

**Environment, Climate Change  
and Low Carbon Economy  
Programme**

'Environment Programme'  
European Economic Area (EEA)  
Financial Mechanism  
2014 – 2021



## **Annual Report no. 3 | Final Report**

09#3\_period: 12 November 2022 to 30 November 2023 | 12 November  
2020 to 30 November 2023  
November 2023

### **09\_CALL#3**

#### **Biosphere Reserves**

#### **Sustainable territories, resilient communities.**

*Accordingly, with the Articles 25.2.j) and 29.4  
of the 'Applicants Guide for Financing of Projects Supported by Environment,  
Climate Change and Low Carbon Economy Programme'.*

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At the end of the “Biosphere Reserves: sustainable territories, resilient communities” Project, we would like to highlight the satisfaction of the teams involved in Project implementation, from Biosphere Reserve managers to the entire technical and administrative team, with the full completion of all activities set out in the original plan – 81 in total. We are convinced that the success of this Project will surpass its initial scope and foster complementary initiatives that will contribute to the overall promotion of the territories involved.

In this sense, we would like to extend our special thanks to the management teams of each Biosphere Reserve and to the teams responsible for the various Project activities. The partnerships established were instrumental to the achievement of the Project objectives and will certainly persist beyond its completion. The focus of all teams on practical aspects, namely through visits to the various Biosphere Reserves and active participation in multiple programme activities, contributed to strengthening an enduring collaborative culture, based on cooperation and sharing.

A series of extremely significant initiatives was promoted for each Biosphere Reserve, particularly the National Olympics of Biosphere Reserves, primarily aimed at youngsters and schools, which benefitted from a huge community mobilisation effort, and the Biosphere Reserve Festival, an event held on the islands and the mainland, which the Reserves considered a particularly galvanizing moment, with the potential to continue being organised and create value. When assessing the efforts undertaken, it is important to underline the successful production of Sustainable Development Plans for all Reserves, which will be made available to the latter as a programme for territorial sustainability and ecosystem service identification, inventorying and mapping. This highly participative, collaborative exercise will foster eco-friendly investment solutions; the extensive collection and inventorying of the memories and heritage of all Biosphere Reserves, to be made available in digital format; and the assessment of socio-economic dynamics for the purpose of mobilising local enterprising activities in the territories involved. Training and skill-building activities involving all partners were held from the very start of the Project.

With respect to communication, the Project was heavily advertised in the general media, particularly on social networks (Instagram, LinkedIn), where it proved to be increasingly acknowledged by the public and fulfil a relevant role in the promotion of Biosphere Reserves. Promotional videos were also produced for the 12 Biosphere Reserves, which will be widely broadcast on television. The Project website played an increasingly active role in promoting collective activities, having ultimately become a strategic platform for the promotion of the Portuguese Biosphere Reserves, on national and international levels. The final Project stage, which included the launch of a dedicated portal ([reservasdabiosfera.pt](https://reservasdabiosfera.pt)) evidenced the shared wish to promote individual efforts and the recognition of the importance of this collaboration for collective promotion. Moreover, it should be underlined that this joint communication effort was shared by our international partners, which will participate in the Project portal.

Regarding administrative and financial matters, the planned programme was strictly followed, owing to the excellent coordination between the Project teams and partners. A change was made to the team in May 2023, as Dr António Abreu ceased his duties as General Coordinator to take up the position of MaB Programme Director, in Paris. This personal distinction strengthened the collective commitment to full Project implementation and better coordination with the MaB Secretariat. In this sense, we would like to thank the General Secretariat of the Ministry of Environment and Climate Action and the National MaB Committee for their understanding and support.

