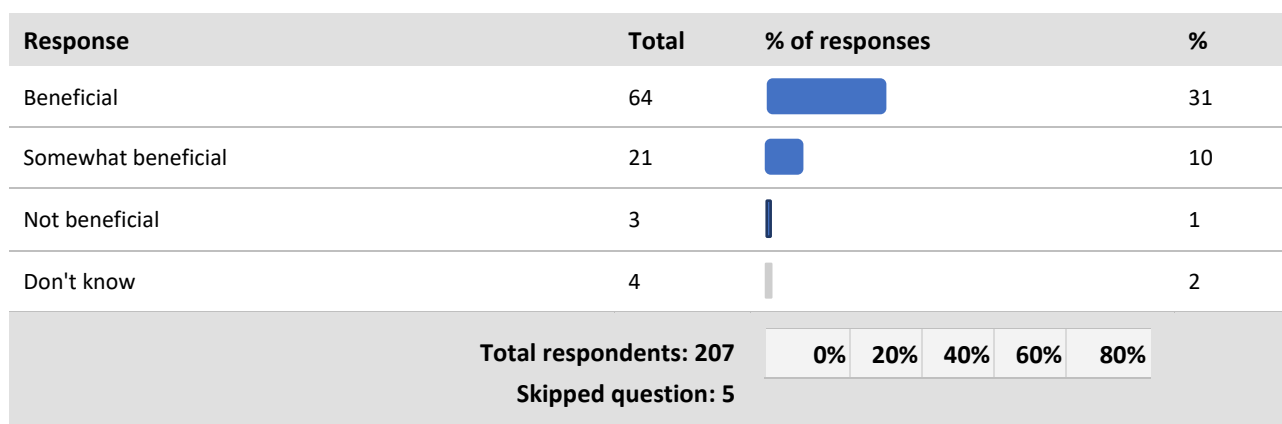
(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Very relevant	148		71
Relevant	47		23
Somewhat relevant	8		4
Not relevant	2		1
Don't know	3		1
Total respondents: 207 Skipped question: 5		0% 20% 40% 60% 80%	

7. How beneficial was the bilateral partnership for your institution/company?

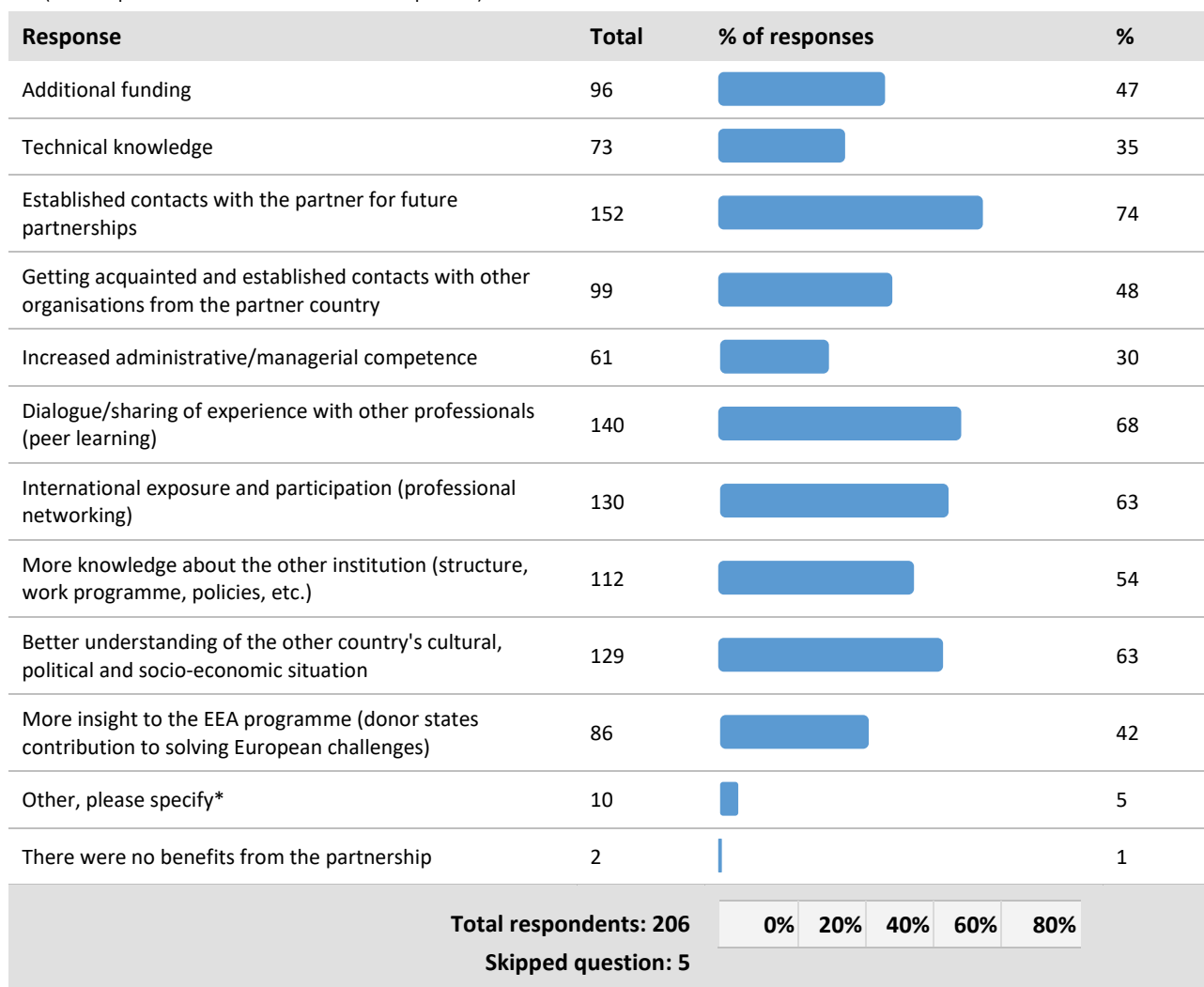
(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Very beneficial	116		56



8. Which benefits has the bilateral partnership had for your institution/organisation/company (select all that apply):

(Each respondent could choose MULTIPLE responses.)



* comparing standards, societal relationships

develop collaboration in polar science and university education

We have received additional international students to our campus who contribute to the internationalisation at home.

scientific publications

Cooperation on political level, cooperation on high level between the correctional services (Director generals)

9. Has the bilateral cooperation had any effects beyond the programme/project partnership (for example at institutional or political level)?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	95	<div></div>	46
No	55	<div></div>	27
Don't know	57	<div></div>	28
Total respondents: 206		0% 20% 40% 60% 80%	
Skipped question: 5			

10. Please, explain what are these effects

(Each respondent could write a single open-ended response of maximum 255 characters.)

Response	Total	% of total respondents	%
Open answer*	83	<div></div>	28
Total respondents: 82		0% 20% 40% 60% 80%	
Skipped question: 127			

Established dialogue and cooperation

*Better dialogue with the Norwegian Research Council and contact with the program there

Ongoing cooperation; future project proposals

Developed relationship with specialised ministries

Future collaboration, preparation of new applications

Cooperation with Norway partner continues

Tighter collaboration which permitted to work together on new fields of collaboration, incl. EU R&D programmes

future cooperation in individual cases of asylum seekers

Established contacts with the partner for future partnerships, we have prepared a joint project

The networks that have been created have been enhanced and kept during time and other cooperation activities have been developed in the present.

Established a framework for future cooperation and has led to subsequent project applications

More permanent institutional links, student and staff transfers

This cooperation resulted in a better mutual understanding of national policy-relevant concerns in both Poland and Norway and contributed to tightening both institutional and political cooperation between the two countries.

We are partners in other projects; establish good relations for further cooperations

Official authorities in Poland are very interested in our ongoing project that is a further step within better cleanburning

The EEA Grant project lead to a partnership of a Bulgarian partner in a 16MEUR Horizon 2020 project, coordinated by the donor company

Cooperation with institutions also on topics not related to EEA Norway Grants

extension of future colaberation areas

The extent of the cooperation was increased as well as the number of the participants; he bilateral relations were strengthen too, improved knowledge - increased personal and professional capabilities and sharing good practices and know-how

International cooperation is one of seveleral factors for local founding

We managed to increase our network around the contry who requested our consultation in questions related to the management of EEA grants.

More likely we facilitate international co-operation

More research cooperation, knowledge development in the area

creation of close relationships and better understanding in benefit of the overall work on violence against women and domestic violence through Council of Europe intergovernmental bodies

The results were sent to the main institutions which are interested in migration processes. The results were presented in international conferences thanks to them we were/are able to develop the contacts with organizations,instutions and researchers

New joint initiatives

Sustained partnership after the project ended, working on other projects

Partnerships and cooperation in other projects, not financed by Norway Grants

Additional projects stemming from partnerships forged during the mobility projects

I have established a partnership with a colleague I met during the event and since then we have realised 3 joint student projects on cross-cultural competence and we have published one joint paper and another one is about to be published. About 200 students from our respective universities have been involved in the joint projects which we plan to organise in the future as well.

Partnership has led to other common programmes and projects

Long term project agreements between Norwegian Education Institutions and the BS institutions. Consolidated network with related actors, ministries and agencies in the education sector instrumental in developing programmes for the next generation of the financial mechanisms.

We continue and develop our partnership with the Norwegian partner, we have completed another project together later on, and this year we have applied together for funds for yet another project, all those projects are interconnected to some degree, they embrace more partners and have broader impact

Horizon 2020- Project proposal ID- SEP-210405745 in Programme Research and Innovation actions 2017 LCE-2017-RES-RIA

Further collaboration in R&D proposals

We are now using and promoting the methodology developed around the country

Exchange information and extending research out of academic field

We have been much more connected with the state sphere with the non-profit and the clients themselves. This cooperation continues today and continues to work on common goals. There is a reduction in stigmatization between the group involved in the project, which continues to spread.

Improved capacity and organisational and management practices

Curriculum development, Research skills improvement

Following the EEA project, the research on photovoltaics became one of the main strategic direction of development in my institution

new product and new market niche development

The DPP role has strengthened the whole institution and contributed to build up the international section in the Arts Council Norway.

We have increased our managerial and cultural competence

Gained experience in outdoor education and implemented that knowledge in our school

Internationalisation and prestige

It fostered the internationalization process in the university.

Portuguese students went to study to Oslo

We established regular visits of Visiting Professor from Norway, which leads to internalization of educational programme

National and international position in terms of cultural promotion

Our school has joined the international association and participates in the association's activities, plans new joint activities

Work started to address common European challenges and/or joint initiatives in inter-governmental organizations

Good bilateral cooperation on high level, might indirectly have an effect on other issues, for example transfer of prisoners etc.