It is with great satisfaction and emotion that I write this text, which marks the end of the “Biosphere Reserves: sustainable territories, resilient communities” project. We have now reached the end of an extraordinary team effort, which relied on the dedication and exceptional coordination efforts of Quaternaire Portugal, as promoter, the University of Coimbra, the NOVA University of Lisbon, the Pedro Nunes Institute, the Biologists Association, Keep, Nordhordland Utviklingsselskap IKS, the Icelandic National Commission for UNESCO and the Biosphere Reserves of Portugal and Norway. The Project also counted on the permanent availability and support of the General Secretariat of the Ministry of Environment and Climate Action, the EEA Grants Program team and the National MaB Committee. The success of this effort to promote the Biosphere Reserves could not have been achieved without the involvement and unsurpassable collaboration of the Project managers, associated entities and communities. We believe that this ambition and the momentum generated by the Project will spur its continuous growth and reaffirm the uniqueness of the territories and communities involved, which have wisely chosen an agenda of progress and wellbeing based on a huge respect for nature.

Helena Freitas

General and Scientific Project Coordinator

@EEAGrantsPortugal  
[reservasdabiosfera.pt](https://reservasdabiosfera.pt)

Portuguese Biosphere Reserves



## General organisation of the Project

Composition	General and scientific coordinator – Helena Freitas
	Promoter – Quaternaire Portugal – Consultoria para o Desenvolvimento, S.A.
	8 Partners

Functional organisation	Guidance and Monitoring Board (COA)		
	Promoter	+	Partners

Promoter and Partners - Representatives	
Quaternaire Portugal – Consultoria para o Desenvolvimento, S.A.	Ana Barroco
Universidade de Coimbra	Helena Freitas
Universidade Nova de Lisboa – Faculdade de Ciências Sociais e Humanas	Maria Fernanda Rollo
Instituto Pedro Nunes – Associação para a Inovação e Desenvolvimento em Ciência e Tecnologia	Jorge Pimenta
Ordem dos Biólogos	Maria de Jesus Fernandes
Keep – Associação para a Paz, as Pessoas e o Planeta	Adelaide Andrade Silva
University of Bergen	Terje Restad
Nordhordland Utviklingsselskap IKS	Kari Natland
Icelandic National Commission for UNESCO	Aslaug Dora Eyjólfsdóttir

Technical experts who contributed to this report	Professional qualification	Function
Quaternaire Portugal – Consultoria para o Desenvolvimento, S.A.		
António Domingos Abreu	Biologist   PhD in Marine Biology	General Project Coordinator(until May 2, 2023)
Ana Barroco	Landscape Architecture	Executive Project Coordinator
Cláudia Mendes	Business Administration	Project Management Officer
Elisa Pérez Babo	Economics   Master in Territorial Planning Innovation and Development Policies	Coordination of the Knowledge Area   Responsible for the Socioeconomic System theme
Madalena Coutinho	Landscape Architecture	Support to the Executive Coordination of the Project   Specialised Technical Work
Carlos Fontes	Business Management (frequency)   Statistical Data Analysis, Document Management, Access and Digital Strategy (complementary training)	Technical Support to Project Management
Margarida Ramos	Degree in Translation	Project Management Support
Cristina Abreu	Biologist   Postgraduate Degree in Global Change and Biodiversity: implications for ecosystem services   Master in Sustainable Tourism Destinations and Territorial Tourism Planning	Responsible for Tourism theme
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Ana Catarina Alves	Tourism Activities Management Degree	Specialised technical work
Daniel Miranda	Degree in Geography and Planning (Urban and Regional Development)   Postgraduate in Planning and Design of the Urban Environment, and in Economics and Urban Policies	Specialised technical work
José Portugal	Anthropologist   Postgraduate Degree in Cultural Policies and Management   University Extension Course "Design and Management of Cultural Routes and Itineraries" (attendance)	Specialised technical work
Patrícia Amaral	Sociologist   Master in Education and Society and a PhD student in Sociology (domain of education)   Research Assistant at CIES-Iscte - Centro de Investigação e Estudos de Sociologia	Specialised technical work
Pedro Mendes	Architect   Master in Architecture	Specialised technical work
Pedro Quintela	Sociologist   Master in Sociology - Cities and Urban Cultures   PhD student in Sociology	Specialised technical work
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Technical experts who contributed to this report	Professional qualification	Function
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Joana Alves	PhD in Biology	Executive coordinator. Area: Ecosystem services
António Gouveia	PhD in Ecology	Researcher. Area: Ecosystem services
Miguel Moreira	PhD in Environmental Engineering	Researcher. Area: Ecosystem Services
António Alves da Silva	Master in Ecology	Researcher. Area: Ecosystem Services
Filipe Martinho	PhD in Ecology	Researcher. Area: Ecosystem services
Luciana Frazão Luiz	PhD in Biodiversity and Conservation	Researcher. Area: Ecosystem services
Paula Castro	PhD in Ecology	Researcher. Area: Ecosystem services
Nádia Marques	Degree in International Relations   Master in Public Business Administration   Specialized in Science and Technology Management and Policies	Technical secretarial work and support for Project Management at UC
Renata Mendonça	PhD in Primate Behavior and Cognition	Specialised technical work
Sara Santos	Master in Ecology	Specialised technical work
João Rodrigues	Degree in Public-Private Administration	Financial execution of the Project
Universidade Nova de Lisboa – Faculdade de Ciências Sociais e Humanas		
Fernanda Rollo	History, PhD   Full Prof. NOVA FCSH, Researcher	NOVA FCSH activities coordination, research
Filipe G. Silva	History, Master's Degree   Researcher	Research, Data management, infrastructure
Luísa Seixas	Philosophy, Master's Degree   Researcher, PhD	Research, co-coordination
Sofia Diniz	History, Master's Degree   Researcher, PhD	Research
Maria João Martins	Ecology, Master's Degree   Researcher, Doctorate	Research (SIGS, infrastructure, data)
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Andreia Rodrigues	History   Master in Contemporary History	Research
Filipa Caetano	History   Master in Contemporary History	Research
Carla Pereira	Text Editing, Master's Degree   Senior Technician	Financial execution of the project

Technical experts who contributed to this report	Professional qualification	Function
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Ana Luísa Jegundo	Economist   Mastre in Management	Specialised technical work
Ana Vaz	Archeology Degree   Master in Archeology and Territory	Specialised technical work
Carla Duarte	Sociologist   Graduate in Project Management in Partnership	Specialised technical work
Tânia Cordeiro	Accounting and Auditing Degree	Specialised technical work
Daniela Pinheiro	Accounting Degree   Master in Financial Analysis (in progress)	Financial execution of the Project
Ordem dos Biólogos		
Daniela Casimiro	Biologist   Master in Ecology and Environmental Management	Responsible for Biosphere Olympiads
Pedro Ré	Biologist	Biosphere Olympics Collaborator
Pedro Oliveira	Biologist	Biosphere Olympics Collaborator
Filipa Caldas	Biologist   Mastre in Ecology and Environmental Management	Organization of the Biosphere Olympics
Margarida Roque	Biologist	Biosphere Olympics Collaborator
Keep - Associação para a Paz, as Pessoas e o Planeta		
Inês Castaño	Museology, Master's Degree	General coordination. Research
Luís Marreiros	Production	Operational management of the Project
Adelaide Andrade Siva	Degree in Law	Financial execution of the Project
University of Bergen		
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Alicia Donnellan Barraclough	Biologist   PhD in Applied Environmental Science   Post-doctoral researcher associated to the UNESCO Chair at the University of Bergen	Researcher. Area: Ecosystem Services
Jarrod Cusens	Biologist   PhD student in Biological Sciences   Researcher	Researcher. Area: Ecosystem Services
Nordhordland Utviklingsselskap IKS		
Kari Natland	Degree in Travel and tourism business, with specialisation in territorial planning and development	Responsible for the participation of the Head of Nordhordland Utviklingsselskap IKS
Hildegunn Opdal	Master of Science, specialist in management, organization and innovation	Project manager Nordhordland UNESCO Biosphere v/ Region Nordhordland IKS