Providing the CoE with further insight in the functioning of institutions of member states and sharing know how with the Norwegian institutions involved in the cooperation

Extending cooperation beyond the projects and programmes into sector-wide initiatives

The results will be implemented in the next case management system of the judiciary

Effects on other institutions/organisations in my country

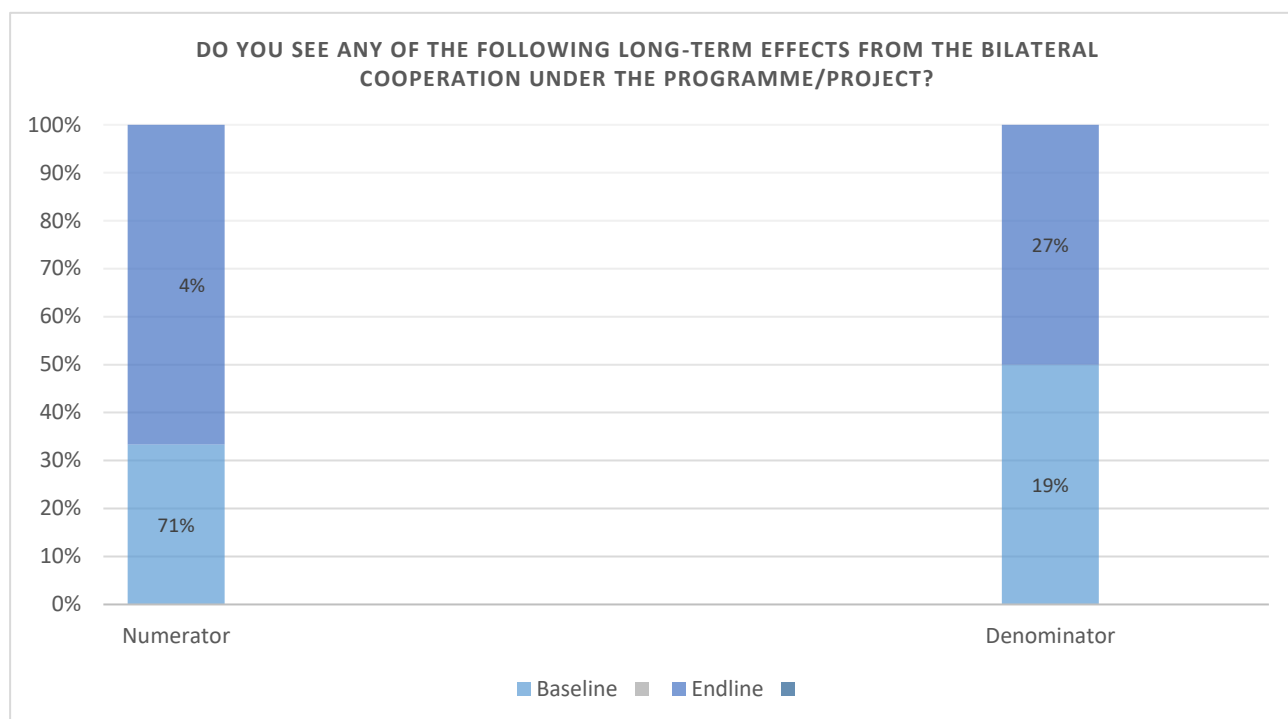
After the success of the project, the Municipality of Lagoa (who hosted the project) asked our institution to maintain the project beyond the duration of the programme. This Programme drew a line that became part of the schools annual academic work.

11. Do you see any of the following long-term effects from the bilateral cooperation under the programme/project?

Response	1 Yes	2 To some extent	3 No	4 Don't know	Average
Established dialogue and cooperation	71%	24%	4%	1%	1.33
New joint initiatives	49%	26%	20%	5%	1.69
Institutional/organisational know-how transferred as result of the partnership which has led to sustainable changes in the organisational and management practices	25%	40%	25%	10%	1.97
New policy areas developed/changes in the policy areas	11%	27%	43%	19%	1.99
Extending cooperation beyond the projects and programmes into sector-wide initiatives	28%	33%	25%	14%	2.11
Work started to address common European challenges and/or joint initiatives in inter-governmental organizations	17%	27%	33%	23%	2.21
Effects on other institutions/organisations in my country	19%	32%	27%	22%	2.39
Other, please specify*	4%	3%	27%	63%	2.71
Total	458	429	378	228	1.94

*Improved effectiveness

Cultural exchanges / influences



12. According to you, did the programme/project produce shared results (results that are beneficial for more than one partner)?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes, it did	178	<div></div>	87
No, it did not	12	<div></div>	6
Don't know	15	<div></div>	7
Total respondents: 204		0% 20% 40% 60% 80%	
Skipped question: 0			

13. Please, indicate the shared results achieved (multiple choice is possible):

(Each respondent could choose MULTIPLE responses.)

Response	Total	% of responses	%
Shared knowledge and good practices	163	<div></div>	92
Shared experience	156	<div></div>	88
Shared know-how and methodologies	138	<div></div>	77
Shared technologies	37	<div></div>	20

Response	Total	% of responses	%
Shared products	33	<div><div></div></div>	18
Shared services	29	<div><div></div></div>	16
Shared networks	83	<div><div></div></div>	46
Other, please specify*	5	<div><div></div></div>	3
Don't know	1	<div><div></div></div>	1
Total respondents: 177		0% 20% 40% 60% 80%	
Skipped question: 27			

*Open access software available online from Navicad project (at www.custusx.com -> Navicad link)

Base for future projects, societal relationships

Scientific publication

I would like to underline the common efforts to publish our results in the books and in the scientific journals.

Shared scientific research and publications

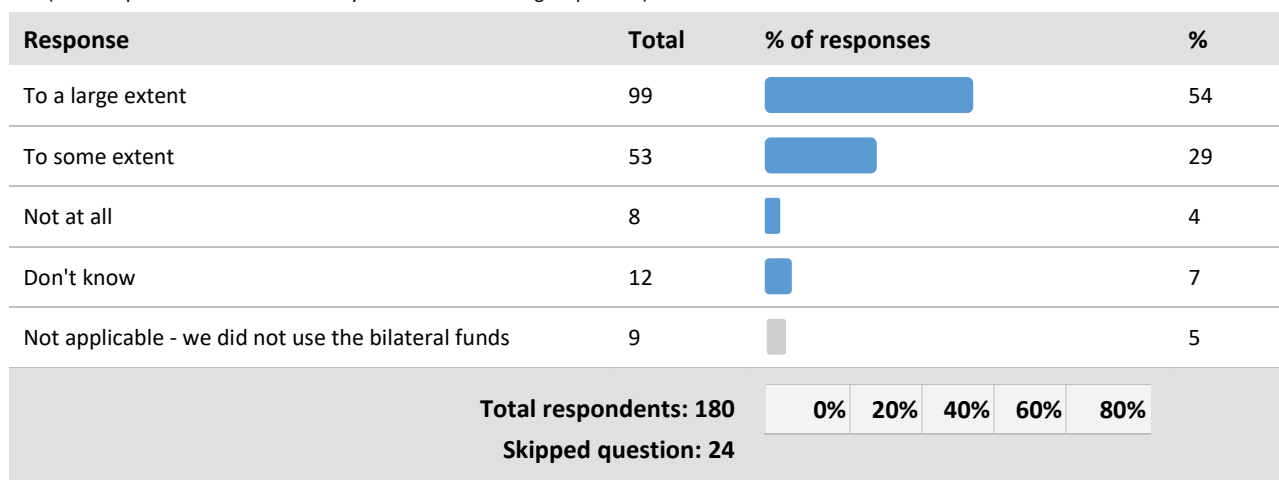
14. Have you been in contact with your partner/partners after the end of the programme/project?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	190	<div><div></div></div>	93
No	13	<div><div></div></div>	6
Don't know	2	<div><div></div></div>	1
Total respondents: 204		0% 20% 40% 60% 80%	
Skipped question: 0			

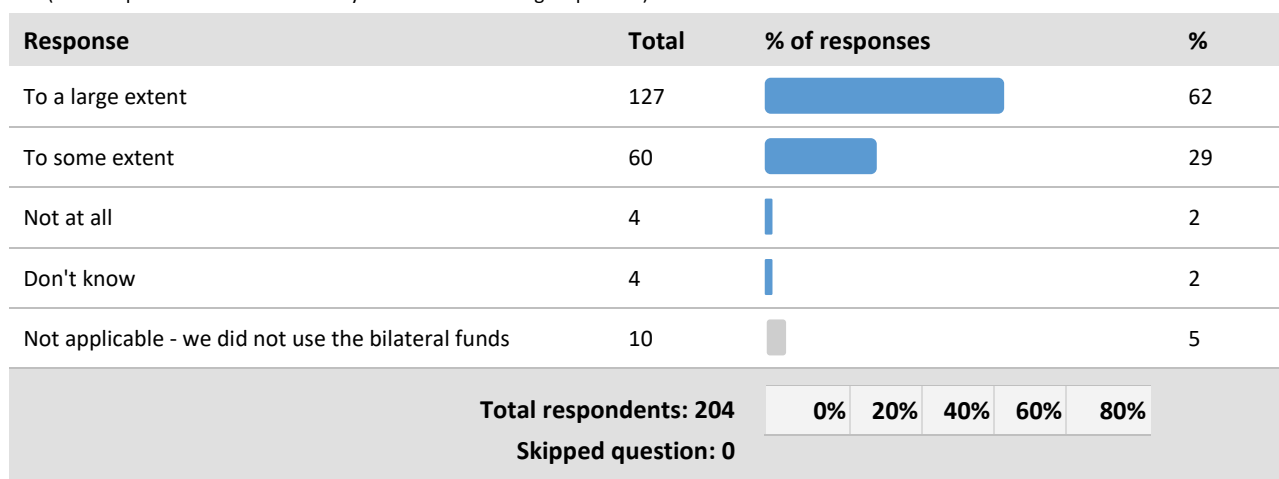
15. To what extent were the bilateral funds useful to start-up cooperation (“matchmaking”) with your partner?

(Each respondent could choose only ONE of the following responses.)



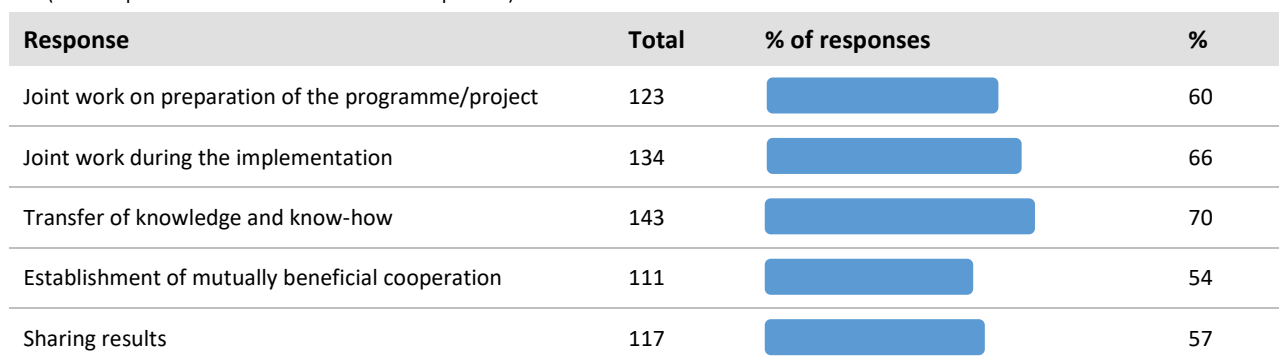
16. To what extent were the bilateral funds useful for strengthening collaboration with your partner (through seminars, conferences, international travels, exchange programmes, etc.)?

(Each respondent could choose only ONE of the following responses.)



17. With regard to bilateral cooperation, what, in your opinion, functioned particularly well (select all that apply)?

(Each respondent could choose MULTIPLE responses.)



Response	Total	% of responses	%
Established inter-institutional relationships	94	<div></div>	46
Established personal relationships	150	<div></div>	73
Other, please specify*	1		0
None of the above	5	<div></div>	2
Total respondents: 203		0% 20% 40% 60% 80%	
Skipped question: 0			

*common care about the project

18. With regard to bilateral cooperation, what, if anything, did not work well (select all that apply)?

(Each respondent could choose MULTIPLE responses.)

Response	Total	% of responses	%
Joint work on preparation of the programme/project	24	<div></div>	12
Joint work during the implementation	17	<div></div>	8
Transfer of knowledge and know-how	16	<div></div>	8
Establishment of mutually beneficial cooperation	17	<div></div>	8
Sharing results	15	<div></div>	7
Established inter-institutional relationships	36	<div></div>	18
Established personal relationships	9	<div></div>	4
Other, please specify*	21	<div></div>	10
None of the above	111	<div></div>	54
Total respondents: 203		0% 20% 40% 60% 80%	
Skipped question: 0			

*Administrative hurdles

Bureaucracy in Reporting

Administrative hassles with National programme agency -- too much bureaucracy, and initially, poorly designed programme conditions

Administrative issues

Administration of the project

Administrative managing of the project, different legal situation and culture with respect to the administrative tasks

Sometimes the budget reports were very bureaucratic

I learned that the partner country had huge bureaucratic administration which almost destroyed the collaborative project. It was very difficult to spend the money that had been granted to the PIs, and our work therefore started 1.5 years too late. It was very difficult to transfer funds to Norway, and after the finalization of the project the administration in Sofia claimed re-transfer of money from Norway that we had spent according to the budget.

Little, if any, effect on administrative procedures by managing agency (we did not receive funding (so receiving money did not work well...))

The project financial reporting was inefficient: the reporting took too much time from the researchers.