Technical experts who contributed to this report	Professional qualification	Function
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Torbjörg Grøttveit Gjerstad	Design Technique   Experience in project management, marketing coordination and purchasing management	Project Consultant Region Nordhordland IKS
Icelandic National Commission for UNESCO		
Sæunn Stefánsdóttir	Business Administration, completing Master's Degree in Public Administration   Chair of the Icelandic National UNESCO Commission	Responsible for the participation of the Icelandic National Commission UNESCO
Áslaug Dóra Eyjólfsdóttir	MA Courses in Arts Policy and Management   MA in Broadcast Journalism   BA in English and Literature	Secretary-General Icelandic National Commission UNESCO
Ragnhildur Sigurðardóttir	Master in Environmental Sciences   Director of the National Park Snæfellsjökull	Specialised technical work
Björg Ágústsdóttir	Degree in Project Management	President of the Municipality of Grundarfjörður



The Project Promoter

Name

Ana Maria Moreira Freire de Morais Barroco Parreira do Amaral

Date and Signature

Position

Management of Quaternaire Portugal

The Programme Operator – Secretary General for Environment

Name

Marco António Rodrigues Sarmento Rebelo

Date and Signature

Position

Secretary General

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# 1 INTRODUCTION

The objective of this 3rd Annual Report of the **09#CALL3 - Biosphere Reserves: Sustainable Territories, Resilient Communities** Project is to present technical and financial data pertaining to Project execution between 1 November 2022 and 30 November 2023, the end date of the Project<sup>1</sup>.

This document also corresponds to the **Final Project Report**, which includes the final results of the 81 activities carried out over 35.5 months, i.e. from 12 November 2020 to 30 November 2023.

This document was organised in accordance with the standard structure proposed by the EEA Grants Programme, as used in Interim Reports, such as to allow for quick reading and to provide a clear insight into the progress of the Project:

- Chapter 2 includes a detailed description of Project activities, namely the following:
  - identification of the activities started and ongoing during the period under review, and the respective schedule, as changed in accordance with the 5th revision of Annex I, of 10 October 2022, which is an integral part of the contract;
  - a summary of the activities undertaken, focused on technical and financial progress, as well as the involvement of partners and other participants;
- Chapter 3 presents the results achieved;
- Chapter 4 includes a description of costs and an assessment of financial impact;
- Chapter 5 includes a description of the Project's contribution to the achievement of the general objectives of the EEA Grants Programme and the Environmental Programme.

Annex A includes the activity sheet template, as used in Interim Reports, where all relevant technical and financial information concerning the activities assessed is presented in a systemised manner.

This document includes information on Project development and the results achieved at the end of the third year of execution, in global terms, in addition to the results achieved in each four-month period, which are also included in the corresponding Interim Reports. The final Project results are thus presented in this Final Report.

Previous payment request revisions are also considered in this report, in line with the Interim Reports produced during the assessment period, namely the following: First payment, on 30 January 2022; third payment, on 30 January 2022; and fourth payment, on 17 March 2022. The aforementioned revisions, which were carried out in accordance with the guidelines received by the Agência para o Desenvolvimento e Coesão, I.P. (Agency for Development and Cohesion), within the scope of the Final Audit Report, of 13 February 2023, were processed in the 8th payment, thus settling the financial situation. These revisions only concern the expenses presented by Quaternaire Portugal.

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<sup>1</sup> In accordance with the 3rd Addendum to the Contract, of 30 June 2023.

The Project deadline was extended to 30 November 2023 during the period under evaluation, through the 3rd Addendum to the Contract, signed on 30 June 2023, which introduced changes to the Project schedule, activities and budget. Additionally, the closing date for ID61 was changed to 30 November 2023<sup>2</sup>.

It should also be noted that the General Coordinator left the Project to take on the position of Director of the UNESCO Ecological and Earth Sciences Division. Project coordination became the responsibility of Professor Helena Freitas, who has also performed the duties of Scientific Coordinator from the start of the Project.

In terms of the **Final Report**, it is important to remember the situations that influenced technical and financial development over the 3 years of Project execution, namely the following:

- the states of emergency declared during the pandemic, which led to the suspension of all trips and visits to the BRs, thus affecting the start of Project activities and the initial schedule of the associated tasks;
- the cessation of participation on 30 April 2021 of Project partner PC&A - Consultores de Marketing Estratégico, Lda, with the Promoter, Quaternaire Portugal, taking over all its activities through the signature of the 1st Addendum to the Contract, on 12 July 2021;
- the inclusion of the Porto Santo Island BR in the Project scope, through the signature of the 2nd Addendum to the Contract, on 26 October 2022;
- and, as previously mentioned, the extension of the Project deadline to 30 November 2023, through the signature of the 3rd Addendum to the Contract, on 30 June 2023.

As a direct result of the aforementioned situations and the normal progress of Project activities, six revisions of Annex I, which is an integral part of the Contract, were carried out, as follows:

- 1st revision, on 22 February 2021, approved on 5 March of the same year;
- 2nd revision, on 23 March 2021, approved on 30 March of the same year;
- 3rd revision, on 15 June 2021, associated with the 1st Addendum to the Contract;
- 4th revision, on 9 March 2022, reviewed on 24 March and approved on 1 June of the same year;
- 5th revision, on 7 October 2022, reviewed on 10 October 2022, associated with the 2nd Addendum to the Contract;
- 6th revision, on 30 June 2023, reviewed on 14 July and 6 September, associated with the 3rd Addendum to the Contract.

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<sup>2</sup> This exception, which resulted from the need to submit expenses related to the translation and printing of the publications pertaining to ID4 and ID79, was agreed during a meeting with the SGA on 30 October.

## 2 DETAILED DESCRIPTION

### 2.1 IDENTIFICATION OF ACTIVITIES

Following the identification of contracted activities, the activities started and ongoing in the period under review are shown in the following table, together with the respective development schedule, updated in accordance with the 6th revision of Annex I, dated 6 September 2023, as well as the responsible partners.

General Project management activities, including the production of this report, are classed as regular tasks, of a general nature, undertaken across the entire Project scope.

**Table 2.1 – Activities started and in progress in the period between 1 November 2022 and 30 November 2023**

ID	Name of activity	Beginning Date	Date Order	Executing entity
4	History of Biosphere Reserves	12-11-2020	31-10-2023	UNL-FCSH
6	Auscultation / Perception and identification of heritage	12-11-2020	30-09-2023	UNL-FCSH
11	Digital Infrastructure - Biosphere Reserves Website	12-11-2020	31-10-2023	UNL-FCSH
12	Digital infrastructure - Indicators management dashboard	12-11-2020	31-10-2023	UNL-FSCH
13	Digital Infrastructure - Research Data Catalogue	01-05-2021	31-10-2023	UNL-FSCH
14	Digital guides of cultural and natural heritage of the Biosphere Reserves	01-01-2021	31-10-2023	UNL-FCSH
20	Identification of priorities and projects in the areas of development and sustainability	01-05-2021	30-09-2023	QP
21	Selection of key ES for sustainable development of RB	01-03-2021	30-11-2022	UC-CFE/ Univ. Bergen/ RB de Nordhordland
23	ES condition / status assessment	01-09-2021	31-12-2022	UC-CFE/ Univ. Bergen
24	ES valuation proposal (add value)	01-09-2021	30-09-2023	UC-CFE/ Univ. Bergen/ RB de Nordhordland
25	ES valuation (assigning value) and its interconnection with the associated economic sectors - pilot action	01-08-2021	31-10-2023	UC-CFE
26	Mapping BR ES	01-09-2021	30-09-2023	UC-CFE/ Univ. Bergen/ RB de Nordhordland
27	Proposal of management and conservation measures for BR and ES optimization	01-11-2021	30-09-2023	UC-CFE
28	ES modelling to assess the effectiveness of management and conservation measures	01-11-2021	31-10-2023	UC-CFE/ Univ. Bergen
29	Use of key ES in mitigation and adaptation to climate change in BR – pilot action	01-05-2022	30-09-2023	UC-CFE/ Univ. Bergen
30	ES Sustainable Management Manual for BR	01-09-2022	30-09-2023	UC_-CFE
31	Elaboration and participative discussion of the sustainable Development plans (SDP) of each BR	01-03-2022	30-09-2023	QP
32	SDP public presentations and discussions	01-05-2023	31-10-2023	QP
33	Revision and editing of the final versions of the SDP	01-08-2023	31-10-2023	QP
34	Selection of 12 pilot actions	01-07-2023	30-09-2023	QP
36	Memories and identities - systematic record of memories – pilot action	12-11-2020	31-10-2023	UNL-FCSH
37	Creation of memory and community spaces – pilot action catalogue	01-05-2021	30-09-2023	UNL-FCSH