Financial Issues

Norwegian partners were expensive and had only 40% of the fund, it ended that most empirical work was done by Polish partners

Some experiences and new practices cannot be applied in our country due to the lack of money or initiative

Sometimes language challenges; Difficulties concerning reimbursement of funds and release of funds

Problems with financial aspect of project management

Others

Time was short

Most of this did work,, more cooperation meeting with FMO should have been done,,,

The Czech funder (Ministry) displayed a lack of competence in managing research projects.

Supervision and management provided by the Programme Operator

Getting more people interested in the project. Applies to both partner institutions.

19. Regarding the nature and quality of bilateral partnerships, what could be improved?

(Each respondent could write a single open-ended response of maximum 255 characters.)

Response	Total	% of total respondents	%
Open answer*	136	<div></div>	47
Total respondents: 135		0% 20% 40% 60% 80%	
Skipped question: 17			

*Extent and quality of bilateral cooperation

Match-making meetings, well prepared budgets

More initiatives from Polish partner

Preparation of a list of institutions willing to cooperate with similar problems of operation of museums with museums, schools and schools. Programs financing a bilateral partnership in the long-term perspective (the possibility of several meetings).

It is needed to improve the motivation of Scandinavian partners for international collaboration also with East European countries.

Intercultural dialog

Mutual cooperation, and the project leader not acting as a ceo

More involvement and responsibility for the Donor Project Partners.

Make more evident that the relationship beneficiary-donors is a two way road and not only donors promoting their priorities or approaches

More involvement from Norwegian companies in the projects

Our partnership was more in the name than in practice. Next time we would make sure that it was more involvement from both sides.

Joint work in the course of project realisation

In the larger project communication was not good and more preparation would have made all the difference.

It may be important for the programme to have a stronger presence from the participating countries, from outside the EEA, in the countries promoting the program, ie Iceland, Liechtenstein and Norway. It would also be a good idea to have an easier way of moving the projects within the three EEA countries.

We would welcome more openness in involving partners from other countries because the present art world is incredibly varied and the clear definition of e.g. 'Norwegian', 'Czech' or 'Swedish' is not that easy to discern anymore since the projects are represented by different nationalities which makes them even more valuable.

Support for bilateral cooperation

Funding for further cooperation and follow up

Matchmaking seminars have always lead to new partnerships for us. Plan more of those.

Organizing bilateral meetings with greater frequency

The frequency of bilateral meetings.

Possibility of continuing to organize regular meetings.

Further developement of bilateral partnership is expensive for instituions from public sector. It will be helpful to have to find more fundings.

Better assistance in finding suitable NGO partners

More flexibility in organising and using financial support

More regular meeting partner with FMO - sharing good pratcice,,, lessons learned,,

It would be advisable to have more meetings face to face (there was to tight schedule and time pressure), more evaluation activities (feed back) during the project, more exchange of experience at the institutional and organizational level

Financial issues

Shared financial responsibility

Funds to guest research stays, PhDs exchanging sites during project and similar

Level of funding as subsistence, travel grant

Limited funding

How to minimise the risk related to a variable exchange rate during the project course, which may cause challenges in the project economy/administration

Less biurocracy in Poland

Selection and evaluation of the projects

Additional funding from donor states to partners in donor states in order to establish a more balanced two-way cooperation.

Financing of common work - too unpredictable at least from the romanian side

To allocate more fuds.

The funding rates should be higher (so that more good projects can be executed). Also, the process of evaluation felt very intransparent

Partition of the grants between donor partner and beneficiary

Funding of the programme and the period of the visits

Some direct founding of our organisation would have given us the possebility to participate better

Split financial support more in accordance to budgets worked out by the partners in advance

A sustantial share of programme/project budget must be set aside for Norwegian partner.

Simplifying the project application, do it more user friendly, too much administration - the partners form Norway are used to totally different amounts of money, it is hard to set the budget if you know the partner gets the same money according to their standard for much less hours (and we have to set the height of the wage on the same level for both partners - which is hard if they earn 5 times more than we do)... The motivation for the project partner from Norway is definetly not in money because form them is such amount nothing...So we have to find other way to 'make' them to cooperate...

Administrative issues

In this case, the decision on the grant came much too late. Hopefully, that has been fixed!

Administrative routines & reporting takes too much time and resources

Less bureaucracy on the Romanian part

The application, documentation and reporting to the EEA administrators was too complicated and time-consuming

Less bureaucracy

The reporting (mainly financial reporting) should be simplified.

Better service and less bureaucracy demanding on the paper work for project expenditures

Complying to deadlines.

Less bureaucracy in project management, more trust in administrative capabilities of partners and coordinators.

Less formal administration

Less bureaucracy in applying and reporting for it

Less onerous reporting requirements would improve the quality of the partnership, as less time and resources could be allocated to reporting, letting us concentrate more on substantive work

The heavy and tight bureaucracy

The CoE, in its capacity of intergovernmental organisations had a sui generis status which was not adapted to our procedures and regulations. A lot of time was spent/lost sorting out administrative issues with both the FMO and the national partners.

Easier control arrangements

Amount of paperwork required

Making administration simpler, decisions less arbitrary, and the whole process less time consuming

Clarity of financial handbooks

Administration of grants is still very complicated, in particular, on the stage of the grant application (access to the grant documentation, online submission system etc.)

The bureaucracy regarding the finances was excruciating! Took a VERY long time to get expenses refunded and a lot of unnecessary paperwork.

Reduce unnecessary administrative works and too much control on the promoter side.

The administration of the Polish program was very complicated

To simplify programme rules, longer duration of project/programme period

Institutional capacity issues

Institutional support. Applies to both partner institutions.

Government agency responsible for oversight must be changed

Capacity building of implementing partner, in the area of project management and evaluation.

Linguistic assistance to eastern and southern European partners. We spent too much time trying to correct their English, because our Polish partners said they could not afford the costs of professional editing.

The Czech institution responsible for funding and follow-up needs to be changed, or at least trained for the task.

The accounting system in the partner country should be improved and money spending for the PIs should be more flexible.

The project management from side of Czech Ministry was chaotic and very unpredictable and difficult to understand. Should be improved

Project sustainability

More money for the Polish partner to be able to develop cooperation beyond the project. Once the project was over there was no finance available to enable the PL partner to build more capacity, further develop research etc.

The perspective of a long term project.

Continuation of such programme

Extended time frame. Funding comes to an end too soon.

Obligation to following up legacy of projects

Roles and responsibilities

When a Norwegian partner involves and deploy resources in the initial phase (feasibility studies etc.) that partner should be guaranteed continued involvement, not to be used only as a help for starting up.

It was good, perhaps a clearer indication of what is required from the Norwegian partner.

More structure

The administrative role of the MSMT as a coordinator was not flexible enough

More balanced funding and more project control in the EEA country (Norway)

Other

More focus on cultural entrepreneurship (support the start ups projects)

Island students need to expand mobility to South East Europe, not only to the Nordic countries

I would recommend more short term projects in the field of higher education

Involve more higher education institutions, since they educate the future decision-makers of our societies

More students/didactic staff from the partner university participating in the mobility

More knowledge on the Donor countries' institutions' side about the EEA Grants opportunities.

It would be beneficial for Bulgarian partner to be able to organise study visits in Norway. Unfortunately the program did not allow such an opportunity to learn from Norwegian organisations and observe their services related to protection of women victims of violence.

The common official bilateral programme on the level research activities or educational plan is still missing.

The general preparation period and implementation we will do more precise next time around

The lack of templates for partnership agreements, lack of standardized amounts per country for expert fees etc. made the process more difficult.

Include more participants on the basis of academic topics

20. What are the main lessons learnt from the bilateral cooperation?

(Each respondent could write a single open-ended response of maximum 255 characters.)

Response	Total	% of total respondents	%
Open answer*	142	<div></div>	49
Total respondents: 141 Skipped question: 0		<div> <div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div> </div>	

*Benefits of bilateral cooperation

Join results

Friendship, shared goals, further development.

Possible good start for the European collaboration in research

State-of-the-art know-how on geothermal resources exploitation and utilization transferred to Romanian companies/institutions

A lot to learn from working together with MuS

All participants learned how to cooperate in international teams, they made compromises and learned more social competence skills. Teachers used online platforms to share information about project activities. They got to know new people, cultures, traditions and customs. New friendships occurred between teachers and students that might lead to further cooperation between the schools.

Good practice from Norway - especially very good relations

Positive - important - can show the way to further European cooperation

Allows close experience of science in another country.

Closer contacts with very nice scientific community

There are plenty of them. It really created a thriving networking, it fostered Nordic studies in Romania, it created an excellent basis for further cooperation.

Bilateral cooperation is very welcome and beneficial for all parties involved

Sharing experiences and friendship

Increased expertise, new contacts

International cooperation helps to come-up with innovative solutions and products which improves environment

Understanding each other's culture, dialogue between two different nations, common tasks.

Good cooperation that should be increased in the future

EEA Grants is an excellent program to build business relations between Norway and Bulgaria

It facilitates a faster progress in the common research field than the one it can be achieved alone by each individual institution; the resulted common work is better received by the research community and more visible for public

Getting familiar with not only differences in academic languages and cultures, but also administrative practices

Understanding Cultural & social differences

That it is more necessary than ever and that it does indeed bring people together.

New and original research results

There is common interest in Arctic research and protection of Arctic environment

This type of cooperation should continue as it provides the best opportunities to be better acquainted with partners and is an important springboard for further cooperation and joint applications for funding of projects from other sources.

Shared knowledge and exchange of experience

There is a lot to learn about good work practises beyond the scientific collaboration

Mutual respect to the different institutional culture

We solve similar problems with different means, sharing knowledge can be useful for both sides

It's very interesting and enriching for both countries (Portugal and Norway) that are so culturally different to work together and learn from one another.

Working together is the best way to overcome cultural difference

Meeting people in similar activities in other countries and settings, new eyes on our own way of working.

We had a great cooperation. We learned a lot from each other and improved a quality of education in our school. It was the best project and experience for me for the last 15 years.

We have learnt different methods forms and procedures of education which we try to apply in our school now. We have also established several small project and we have learnt how eager our students are to cooperate and communicate with partner school. They are willing to present our country try and motivated to learn more and discover the partner countries in the future. We have learnt that some projects take time and have to be planned with some reserves prior to the implementation. I personally have learnt different teaching styles and transferred my methods to other colleagues from the donor state and see of them have been perceived very well. We would be happy to establish another project in the future since this one was very successful.

Knowledge and experience in advanced technologies

I was able to expand my cross-cultural competence due to my participation in a major event in the area and I established contacts that gave rise to further activities involving my students (University of Economics in Varna, Bulgaria) and the students from two Universities in Costa Rica, allowing the said students to broaden their horizons and develop cross-cultural skills.

A high extent of benefits of international cooperation.

Various mitigation and adaptation measures to global warming effects in urban settings.

Effective lawyers' inclusion in the Norwegian asylum system

Experimental setup for PhD students.

Experience and best practice sharing

Creating a common curricula and grading system

Cooperation, sharing, experience from other services

Experience in research work.

It is demanding and can be very rewarding in terms of gaining insight into social and cultural processes of other countries.

You can share knowledge and experience with partners in area of cooperation.

Main challenges are common in Europe - they can be addressed adequately through strong and vast regional and European partnerships, but there is no better way for such partnerships to emerge than bilateral cooperation building trust and mutual understanding

International cooperation gives people possibilities. The best results are obtained in partnership.

New perspectives due to new knowledge about the partner-institution and about both countries' roles in the EU regarding health-policy making.

We realised 10 workshops in Walachian museum in Roznov (CZ) and in Maihaugen museum (No). Participated by 40 workers from each side. There was fabulous experience exchange.

Bilateral cooperation is mutually beneficial for both sides. There is always something to learn from each other.

Getting to know and understanding the specifics of a partner's activity always broadens the horizons of thinking and fosters creativity

We should continue with bilateral cooperation – greatly strengthens relations and enhances commitment among partners.

Success factors

Networking is essential for development of new, out of the box, perspectives.

Personal level is essential for both start and sustainability of the cooperation. Only a few people at each institution are interested in cooperation in the very beginning. The cooperation network becomes larger through participation of people from other institutions.

It is important to implement a good structure for communication and collaboration from the start of the project.

It has great potential, match-making meetings are essential, and donor country partners should have an important managerial role in bigger projects.

Before working together, partners need to build trust.

Communication is key

Networking as a key to cooperation

That the approach to bilateral relations should be made explicit at the beginning of programming and aim at joint priorities.

The most useful of this bilateral partnership for us was the shared experience of the donor countries in the energy efficiency and renewable energy

Very good. We were able to implement activities that we would not be able to use to the full with grant in the Czech Republic.

Improving teaching and language skills, the management of lesson including the work with students.

Good idea, good team, mutual understanding is very important for cooperation

Constant and precise communication between the parties is essential to make the bilateral cooperation work properly

It is necessary to give the project very high priority if you want to succeed, and we have to be patient

The main lesson is the importance of finding a partner with whom the applicant can work closely and on regular basis and therefore create strong bonds on which they can build even more in future after the project period is over. It is also very interesting to watch particular needs of the partner which have in view of the context a completely different character and therefore are an opportunity for mutual enrichment and continuous learning within the project activities.

Human contacts help for further success of the project very much. Both (or all) the parties have to be equally interested and engaged to the project and its result.

Working as a team gives more good results

There are great differences between our cultures but we are willing to accept and learn from each other. Planning and rigor in the implementation of the plan / project. It is very important to gain mutual trust and we can do things together. I have met a lot of pragmatism and much less formalism than in the EU.

Openness, honesty and commitment, regardless of language and cultural differences, lead to success.

Personal contact is very important.

Working in partnership needs a careful planning, transparency and responsiveness. Our experience was really great and we would like to repeat it again.

The best cooperation is always based on personal level.

To closely collaborate in terms of administration and budgeting during the project

Be in good contact, having a leader in setting additional activities

Getting to know the partner and the specificity of the country of donor

Be brave and try to make a first step. Be highly professional and open and you will achieve your goals. Bilateral cooperation gives a lot in professional and personal development.

It takes someone really committed to take care of all the administration before and after!

Bilateral co-operation works extremely well, provided that the administrative and financial mechanisms are flexible and it is possible to adapt them to different legal and institutional environments

Areas for improvement

That Czech Ministry of Finance should not administer the grant as they don't understand the sector and bully civic organisation into their 'one fit all' processes

Both parts must clarify in front of each other's expectations of final results and economic benefits.

Better understanding of different institutional rules and approach

To think about what you really want to get out of it.

Communication, transparency, efficiency and courage in presenting ideas

Clear and transparent communication; realistic project goals

Project oversight must reside with qualified organisation, a lot of opportunities exist for joint research programmes

To be more hands on in the initial process and specify expectations and responsibility. Organize a proper preparatory meeting with all the project participants taking part.

That the bureaucracy should be made flexible

More funds are needed.

Unless administration and reporting becomes more time efficient for the project partners, the partners should budget more for administration and reporting.

Sharing knowledge and experience across borders is essential for better and more sustainable results

Bilateral contacts in the course of the project could be more intensive

that intercultural differences should be explored in order to co-operate effectively

Don't get involved with projects in Bulgaria. Their administrative system is a relic from the Soviet time and it makes it (almost) impossible for the PIs to do their work.

It can be improved,, especially the program preparation process,, take too long time,,

The administrative capacity of the operator was not at the appropriate level.

The scheme and rules are overly complicated, too many issues fixed without a possibility of easy change, which is not compatible with the (naturally) variable and often unpredictable development of high-level research work

Other

Sustainability of friendship

It is extremely useful to change the mindset of Eastern Europeans as well as to shape the business orientation of a modern model.

The big difference of the cultural and social field between the south and the north of Europe.

No system is perfect, but there are systems that work better than ours

Benefits and educational development are more than just knowledge creation and learning.

It could only be more - and strengthened!

That we should try again

Not everything, and not always, that begins in two ends like that

The world is both large and small, similar and different but art management is always based on passion.

We have to work on constantly in order to improve ourselves and show others a good example to follow

similarities and differences in the academic culture of CZ/Scandinavia

Why our partners can work with less bureaucracy and we not.

We worked with wonderful artists that are now our friends. Next time around we would make sure to extend the scope of the collaboration.

You can get results if you are doing what was promised in the project

Norway is less bureaucratic so it was easier to organize things there, Norwegians are very pragmatic so it helped us manage the projects and use the money more efficiently. As a result more pupils and teacher were able to participate in mobilities.

Each culture is unique and you can learn a lot from the other nations; improve yourself, learn from each mistake; pay attention to every detail; do not panic, calm down and try to find the best solution; brainstorming is amazing instrument; be positive and treat people with respect; things could be simplified

Extremely good craftsmanship and knowledge among our partners, and very nice people as well.

That they must not finish!

There is a strong demand and need for cultural and pedagogical projects; the exchange of experiences values the projects; the public wants to know more about the culture and traditions of other countries in Europe.

Some partners are very interested in cooperation and scientific publications. Others are more interested in the money.

How good it is to collaborate with Czech colleagues!

Communication with donor organizations.

Professional realization of all aspects of a project.

There is always something to learn.

Different culture, different technologies and possibilities, better attitude to the environmental issues, many common things in other areas such as social and economic...

IT is about people

It is very easy to work with Norwegian partners

The effort made is always worth it

21. What was the role of the Embassy in supporting bilateral cooperation under the EEA and Norway Grants (select all that apply, question shown only to respondents from embassies)

(Each respondent could choose MULTIPLE responses.)

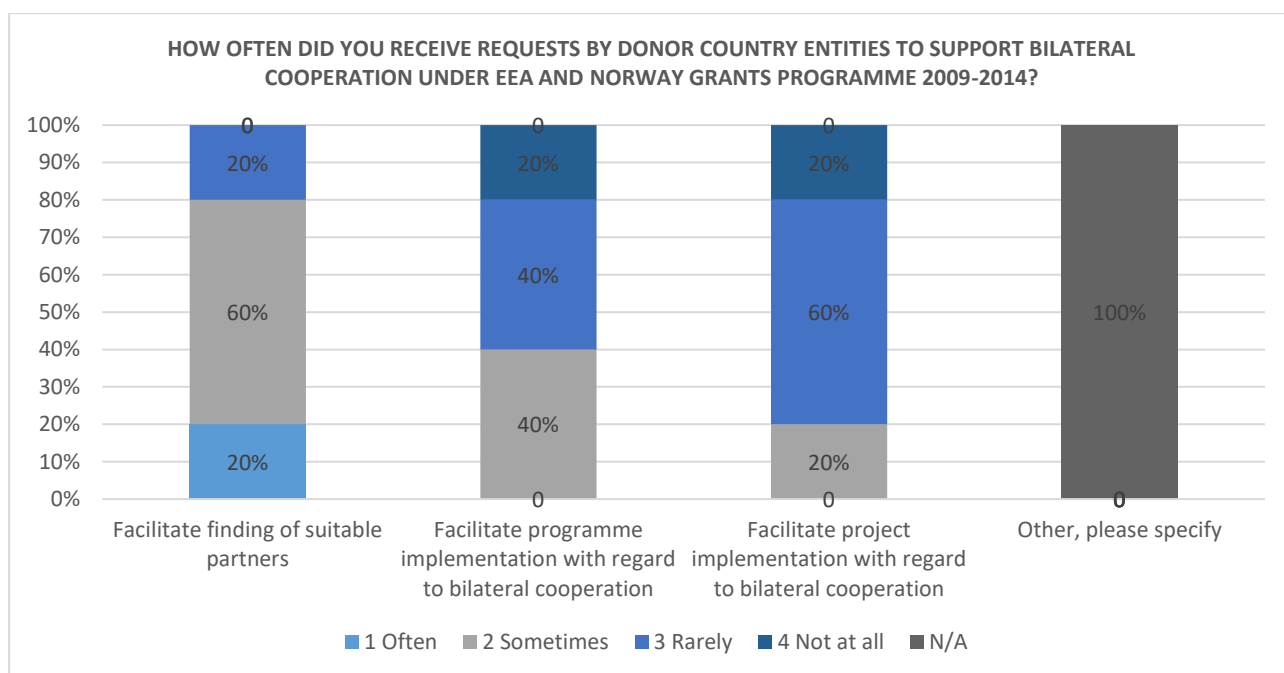
Response	Total	% of responses	%
Facilitate finding of suitable partners	4	<div></div>	80
Facilitate programme implementation with regard to bilateral cooperation	4	<div></div>	80
Facilitate project implementation with regard to bilateral cooperation	4	<div></div>	80
Other, please specify*	2	<div></div>	40
Total respondents: 5 Skipped question: 204		<div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div>	

*Bilateral project proposals

Information activities

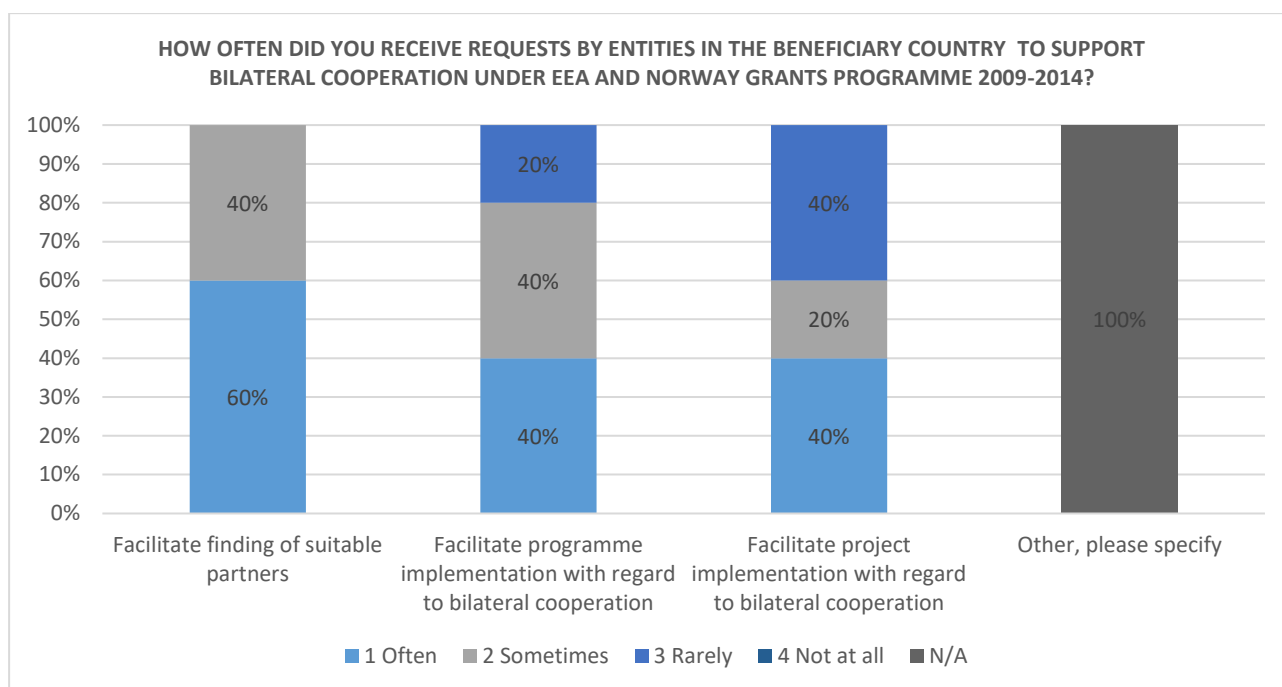
22. How often did you receive requests by DONOR COUNTRY entities to support bilateral cooperation under EEA and Norway Grants Programme 2009-2014?

Response	1 Often	2 Sometimes	3 Rarely	4 Not at all	N/A
Facilitate finding of suitable partners	20%	60%	20%	0	0
Facilitate programme implementation with regard to bilateral cooperation	0	40%	40%	20%	0
Facilitate project implementation with regard to bilateral cooperation	0	20%	60%	20%	0
Other, please specify	0	0	0	0	100%
Total	1	6	6	2	3



23. How often did you receive requests by entities in the BENEFICIARY COUNTRY to support bilateral cooperation under EEA and Norway Grants Programme 2009-2014?