ID	Name of activity	Beginning Date	Date Order	Executing entity
38	Network of Biosphere Reserves shops and virtual store - pilot action	01-10-2021	31-10-2023	QP
40	Architecture of SDP indicators and monitoring system	01-03-2022	31-10-2023	QP
41	Consultation and validation of the SDP indicators and monitoring system	01-03-2023	31-10-2023	QP
42	Training of BR management teams and other stakeholders in the domain of the SDP Indicators and monitoring System	01-03-2023	31-10-2023	QP
43	Citizen Science for sustainable BR -pilot action	01-11-2021	30-09-2023	UNL-FCSH
44	Creation of the sustainable development barometer for Portuguese Biosphere Reserves	01-04-2023	31-10-2023	QP
45	Sustainability certification framework - Portuguese Biosphere Reserves	12-11-2020	11-04-2023	QP
47	Governance skills reinforcement program for BR managers, partners and local agents	01-12-2022	30-09-2023	QP
48	Training in planning and participatory methodologies for reserve managers regarding the implementation of the SDP	01-05-2021	30-09-2023	QP
49	Training associated with the implementation of pilot actions	01-02-2022	31-10-2023	QP
50	Training of local teams to support economic initiatives and funding opportunities	01-01-2022	31-01-2023	IPN
51	Capacitation of local BR decision makers in implementing the Sustainable Managements Plans	01-10-2022	31-10-2023	UC-CFE/ Univ. Bergen/ RB de Nordhordland
52	Technical workshop on ecosystem services	01-11-2022	31-10-2023	UC-CFE/ Univ. Bergen/ RB de Nordhordland
53	Virtual incubation program in Portuguese Biosphere Reserves -pilot action	01-01-2022	31-01-2023	IPN
54	Programme of visits and transfer of experiences between Portuguese BR and donor countries	30-09-2021	31-10-2023	QP
55	Final project seminar	01-01-2023	31-10-2023	QP
59	Generic Creative Development	01-06-2021	31-10-2023	QP
60	Creative Development of Digital Communication	01-06-2021	31-10-2023	QP
61	Productions and promotional materials - Offline	01-06-2021	30-11-2023	QP
62	Productions and promotional materials - Online	01-06-2021	31-10-2023	QP
63	Productions and promotional materials – Audiovisual materials	01-08-2021	30-09-2023	QP
64	Brand Activations	01-08-2021	31-10-2023	QP
65	Public Relations	01-08-2021	31-10-2023	QP
66	Media Strategy and Planning	01-08-2021	11-05-2023	QP
67	Media Strategy and Planning - Press	01-08-2021	28-02-2023	QP
68	Media Strategy and Planning - Radio	01-08-2021	28-02-2023	QP
69	Media Strategy and Planning - Digital	01-08-2021	28-02-2023	QP
70	Culture and Educational Agenda	01-11-2021	30-09-2023	UNL-FCSH
72	Local project presentation sessions in each Biosphere reserve including awareness and demonstration actions involving local partners	01-09-2021	28-02-2023	QP
73	ES awareness actions	01-11-2022	31-10-2023	UC-CFE
77	Design and organization of Biosphere Reserve Festivals	01-04-2021	31-10-2023	QP
78	BioKeepers - Club of Friends and caregivers of BR – pilot action	01-09-2021	31-08-2023	Keep
79	Atlas of Portuguese Biosphere Reserves	01-05-2022	31-10-2023	UNL-FCSH



ID	Name of activity	Beginning Date	Date Order	Executing entity
80	Knowledge extension	12-11-2020	31-09-2023	Keep
81	Itinerant exhibition	01-09-2021	30-09-2023	UNL-FCSH
	Project management	12-11-2020	30-10-2023	QP
IR 7	Interim Report 7	01-11-2022	28-02-2023	QP
IR 8	Interim Report 8	01-03-2023	30-06-2023	QP
IR 9	Interim Report 9	01-07-2023	30-11-2023	QP
AR   FR	Annual Report 3   Final Report	01-11-2022	30-11-2023	QP
		12-11-2020	30-11-2023	QP

Source: Contract\_09\_CALL#3\_Anexo I\_Rev.06\_2023\_V06Set\_Vf and exception agreed with SGA on October 30<sup>th</sup>

Regarding the overall execution of the Project (**Final Report**), the activities carried out, as presented in the Annual Reports, are identified in the following table.