Response	1 Often	2 Sometimes	3 Rarely	4 Not at all	N/A
Facilitate finding of suitable partners	60%	40%	0	0	0
Facilitate programme implementation with regard to bilateral cooperation	40%	40%	20%	0	0
Facilitate project implementation with regard to bilateral cooperation	40%	20%	40%	0	0
Other, please specify	0	0	0	0	100%
Total	10	5	3	0	3



24. Do you think the Donor State Embassies could have an additional role in the EEA and Norway Grants with regard to facilitating bilateral cooperation?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	0		0
No	2	<div></div>	40
Don't know	3	<div></div>	60
Total respondents: 5		<div> <div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div> </div>	
Skipped question: 204			

25. Please, explain what the Embassy's role could be

(Each respondent could write a single open-ended response of maximum 255 characters.)

Response	Total	% of total respondents	%
Open answer	0		0
Total respondents: 0		<div> <div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div> </div>	
Skipped question: 204			

Annex 8. Project stories

CLIMATE CHANGE AND RENEWABLE ENERGY



Projects: PT03 – 0001, PT03 – 0002, PT03 – 0003, PT03 – 0004 Pilot Geothermal Power Plant of 3 MWe on Terceira island and capacity building for geothermal energy utilization

Funding: € 4,489,924

When?

PT03 Renewable energy (EEA)

20 May 2014 – 20 November 2017

Who?

EDA Renewables (PT) with partners: United Nations University Geothermal Training Programme (UNU-GTP) (IS).

Why?

The Azores Archipelago, Portugal, is dependent on energy imports. The goal of the government of the Azores is to increase the share of renewable energy from 36% to 65% in the total electricity production by 2018 in order to reduce the oil dependency and to slash carbon emissions. The island of Terceira imports almost 90% of its energy production and at the same time it has untapped geothermal potential.

How?

The whole programme was implemented via four projects. EDA Renewables was responsible for managing and coordinating of the activities related to the construction of the geothermal power plant. The National Energy Authority (Orkustofnun) of Iceland, organized the short training courses in the Azores and provided the 6-month postgraduate programme for professionals.



Photo credit: EDA Renewables

What has been achieved?

A 3 Megawatt greenfield geothermal power plant was constructed and put in operation in Terceira Island, Azores. The share of the geothermal energy in the island's energy mix climbed to 12% against 10% initially envisaged. The new power plant induced the opening of 9 workplaces. The competences on geothermal energy in the Azores was enhanced by short courses on exploration and exploitation of high enthalpy geothermal energy sources that provided training for 12 professionals and 2 students and by two rounds of six-month postgraduate geothermal training programme provided by UNU-GTP in Iceland in 2014 and 2015. In total four practicing professionals from the Azores participated in the postgraduate programmes.

Could know-how be transferred elsewhere?

The professionals that participated in the training and postgraduate courses could apply their expertise in various geothermal power plants in the Azores thus making the substitution of fossil fuels with renewable energy in the Azores more sustainable.

What's next?

A successful increase of the production of renewable energy was achieved. The power plant will continue to operate beyond the funding period.

Project: CZ02-0044 Czechadapt – System for Exchange of Information on Climate Change Impacts, Vulnerability and Adaptation Measures on the Territory of the Czech Republic

Funding: € 809,452

CZ02 Biodiversity and ecosystem services & environmental monitoring and integrated planning control & adaptation to climate change (EEA)

When?

11 June 2015 – 30 November 2016

Who?

Global Change Research Centre AS CR (CZ) with partners: Mendel University in Brno (CZ); Norwegian University of Life Sciences (NO).

Why?

The changing climate calls for devising tailored adaptation measures. The Czech Republic lacked a reliable user friendly and practical source of high-quality information about risks, vulnerabilities, expected impacts and possible adaptation measures for the entire territory of the country.

Photo credit: www.klimatickazmena.cz



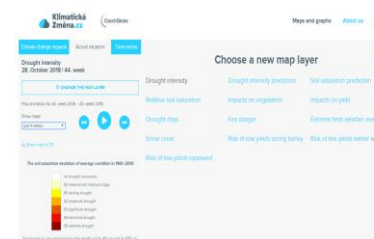
Klimatickazmena.cz

How?

The Norwegian University of Life Sciences participated in the preparation of the scientific databases and in verification of certain methods (snow cover, frost damage to plants, impact of climate change), in the development of the monitoring system and early warning system. Mendel University provided IT hardware for data backup and computing capacity.

What has been achieved?

An open and continuously updated on-line user friendly database, summarizing information about the climate change impacts, risks, vulnerability and adaptation measures for the territory of the Czech Republic. The portal www.klimatickazmena.cz provides information and visualization on the actual values of several climate change related variables and parameters. It also estimates and visualizes the expected climate change impact in several dimensions and time horizons.



Klimatickazmena.cz

Photo credit: www.klimatickazmena.cz

Could know-how be transferred elsewhere?

The project was presented in several conferences and publications. It will facilitate the transfer of knowledge and experience gained during the project implementation to third parties.

What's next?

The transferability of the key project outputs to Norwegian conditions will be tested in cooperation with the Norwegian partner. Collaboration on shared publications and expanding the number of served stations is anticipated.

Projects: RO07 – 0001 A green way to sustainable development

Funding: € 4,186,468

RO07 Adaptation to climate change (EEA)

When?

11 September 2015 – 20 November 2017

Who?

Environmental Protection Agency Sibiu with partners: Lucian Blaga University of Sibiu (RO); Municipality of Brasov (RO); Municipality of Sibiu (RO); Municipality of Tîrgu Mureş (RO); National Meteorological Administration (RO); Norwegian Association of Local and Regional Authorities (NOR).

Why?

Romania faces average annual warming with a marked increase towards the end of the century, according to an assessments by the UN IPCC. Regional and local authorities are charged with implementing policies on adaptation to climate change. They can benefit from building competences and devising implementation tools. The project addressed the issues of developing strategies on adaptation to climate change on regional level and providing solutions for the transport, energy and construction sectors.

How?

The Norwegian Association of Local and Regional Authorities provided technical expertise in developing municipal strategies, action plans and good practice on adaptation to climate change. The National Meteorological Administration supported the preparation of the meteorological studies needed for the strategies and action plans. The municipalities contributed to the development of the strategies and implemented projects aimed at energy efficiency and city transport improvement. In addition, the University of Sibiu developed a training module and a post graduate course on climate change adaptation.

What has been achieved?

The three municipalities currently have local strategies, action plans and guidelines on adaptation to climate change, making them the first in Romania. The development of the strategies was supported by 4 meteorological studies and a study for efficient traffic in Sibiu Municipality. Over 10km of underground electric and communication cables in Sibiu Municipality were installed. The energy efficiency of the buildings of three public institutions was improved, including a 48% improvement of the energy efficiency of the building of the project promoter in Sibiu. Some 300 people received training on adaptation to climate change.

Could know-how be transferred elsewhere?

The devised guidelines, expertise gained and the good practices achieved during the project implementation could be used and applied in other municipalities and regions in Romania.

Projects: PL04 – 0088, PL04 – 0139 Saving energy and promotion of renewable energy sources in Polish Mother's Memorial Hospital - Research Institute in Lodz

Funding: € 5,028,704

When?

PL04 Saving energy and promoting renewable energy source (EEA)

8 September 2014 – 30 June 2017

Who?

Polish Mother's Memorial Hospital - Research Institute in Lodz (PL).

Why?

The Polish Mother's Memorial Hospital - Research Institute in Lodz is a highly specialized medical centre in Poland working in the fields of gynaecology, obstetrics and paediatrics. It was opened in 1988. The buildings of the hospital are cost inefficient, energy intensive and not very comfortable for patients and the team of professionals.

How?

The rehabilitation of the hospital buildings was carried out by two projects (one for the building of Gynaecology and Obstetrics hospital ward and the other for the Paediatric hospital ward) aimed at increasing the usage of renewable energy by installing biomass boilers, decrease of the greenhouse gas emissions and air pollution, improving the thermo-characteristics of the hospital building by replacing windows and doors, the internal heating network and the lighting system.



Photo credit: Polish Mother's Memorial Hospital - Research Institute

What has been achieved?

Some 4,523 windows, 67 external doors and 5,600 heat radiators were replaced, over 25,663 m² of roof and 1,120 m² of walls were insulated, 1,022 lamps were replaced with energy-efficient LED lightning, two biomass boilers were installed. The CO₂ emissions were reduced in total by 10,316 tonnes/year. The savings received by the lower heating and electricity costs could be directed to extension of the medical services.



Photo credit: Polish Mother's Memorial Hospital - Research Institute

Could know-how be transferred elsewhere?

The projects were implemented while the hospital was fully operational and they achieved significant ecological effect by improving the energy efficiency of the buildings. The organization of the implementation could be used in similar complex renovation projects.

GREEN INDUSTRY INNOVATION



Project: BG10-0008 Green Monitor

Funding: € 659,739

BG10 Green industry innovation (Norway Grants)

When?

1 January 2013 – 30 April 2016

Who?

Interconsult Bulgaria Ltd (BG) with partners: Kongsberg Terotech AS (NOR); Norwegian University of Science and Technology (NOR).

Why?

Companies face the challenge to improve their environmental sustainability while at least preserve their efficiency. The project aims at creating a software that supports the reduction of the maintenance costs of production and complies with the European environmental regulations.

How?

"We have the software development experience, Kongsberg Terotech in Norway has the knowledge on how to optimise maintenance of industrial machines and the Norwegian University of Science and Technology (NTNU) brought on board the scientific competence." said Stoian Boev, Managing Director at ICB and project manager. Through a scientific analyses of the current maintenance approach and the available solutions, the team developed a concept, including mathematical and analytical models, for pattern recognition and large amounts of data processing. The team devised a software system that analyses data received from the machine and initiates corrective measures if needed.

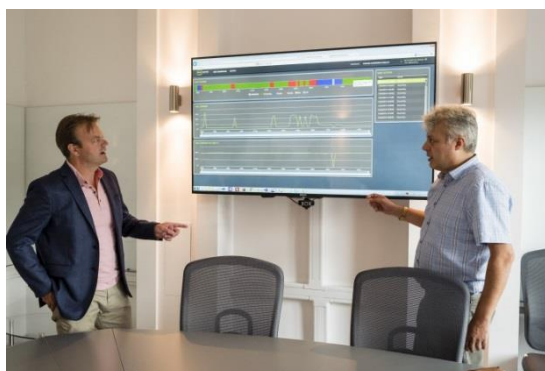


Photo credit: Christophe Vander Eecken

What has been achieved?

Green Monitor is an innovative software solution for real-time monitoring and predictive maintenance of manufacturing machines. It helps enterprises reduce their energy, oil and lubricant consumption. The energy consumption declined by 5%, machine availability increased more than 95%, the expenses for spare parts dropped. The solution was tested and verified in two enterprises.

Could know-how be transferred elsewhere?

The system could be implemented onsite or could be used in a cloud-supported version (SaaS). This makes Green Monitor easily applicable in new enterprises.

What's next?

"We hope the product will be sold to several companies and that we can further develop the system in cooperation with ICB (Interconsult Bulgaria) and NTNU. We depend on one another in order to continue the development," said Jarle Gjøsæther, Managing Director at Kongsberg Terotech. A formal cooperation agreement between the partners is in place.

Project: BG10 – 0021 Development and manufacturing of innovative energy saving industrial lightings with built-in LEDs

Funding: € 277,170

BG10 Green industry innovation (Norway Grants)

When?

28 November 2014 – 31 December 2015

Who?

Atra-96 Ltd (BG) with partner: ENSI - Energy Saving International AS (NOR).

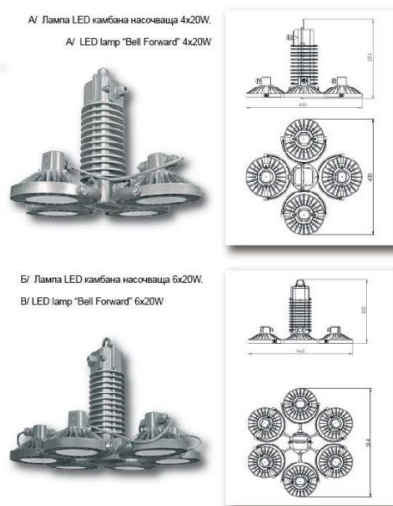
Why?

There is a room for improvement of the energy efficiency, harmful emissions and the life of the widely used standard lightings systems in the enterprises.

How?

ATRA-96 Ltd developed innovative energy saving industrial lightings with built-in LEDs and started producing the new lightning. The Norwegian partner was responsible for the initial and final evaluation of the energy, economic and ecological benefits of the new products. It also provided trainings for the engineers from Atra-96 Ltd.

Photo credit: ATRA-96



What has been achieved?

Four new green products were designed, developed and introduced into production. Intellectual property rights were received for the newly devised lightings. The improvements relate to the energy efficiency, the useful life and the reduction of harmful emissions (carbon dioxide and other materials). As the new products provide very beneficial price-to-quality ratio for customers, the project promoter gained competitive advantage and expanded its market.

Could know-how be transferred elsewhere?

As the project resulted in intellectual property rights, the know-how could be transferred outside the project promoter once the law regulations are abided.

What's next?

The project partners plan to continue their cooperation. The expected rise of the revenues of the project promoter would provide resources for other investments in development of green products. The success of the [project also contributed to increasing the motivation and the confidence of the partners.

Project: LT09 – 0005 The increase of the competitiveness of the company UAB Veika by placing on the market the innovative environmental technology GREENCOVER in the field of wallpaper production

Funding: € 999,998

When?

LT09 Green industry innovation (Norway Grants)

25 February 2014 – 25 September 2016

Who?

UAB VEIKA (LT)

Why?

Most wallpapers manufactured worldwide use paints based on plasticized polyvinyl chloride (PVC). It is a very stable and hardly degradable polymer with an almost infinite life cycle. The durability of the PVC-based materials creates major environmental problems, for example when they are dumped into landfill sites. UAB Veika, a wallpaper producer from Lithuania, invented a completely new wallpaper base for new paints that don't contain any PVC and plasticizer. The company needed to develop and implement innovative technology for the new wallpaper production.



How?

Although PVC itself is not dangerous it produces harmful micro-particles when it is heated, as when it goes through the wallpaper production process. The company managed to develop and implement new technology for production of wallpaper with PVC-free base and paints.

Photo credit: FMO/Maria Knoph Vigsnaes

What has been achieved?

“Our wallpaper is 100% ecological. It’s the only truly environmentally friendly wallpaper in the world. We created a homogenised material where nothing immigrates during production. The price, relief, resistance, pattern, and colour palette are all the same,” said project manager Vaiva Kubilaitė. UAB Veika gained competitive advantage in the market by offering this environmentally friendly wallpaper with preserved quality characteristics.

Could know-how be transferred elsewhere?

The project showed that making environmentally friendly wallpapers could be a competitive market move, stimulating other companies to invest in research and implementation of green solutions.

What’s next?

So far, Veika produces the new environmentally friendly wallpaper for eight clients, two in Russia and six in Europe.

Project: PL18 – 0026 Implementation of innovative, environmentally friendly technology for recovery of metals

Funding: € 1,315,000

When?

PL18 Green industry innovation (Norway Grants) 20 February 2015 – 31 January 2017

Who?

Wtor – Steel Sp. z o.o. (PL) with partner TOMRA Sorting AS (NOR).

Why?



As of 2013, less than 25% of the generated waste in Poland was recycled, compared to an EU level target of 50% that is to be achieved by 2020. At the same time a significant number of second-hand cars, close to their end-of-life status, are used in the country. The improved efficiency of old cars recyclability would increase the rate of recovery and usage of metals and would indirectly reduce the emissions of CO₂.

Photo credit: Wtor – Steel

How?

Wtor – Steel set up a greenfield waste sorting and metal recovery facility. The Norwegian partner Tomra System ASA provided know-how and supported the establishing of the centre that employs highly efficient technologies of post-shredder waste sorting. Also, the project promoter took full advantage of the experience of Tomra System in the field of verification and optimization of sorting process.

What has been achieved?

The new state-of-the-art facility enabled efficient post-shredder waste sorting and production of high purity waste fractions, contributing to indirect reduction of CO₂ emissions (via supply of recovered aluminium compared to production of aluminium), reduction of SO₂ emissions by 17.1 tonnes/year, of NO_x by 11.2 tonnes/year and of dust by 0.8 tonnes/year. Wtor – Steel introduced new, improved products to the market. In addition, 2 new green work places were opened.

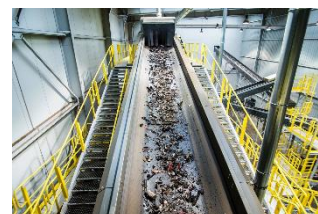


Photo credit: Wtor – Steel

Could know-how be transferred elsewhere?

Representatives of the project promoter participated in various conferences, fairs, and workshops, promoting project results. *"Furthermore, the projects contribute to making the industry in Poland more aware of the benefits of automated sorting solutions and that they can help the environment and be profitable at the same time,"* said Tom Eng, Head of TOMRA Sorting Solutions Recycling.

What's next?

Partners plan to continue their cooperation and to work in the field of automatic separation of polymers from waste.

Project: RO17 – 0034 Development of new green product for Romanian market: green roof adapted for local resources and climate conditions – donor partnership project**Funding:** € 173,101

RO17 Green Industry Innovation (Norway Grants)

When?

29 October 2014 – 30 April 2016

Who?

SC Simacek Gardening SRL (RO) with partners: ISOLA AS (NOR); NIBIO (NOR).

Why?

Green roofs could serve several purposes, among them providing insulation for the building, absorbing rain water, reducing the negative effects of transportation and decreasing stress in people. For green roofs to be successful they should be coherent with the local climate, plant species and economic conditions. The green roof systems that were previously offered at the Romanian market were expensive and with plants that didn't grow properly.

*Photo credit: Green Roofs project website***How?**

Through intensive research the partners gathered expertise on how to produce green roofs that are adjusted for the Romanian climate and market conditions. ISOLA was responsible for the research on the drain system made specifically for the local climate conditions. NIBIO carried researched on the appropriate sedum plants that are to be used on the green roofs.

What has been achieved?

The project managed to develop a green roof that uses a rationalized water collecting and drainage system for the climate specific weather conditions using vegetation consisting of local plants in order to reduce the ecological impact and a growing medium adapted to their specific needs. The product is economically accessible and efficient. *"Due to its reduced weight, this kind of roof can be easily installed even on existing buildings, like apartment buildings or light constructions, meaning that in our country we can already talk about a large number of buildings with greening potential,"* said Negura Marina, Executive Director of SIMACEK Gardening. The new green roof technology results in better water management (retention of 85% of the rainwater, the remaining 15% reach the drainage gaps with a 4-hour gap), better growth of plants (adapted growth substratum with a mix of local components), and improved energy efficiency. It is also in line with the goal of the local authorities to encourage constructors to adopt green solutions.

What's next?

"In the future, we aim to certify the results of our product study, addressing mainly industrial, commercial and residential real estate developers, as well as end-users interested in getting more green areas in crowded cities. This product will be successfully used in the country because (...) we have been careful to select the vegetation that best develops on roofs in Cluj-Napoca, Bucharest, Baia Mare, Timisoara, Constanta," said Karácsonyi Noémi, CEO of SIMACEK Gardening.

JUSTICE AND HOME AFFAIRS



Project: BG14 – 0005 Improving access to justice for vulnerable groups, particularly Roma, via the implementation of a Pilot Scheme for “primary legal aid and amendment to legislation”

Funding: € 330,360

When?

BG14 Judicial capacity-building and cooperation/Improvement of the efficiency of justice (Norway Grants)

20 February 2013 – 30 November 2015

Who?

National Legal Aid Bureau (BG) with partner Council of Europe.

Why?

Access to justice is a fundamental right but lack of knowledge or low income may prevent individuals from vulnerable and marginalized social groups from seeking legal advice. *“Access to free legal advice in Bulgaria has increased in importance over the last few years following the economic crisis. Many people have very low income and have no possibility to search and pay for services from a lawyer,”* explained Elena Cherneva, president of the Bulgarian National Legal Aid Bureau. Providing primary legal aid to vulnerable groups will secure their access to justice and will improve the effectiveness of the legal aid system by reducing the number of the unreasonable proceedings brought to court.

How?

The National Legal Aid Bureau, a state body at the Ministry of Justice responsible for providing legal aid, introduced national legal aid telephone hotline for provision of free-of-charge primary legal advice by trained lawyers. The Bureau also established two regional Legal Aid Centers in Vidin and Sliven, organized in the city Bar councils. Proposals for amending the legal aid legislation were also prepared to ensure the sustainability of the project.

What has been achieved?

“Due to the information citizens receive through our new services, their knowledge and understanding of their rights have increased. This has led to a reduction of unfounded cases brought to court which again contributes to make the legal system more efficient,” said Elena Cherneva, president of the Bulgarian National Legal Aid Bureau. Some 10,969 pieces of legal advice were provided over the first 22 months since the hotline and the regional centers were established. For the year after the start of the project more than 800 individuals approached the Bureau with written request for legal aid compared to 34 individuals the year before the project started. New Rules of Organization of the Bureau were established, ensuring the sustainability of the project results by securing the funding of the two services over the annual state budget.

Could know-how be transferred elsewhere?

The national hotline for primary legal aid and the regional centers as a model for outsourced services into a community have been successfully transferred in a similar partnership project between the Superior Council of Magistracy in Romania and the Council of Europe.

What's next?

The national hotline and the regional centers for legal aid were introduced as permanent services provided by the Bureau. In 2007 the Bureau established six additional regional centers in the country and their number totalled to 11 as of the end of the year. The same year over 3,000 individuals received legal aid from the national hotline and another 262 individuals received legal advice from the regional centers. NLAB is committed to continue the maintenance and development of the two services.

Project: CZ14 – 0003 The expansion of a system of automated controls of electronic travel documents at international airports (e-gate and full page documents scanners)

Funding: € 1,835,837

When?

CZ14 Schengen cooperation and combating cross-border and organised crime, including trafficking and itinerant criminal groups (Norway Grants)

26 November 2014 – 30 April 2017

Who?

Ministry of Interior (Police Presidium of the Czech Republic) (CZ).

Why?

The check-in time for passengers at international airports is constantly increasing with the growing number of security measures. Increased efficiency in the identification of persons and elimination of ID and travel documents forgery can be achieved by introducing biometric information in the travel documents. Significant speeding of the process of checking travel documents with biometric information is achieved if modern technical equipment is used.

How?

Modern equipment was acquired – Automated Border Control technology (eGate) and reading devices enabling reading full pages of documents in three light spectrums with an optical and electronic check. The new system enabled implementation of border control of persons with travel documents with biometrics. Specifically, 17 new comprehensive self-service eGates were purchased, installed and put into operation at Vaclav Havel international airport in Prague. Those were used to replace the three outdated eGates in the arrival hall and to install new ones in the arrival and departure halls. In addition, 80 full page scanners were purchased and distributed among 5 international airports in the Czech Republic and 54 police officers were trained.



Photo credit: Police of the Czech Republic

What has been achieved?

"Using this biometric system makes it possible to streamline and accelerate the border control process while maintaining or even increasing all safety standards," said Petr Malovec, Head of the National Situation Center for Border Protection of Alien Police Service. More than 183,000 passengers per month were controlled with the new devices during 2017 compared to an initially set target of 22,000 passengers and to 40,000 passengers on average per month before the new equipment was acquired. The average control time for passengers was reduced to 15-24 seconds per person.

Could know-how be transferred elsewhere?

Acquiring new technology devices that reduce the check in time for passengers at international airports without compromising the security of the border control would be beneficial for other countries in the EU.

Project: CZ12 – 0037 Men against Violence towards Women and Children

Funding: € 49,376

CZ12 Mainstreaming gender equality and promoting work-life balance & domestic and gender-based violence; let's give (wo)men a chance (Norway Grants)

When?

30 June 2014 – 30 July 2015

Who?

League of Open Man (CZ) with partner Reform - Resource Centre for Men (NOR).

Why?

Efforts to reduce domestic violence in the Czech Republic are usually focused on providing help to the victims. Working with the offenders is not widespread is not incorporated in the system of domestic violence prevention.

How?

By adapting the methodology and know-how of the Norwegian partner organization Reform, an innovative anger management therapy will be developed and applied in the Czech Republic. The therapy will be directed to offenders.

What has been achieved?

Some 13 Czech experts were trained in the new anger management methodology. The direct work with the abusers over the project duration included online and personal counselling for 22 individuals and forming a pilot therapeutic group for 12 men who have committed violence against people close to them. In addition, some 85 people took part in workshops and seminars, focused on domestic violence and anger management. The awareness of the general public was also affected through publications in the traditional media, the Internet, social media and distribution of 3,000 leaflets.