**Table 2.2 – Activities started and in progress in the period between 12 November 2020 and 30 November 2023**

ID	Name of activity	Beginning Date	Date Order	Executing entity
1	Collection and organization of information related to the nomination of all Biosphere Reserves (BR)	12-11-2020	30-04-2021	QP
2	Survey of existing BR action plans, objectives and priorities s	12-11-2020	30-04-2021	QP
3	Framing the geostrategic context of BR in existing UNESCO BR networks	01-01-2021	31-03-2021	QP
4	History of Biosphere Reserves	12-11-2020	31-10-2023	UNL-FCSH
5	Elaboration of a data management plan: FAIR data - open access	12-11-2020	30-06-2021	UNL-FCSH
6	Auscultation / Perception and identification of heritage	12-11-2020	30-09-2023	UNL-FCSH
7	Development of the Sustainable Development Plan (SDPs) concept for BR	01-03-2021	31-10-2021	QP
8	Development of the participatory planning methodology for the SDPs	01-05-2021	31-07-2021	QP
9	Consultation and validation of the methodological structure for the SDP	01-08-2021	30-09-2021	QP
10	Digital Infrastructure - distributed management model	01-01-2021	30-12-2021	UNL-FCSH
11	Digital Infrastructure - Biosphere Reserves Website	12-11-2020	31-10-2023	UNL-FCSH
12	Digital infrastructure - Indicators management dashboard	12-11-2020	31-10-2023	UNL-FSCH
13	Digital Infrastructure - Research Data Catalogue	01-05-2021	31-10-2023	UNL-FSCH
14	Digital guides of cultural and natural heritage of the Biosphere Reserves	01-01-2021	31-10-2023	UNL-FCSH
15	Mapping the BR ecosystem diversity	12-11-2020	30-09-2021	UC-CFE/ Univ Bergen
16	Identification of potential Ecosystem Services (ES) associated with ecosystems	01-01-2021	30-11-2021	UC-CFE/ Univ Bergen
17	Analysis of the dynamics of the socio-economic sector	01-01-2021	31-12-2021	QP
18	Identification of key actors in the socio-economic sector in the BR	01-01-2021	31-12-2021	IPN
19	Identification of existing R&DT, innovation and entrepreneurship best practices aligned with sustainable development	01-01-2021	31-12-2021	IPN
20	Identification of priorities and projects in the areas of development and sustainability	01-05-2021	30-09-2023	QP