Photo credit: LOM

Could know-how be transferred elsewhere?

The anger management therapy was adapted for the Czech realities using the knowledge of the Norwegian partner. Hence, the therapy is flexible and could be adjusted to best reflect the needs of another countr.

What's next?

The new anger management methodology is integrated into the standard practices of the project promoter and it is shared with other service providers. Group therapy sessions are regularly organised. Anger management training courses for therapists and social workers, accredited by the Czech Ministry of Labour and Social Affairs, are also organized by the project promoter.

Project: RO21 – 0006 Strengthening the police cooperation between Romania and Norway, to fight criminal itinerant groups and human trafficking

Funding: € 2,131,837

When?

RO21 Schengen cooperation and combating cross-border and organised crime, including trafficking and itinerant criminal groups (Norway Grants)

30 June 2014 – 30 May 2017

Who?

General Inspectorate of the Romanian Police (RO) with partner National Police Directorate (NOR).

Why?

Romanian criminal groups had the most rapid increase in criminal activities in Norway since the EU expansion in 2007, according to an analysis of the Norwegian National Police Directorate. The most observed felonies are linked to petty crimes but also trafficking in persons, goods, drugs, and economic crimes.

How?

Strengthening the cooperation between Norway and Romania aimed at fighting the criminal itinerant groups and human trafficking was implemented through a number of activities. Romanian police officers participated in joint operative missions in Norway. The missions were dedicated to reduce the criminality that is produced by Romanian citizens in Norway. Common trainings and workshops were carried out to ensure expertise transfer and adapting European good practices in the field of countering organized crime, in intelligence analysis and strategic analysis. Study visits and meetings of Romanian police officers with law enforcement authorities were organized and focused on specific investigation techniques and procedures of SIRENE operators.

What has been achieved?

25 Romanian police officers were deployed in Norway and provided assistance to the Norwegian police in several police districts in their fight against the criminality of Romanian origin. Another 538 police officers participated in the organized workshops and seminars, 238 more than the initially set target of the project. Over the project implementation the technical capacity of the Romanian police was improved by acquiring mobile forensic terminals, ITC equipment and software solutions, and renovation and furnishing of police facilities. In addition, 38 tender procedures for acquiring mobile forensic terminals, ITC equipment and software solutions, for renovation and furnishing of police facilities were carried out.

Could know-how be transferred elsewhere?

The project exhibits a good example of creating professional networks in the field of combating crime and strengthening the justice chain at international level. Some of the practices tested during the project could be employed in cooperation initiatives with other partners.

What's next?

The bilateral cooperation during the project was assessed as successful and it is planned that the deployment of the Romanian officers in Norway will continue in the Programme "Home Affairs" - NFM 2014-2012.

Project: PL17 – 0001 Implementation of training programmes raising social and professional competences of convicts and creation of conditions sustaining the convicts’ family bonds for the purpose of raising the effectiveness of their return to the society after the completion of the term.

Funding: € 1,854,305

When?

PL17 Correctional services including non-custodial sanctions (Norway Grants)

27 June 2013 – 31 December 2015

Who?

Central Board of Prison Service (PL).

Why?

It is in the interest of society as a whole that prisoners and offenders reintegrate fast and efficiently once their sentences come to an end.

How?

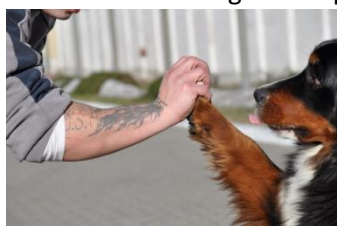
The Polish Central Board of Correctional Services used the knowhow of Norway in the field of reoffending reduction. This is done by offering prisoners various rehabilitation initiatives and supportive measures, among them making sure that prisoners maintain links with their families and that they acquire new skills that will help them find work when they leave prison. Initiatives aimed at acquiring skills to deal with anger, stress and fear provide additional help to the prisoners once they complete their term.



Photo credit: Central Board of Prison Service

What has been achieved?

More than 170 rooms and facilities were adapted to make prisons friendlier for children and to support inmates in maintaining close family bonds while in prison. Dog therapy was also developed. The prisoners were taught how to look after homeless dogs, including obedience training, exercising and agility training. The aim of the therapy is prisoners to regain self-confidence. Trainings for acquiring new skills were also provided during the project. These included



woodcutting, sawing and green-area maintenance, basic IT skills, self-esteem and anger management. Specifically, 236 inmates participated in 30 training courses related to dog therapy, 4,211 persons participated in 401 professional trainings, 4,219 persons participated in 1,042 competence courses,

Photo credit: Central Board of Prison Service

Could know-how be transferred elsewhere?

The practice to adapt facilities in the prisons to become more child-friendly and to offer specific trainings to inmates in order to reduce reoffending could be transferred to other detention facilities and countries.

What's next?

“By helping prisoners to maintain family ties and equipping them with useful skills we hope to reduce reoffending. We will extend the project, from 30 prisons, to 60,” said Aleksandra Skierkowska, the Central Prison Services Project Coordinator.

CULTURAL HERITAGE



Project: BG08 – 0027 Bulgarian Literary Classics – knowledge for all. Unknown archives and cultural contexts

Funding: € 188,924

BG08 Cultural Heritage and
Contemporary Arts (EEA)

When?

29 May 2015 – 5 December 2016

Who?

Institute for Literature - Bulgarian Academy of Sciences (BG) with partners: National Museum of Literature (BG) and Sofia City Library (BG).

Why?

Information on the lives and work of classical Bulgarian writers is scattered across various archives, and is often incomplete or not easily accessible. In school, literary works are often taught in a detached style, while presenting authors in a more engaging way would help raise student interest. In addition, literature museums and libraries need to significantly increase the visibility of their collections to the general public.

How?

Project partners collected, systematized, and digitized materials related to the lives and work of 13 prominent Bulgarian writers from mid-19th to mid-20th century. The National Museum of Literature and Sofia City Library provided both contributions from their own collections and expertise related to scanning and graphic processing.

What has been achieved?

A virtual museum was created with complete profiles of 13 acclaimed Bulgarian writers, including their biographies, cultural context, bibliographic catalogues, as well as rare and unique items from their personal archives (photos, handwritten documents, correspondence, and other artefacts).

The web-based repository also offers introductory articles on each writer, films, virtual exhibitions, and a special section with materials related to Roma cultural heritage. The site is often visited by teachers and students.



Photo credit: Project website

Could know-how be transferred elsewhere?

The digital archive could be used for teaching and educational purposes. Collected materials could facilitate student learning and overall comprehension of the material in literature classes, especially in Bulgarian schools abroad.

What's next?

In 2017, the project was presented to teachers of the Bulgarian School "Hristo Botev" in Budapest, Hungary. The presentation demonstrated possibilities of using the virtual literature museum in the educational process.

Project: CZ06 – 0001 Digital Restoration of Czech Film Heritage

Funding: € 800,000

CZ06 Cultural Heritage and
Contemporary Arts Programme (EEA)

When?

29 July 2014 – 30 April 2017

Who?

National Film Archive (CZ) with partners: Norwegian National Library (NO) and CESNET (CZ).

Why?

In recent years, most cinemas in the Czech Republic have converted to digital technology for movie distribution and projection, leaving behind old-time film reels. If existing archive films were not transferred to a virtual format, they would be lost to future generations. In order to preserve Czech film heritage and make it accessible to the public, project partners used digital restoration techniques and various platforms for distribution – digital cinema, Blu-ray, and HD TV.

How?

The Norwegian National Library provided know-how in digitization of audio-visual works and organised 3 workshops on digital restoration of film heritage. CESNET ensured internet connection with the external supplier that enabled the National Film Archive to remotely oversee key moments of the digital restoration process.



Tři oříšky pro Popelku (1973), Photo credit: National Film Archive

What has been achieved?

14 Czech films created between 1898 and 1977 were made accessible to public through digital restoration. These were selected from the list “200 Czech Films for the First Phase of Digitization”, drawn up in 2010 by a Film Council committee for the Czech Ministry of Culture. The films were widely distributed to digitized cinemas and some were released on DVD and Blu-ray. Promotional materials on cinematography and specific motion pictures were created as well.



Left: Starci na chmelu (1964), Right: Dobrý voják Švejk (1956). Photo credit: National Film Archive

Could know-how be transferred elsewhere?

Yes, know-how related to digitization of motion pictures could also be used for digital restoration of other audio-visual works, archive materials, and cultural heritage items.

What's next?

Some of the digitally restored films such as “Ikarie XB 1” are being showcased at international film festivals in Cannes and Berlin, thus promoting Czech film heritage.

Project: LT06 – 0006 Conservation of Liubavas Manor Officine and Orangery and Adaptation to Cultural and Public Needs

Funding: € 636,728

When?

LT06 Conservation and Revitalisation of Cultural and Natural Heritage (EEA) 30 June 2014 – 28 April 2017

Who?

Public Institution Europos Parkas (LT) with partner: Norwegian Cultural Heritage Research Institute (NO)

Why?

Liubavas Manor is an example of valuable 17th century baroque architecture. However, as it is one of the oldest of its kind in Lithuania, the servants' quarters and orangery were in need of urgent restoration. This came as a follow-up of the restoration of the manor's watermill in 2011, which received the EU Prize for Cultural Heritage/ Europa Nostra Award.



Photo credit: EEA Grants Culture Lithuania, Facebook page

How?

Conservation and restoration works were carried out, considering all particularities of the construction period and preserving as much authentic elements as possible: original heating system, plaster moulding, and deformed building walls. The Norwegian partner provided recommendations on cultural heritage restoration and organised seminars on the topic.

What has been achieved?



With the restoration of the two baroque buildings, the whole architecture ensemble of the manor was renovated. Together with the Manor mill (restored in 2011), a whole new tourist complex was created.

Expositions were installed, introducing orangeries of Lithuanian manors, archaeological findings discovered during the project, and the famous sculptor Rapolas Slizienis, who resided in the manor in the 19th century.

Photo credit: [Wikimedia Commons](#)

Could know-how be transferred elsewhere?

Yes, know-how could be used in projects that go beyond restoration, in which buildings are expanded to serve a wider community or cultural purpose than was the case prior to restoration. Similarly, the buildings in Liubavas Manor were converted into a museum complex.

What's next?

In the summer of 2018, together with 130 other manors and castles from Lithuania, Latvia and Estonia, the Liubavas Manor Museum participated in an international project, promoting Baltic manor house heritage.

Project: PL09 – 0020 International Film Festival WATCH DOCS. Human Rights in Film, Warsaw, and Checkpoints – the human rights program at the Bergen International Film Festival

Funding: € 56,724

When?

PL09 Promotion of Diversity in Culture and Arts within European Cultural Heritage (EEA)

16 October 2013 – 29 February 2016

Who?

Social Institute of Film (PL) with partner: Bergen International Film Festival (NO)

Why?

Although protection of human rights has significantly improved since the fall of communism in 1989 In Poland, there is still social need for intercultural and anti-discrimination human rights education. Since visual arts and more specifically, filmmaking, are one of the important factors shaping human conceptions, understanding, and ultimately attitudes, the project aimed to raise awareness about human rights by using documentary films.

How?

Bergen International Film Festival contributed by providing access to new film productions, more specifically Scandinavian movies focused on human rights. Project partners jointly prepared two documentary retrospectives on European cultural diversity.

What has been achieved?

The project supported 3 editions of the Watch Docs Human Rights Festival in Warsaw and the Checkpoints section of the Bergen International Film Festival in Norway, in the years 2013-2015. A workshop for young filmmakers from Poland and Norway was organised, as well as two editions of the [Watch Docs Travelling Festival](#) in 40 cities, towns and villages across Poland. In addition, there were online screenings, masterclasses, and debates with human rights activists.



Photo credit: [Watch Docs website](#)

Could know-how be transferred elsewhere?

Yes, know-how shared within the project could also stimulate further debate and initiatives on human rights protection and prevention of discrimination. The Polish-Norwegian workshop for filmmakers and the jointly prepared documentary retrospectives may also result in further collaborations, such as film co-productions.

What's next?

Cooperation between partners continues, as Bergen International Film Festival provided 10 films for the 17th Watch Docs edition that took place in December 2017 in Warsaw.

Project: RO12 – 0005 Conserving – Restoring and Showcasing the wood churches Petrindu and Cizer

Funding: € 767,056

When?

RO12 Conservation and Revitalisation of Cultural and Natural Heritage (EEA) 19 December 2014 – 30 April 2017

Who?

Cluj County Council (RO) with partners: NUDA - Nordic Urban Design Association (NO) and Transylvanian Museum of Ethnography (RO)

Why?

The wooden churches Cizer and Petrindu are part of the Transylvania Ethnographic Museum and are exposed in its open air section. Both churches, which are representative of the cultural heritage of Cluj County, were in an advanced state of degradation. Due to poor state of conservation and maintenance of the churches, urgent restoration interventions were necessary. In addition, there was a need to expand the open air section of the museum and create additional space for cultural events, temporary exhibitions, public activities, as well as for family visits and outdoor activities.

How?

NUDA provided valuable expertise concerning sustainable urban planning. They drew up a Master Development Plan of the Museum of Ethnography as part of an overall approach for reaching the full potential of the site and increasing the tourist attractiveness of Cluj.



Photo credit: [Project website](#)

What has been achieved?



Both the exterior parts and the interior paintings of the wooden churches in Cizer and Petrindu were conserved and restored. The historical monuments reopened for tourists.

Photo credit: [Project website](#)

Could know-how be transferred elsewhere?

Know-how could be implemented in the restoration of other historical monuments, especially in regard to sustainable urban planning and innovative approach to land use.

What's next?

Project partners agreed to continue their collaboration after completion of the project. Their efforts will be focused on the implementation of the winning project in the international competition "Revitalisation of the *Romulus Vuia* Ethnographic Park Area – Hoia Forest", organised by Cluj County Council and the Romanian Order of Architects in April 2017.

RESEARCH AND SCHOLARSHIPS



Project: CZ09 – 0010 Advanced Detectors for Better Awareness of Neutrons and Gamma Rays in Environment (AD-BANG)

Funding: € 942,042

When?

CZ09 Czech – Norwegian Research Programme (Norway Grants)

1 August 2014 – 30 April 2017

Who?

Czech Technical University in Prague (CZ) with partners: Integrated Detector Electronics AS (NO); SINTEF Energy Research (NO); National Radiation Protection Institute (CZ).

Why?

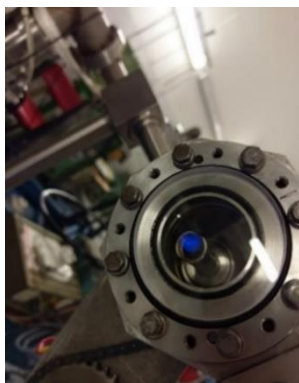
Ionizing radiation can be harmful to both humans and the environment, as it could affect atoms in living cells and damage their genetic material (DNA). Exposure to low levels of radiation does not cause immediate health effects but can increase the risk of cancer and cardiovascular diseases over a lifetime. That is why accurate measurement of radiation of different origin (natural decay, solar activities, and occupational environment such as mines, space stations, or nuclear plants) is essential for the protection of both human health and the environment. One of the key challenges in the area is having a single detection system that measures the various components of radiation.

How?

Norway provided technologies for sensor and integrated circuit development, while the Czech partners provided knowledge in detection, simulation and electronics integration.



Photo credit: AD-BANG Twitter account



What has been achieved?

Project partners developed a neutron sensitive detection device for measurement of mixed radiation fields. The device is a portable detector, covering large areas of radiation fields. To read the signals from the detector, a special software interface is used.

Photo credit: AD-BANG Twitter account

Could know-how be transferred elsewhere?

The National Radiation Protection Institute (CZ) and the Technical University in Prague are the final users of the device. Since both are public research institutions, actively carrying out research in radiation protection, it is expected that know-how could easily be transferred in other international multi-disciplinary projects. The technology could be applied in medicine and in other areas where there is a need to measure radiation.

What's next?

AD-BANG results are further developed in a new project implemented by the Technical University in Prague and IDEAS (NO), which received funding from the Eurostars programme.

Project: CZ09 – 0015 Tissue engineering of genetically competent corneal/conjunctival cells for subsequent grafting in human medicine (EYEFORTX)

Funding: € 872,500

When?

CZ09 Czech – Norwegian Research Programme (Norway Grants)

7 August 2014 – 30 April 2017

Who?

Charles University in Prague (CZ) with partners: Norwegian Institute for Air Research (NO), Oslo University Hospital (NO), and University Hospital Kralovske Vinohrady (CZ).

Why?

Transplantation medicine in eye surgery is facing two significant problems: the shortage of donor tissues and their relatively short “shelf life”. The project aims to develop an innovative method for preparation of corneal cells for transplantation, not yet performed in the Czech Republic. Moreover, through a special cooling technique, long-term storage of cells and tissues intended for transplanting is enabled. Both outcomes are substantial contributions to the safety of transplantation medicine.

How?

Charles University in Prague and Oslo University Hospital worked together on cultivation of cells for grafting. University Hospital Kralovske Vinohrady investigated the reparation and potential self-regeneration of eye cells. The Norwegian Institute for Air Research evaluated the DNA stability of tissues and cells prepared for grafting.

What has been achieved?

Two innovative methods applicable in transplantation medicine were developed. The first one is related to preparation of stem cells in laboratory conditions, to be later used for grafting. The second method preserves transplantable eye cells, which are highly susceptible to damage, by cooling them to very low temperatures. Both processes were certified in the frame of Czech Republic health legislation.

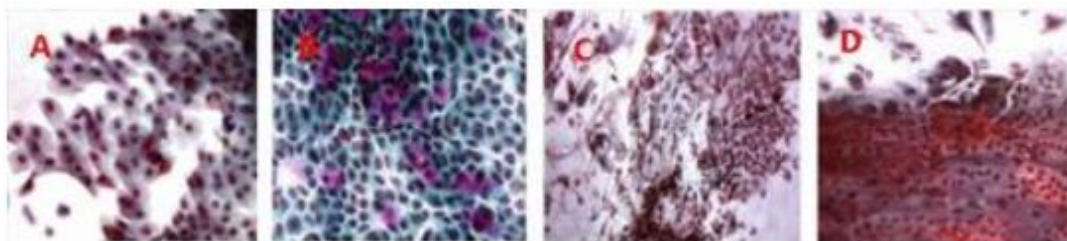


Photo credit: [Project website](#)

Could know-how be transferred elsewhere?

Yes, know-how could be transferred in clinical diagnostics and in transplantation medicine in the area of eye surgery. New clinical methods related to corneal cell transplantation could be introduced. In the long term, project results could contribute to development of public health strategies and new approaches aimed at reducing the prevalence of visual impairment.

What's next?

Two PhD students involved in the project received international prizes in the field of eye medicine awarded by the European Eye Bank Association and the European Tissue Bank Association. In addition, continued cooperation between project partners is planned.

Project: LT08 – 0009 Application of new methods when developing musical skills of autistic children**Funding:** € 67,210**When?**

LT08 EEA Scholarship Programme

13 April 2016 – 30 September 2016

Who?

JSC "Light" (LT) with partners: Lituanistic school of Iceland "Trys spalvos" (IS) and The National Ethnic Minority and Exodus Education, Culture, Training and Information Center (LT).

Why?

In Lithuania, there are no methodologies for the integration of autistic people in society and better access to their self-realization. The demand for academic literature in special education is high, as resources are very limited. To reduce the isolation of autistic children and to stimulate their musical skills development, project partners prepared a methodological guide for educational workers. The objective was to improve the cooperation and knowledge exchange among music teachers, special pedagogues, and other staff working with students with special educational needs, including students with autistic disorders.

How?

The project team jointly developed a good practice guide for musical education of autistic children. The project partner from Iceland reviewed international academic literature and prepared analysis on the topic. They also organized a conference in Iceland, which boosted the visibility of project outcomes.

What has been achieved?

A good practice guide, "Peculiarities of Musical Activity for the Development of Autistic Children", was developed and 400 copies were published. The guide was presented during four conferences. In addition, 100 teachers took part in trainings as part of a special qualification programme based on the guide.



Photo credit: [Asha Leader Magazine](#)

Could know-how be transferred elsewhere?

Know-how will be directly applied in the education of children with special needs, and in music studies in Lithuania. It is expected that teachers will acquire higher qualifications and better motivation in the long term. Autistic children are expected to reach higher achievements in the field of music education.

What's next?

A formal agreement for future cooperation between project partners is in place.

Project: PL12 – 0094 Central European Wetland Ecosystem Feedbacks to Changing Climate - Field Scale Manipulation (WETMAN)

Funding: € 729,807

When?

PL12 Bilateral Research Cooperation
(Norway Grants)

18 September 2013 – 30 April 2017

Who?

Poznań University of Life Sciences (PL) with partner: Norwegian Institute of Bioeconomy Research

Why?

Peatlands are a type of wetlands which are among the most valuable ecosystems on Earth, as they preserve biodiversity, provide safe drinking water, and minimise the risk of flooding and drought. Peatlands are highly vulnerable to climate change and turn into a major source of greenhouse gas emissions when damaged or dried out. The objective of the project is to assess the impact of climate warming on wetland ecosystems.

How?

On-site climate manipulation experiments were carried out in a peatland in Poland. Project partners studied the impacts of increased temperature and reduced precipitation on various ecosystem elements such as carbon exchange, biodiversity and microbial activity. The Norwegian partner provided expertise in laboratory research on soil microorganisms, soil carbon and isotopes of greenhouse gases.



Photo credit: Project website

What has been achieved?



The first climate manipulation experiment on a natural peatland in East-Central Europe was carried out. The project improved measuring of greenhouse gas emissions, knowledge about potential biodiversity changes and awareness of the usefulness of remote sensing in assessment of climate impact on peatland vegetation. The improved approaches of data gathering will enable informed decision-making in future.

Could know-how be transferred elsewhere?

Project results could improve the management and conservation of peatlands. Stronger commitment to peatland restoration in Poland could be stimulated, which will subsequently bring significant reduction of greenhouse gas emissions.

What's next?

The infrastructure used for on-site climate manipulation experiments will enable collaborative studies with other researchers dealing with issues of climate change impact on natural ecosystems. It is considered that the project is only the beginning of a long-term collaboration between Poznań University of Life Sciences and the Norwegian Institute of Bioeconomy Research.

Project: RO15 – 0058 Augmented Reality for Technical Entrepreneurs**Funding:** € 98,366**When?**

RO15 Scholarships Programme (EEA)

29 July 2014 – 31 May 2016

Who?

University Politehnica of Bucharest (RO) with partners: University of Akureyri (IS), Chamber of Commerce and Industry Bistrita Nasaud (RO), Information Technologies Institute (LT), and Macdac Engineering Consultancy Bureau (MT).

Why?

Very often, after completion of their higher education, young people in Romania find it challenging to be competitive on the EU market due to lack of entrepreneurial skills and limited experience with innovative digital technologies. In this sense, there has been a need for a training framework which supports students in acquiring entrepreneurial skills and creating innovative business solutions using modern technologies. Besides undergraduate and postgraduate students, the project also targeted adults interested in continuous professional development and business entrepreneurs.

How?

The project established collaboration between the Romanian, Lithuanian, Maltese and Icelandic partners in advanced digital technologies for educational purposes. They developed an innovative interdisciplinary teaching module “Augmented Reality for Technical Entrepreneurs”.



Photo credit: ARTE EEA Project, Facebook page

What has been achieved?

A joint curriculum with content in e-learning format was developed and 120 persons were trained in Romania, Iceland, Lithuania, and Malta. In addition, a practical workshop with hands-on training was organized. Overall, participants got acquainted with innovative business case studies and application of augmented reality in science and engineering-based industries. They also improved their understanding of safe information and communication technologies and cyber threat prevention for entrepreneurs. The project enhanced university graduates entrepreneurship.

Could know-how be transferred elsewhere?

The developed e-learning material is available for all project partners to be used in university courses. For the University of Akureyri, the project provided knowledge on the augmented reality technology, which is not yet common in Iceland. The Icelandic partner got the opportunity to experiment with the technology, spread it among the local educational community, and add it to the toolbox at its Centre for Teaching and Learning.

What's next?

A formal agreement for future cooperation between project partners is in place.