ID	Name of activity	Beginning Date	Date Order	Executing entity
21	Selection of key ESs for sustainable development of RBs	01-03-2021	30-11-2022	UC-CFE/ Univ. Bergen/ RB de Nordhordland
22	Selection of indicators and development of methodology for assessing the condition / status of ES	01-06-2021	31-07-2022	UC-CFE/ Univ. Bergen
23	ES condition / status assessment	01-09-2021	31-12-2022	UC-CFE/ Univ. Bergen
24	ES valuation proposal (add value)	01-09-2021	30-09-2023	UC-CFE/ Univ. Bergen/ RB de Nordhordland
25	ES valuation (assigning value) and its interconnection with the associated economic sectors - pilot action	01-08-2021	31-10-2023	UC-CFE
26	Mapping BR ES	01-09-2021	30-09-2023	UC-CFE/ Univ. Bergen/ RB de Nordhordland
27	Proposal of management and conservation measures for BR and ES optimization	01-11-2021	30-09-2023	UC-CFE
28	ES modelling to assess the effectiveness of management and conservation measures	01-11-2021	31-10-2023	UC-CFE/ Univ. Bergen
29	Use of key ES in mitigation and adaptation to climate change in BR – pilot action	01-05-2022	30-09-2023	UC-CFE/ Univ. Bergen
30	ES Sustainable Management Manual for BR	01-09-2022	30-09-2023	UC_CFE
31	Elaboration and participative discussion of the sustainable Development plans (SDP) of each BR	01-03-2022	30-09-2023	QP
32	SDP public presentations and discussions	01-05-2023	31-10-2023	QP
33	Revision and editing of the final versions of the SDP	01-08-2023	31-10-2023	QP
34	Selection of 12 pilot actions to	01-07-2023	30-09-2023	QP
35	Tourism "Script" for the Portuguese Biosphere Reserves - pilot action	01-06-2021	31-10-2022	QP
36	Memories and identities - systematic record of memories – pilot action	12-11-2020	31-10-2023	UNL-FCSH
37	Creation of memory and community spaces - (incorporates pilot action catalogue)	01-05-2021	30-09-2023	UNL-FCSH
38	Network of Biosphere Reserves shops and virtual store - pilot action	01-10-2021	31-10-2023	QP
39	Benchmarking analysis of Sustainable Development (SD) indicators used in UNESCO's BR networks	01-01-2022	31-05-2022	QP
40	Architecture of SDP indicators and monitoring system	01-03-2022	31-10-2023	QP
41	Consultation and validation of the SDP indicators and monitoring system	01-03-2023	31-10-2023	QP
42	Training of BR management teams and other stakeholders in the domain of the SDP Indicators and monitoring System	01-03-2023	31-10-2023	QP
43	Citizen Science for sustainable BR -pilot action	01-11-2021	30-09-2023	UNL-FCSH
44	Creation of the sustainable development barometer for Portuguese Biosphere Reserves	01-04-2023	31-10-2023	QP
45	Sustainability certification framework - Portuguese Biosphere Reserves	12-11-2020	11-04-2023	QP
46	Assessment of training needs that will support the training planning	01-04-2021	31-07-2022	QP
47	Governance skills reinforcement program for BR managers, partners and local agents	01-12-2022	30-09-2023	QP
48	Training in planning and participatory methodologies for reserve managers regarding the implementation of the SDPs	01-05-2021	30-09-2023	QP
49	Training associated with the implementation of pilot actions	01-02-2022	31-10-2023	QP

ID	Name of activity	Beginning Date	Date Order	Executing entity
50	Training of local teams to support economic initiatives and funding opportunities	01-01-2022	31-01-2023	IPN
51	Capacitation of local BR decision makers in implementing the Sustainable Managements Plans	01-10-2022	31-10-2023	UC-CFE/ Univ. Bergen/ RB de Nordhordland
52	Technical workshop on ecosystem services	01-11-2022	31-10-2023	UC-CFE/ Univ. Bergen/ RB de Nordhordland
53	Virtual incubation program in Portuguese Biosphere Reserves -pilot action	01-01-2022	31-01-2023	IPN
54	Programme of visits and transfer of experiences between Portuguese SRs and donor countries	30-09-2021	31-10-2023	QP
55	Final project seminar	01-01-2023	31-10-2023	QP
56	Marketing Strategy Development	30-09-2021	11-05-2023	QP
57	Communication Plan Design	01-01-2021	31-11-2021	PC&A/ QP
58	Strategy and Brand Identity (Tone, Signature and Communication Messages, Logo and Brandbook)	01-03-2021	31-12-2021	PC&A/ QP
59	Generic Creative Development	01-06-2021	31-10-2023	QP
60	Creative Development of Digital Communication	01-06-2021	31-10-2023	QP
61	Productions and promotional materials - Offline	01-06-2021	30-11-2023	QP
62	Productions and promotional materials - Online	01-06-2021	31-10-2023	QP
63	Productions and promotional materials – Audio-visual materials	01-08-2021	30-09-2023	QP
64	Brand Activations	01-08-2021	31-10-2023	QP
65	Public Relations	01-08-2021	31-10-2023	QP
66	Media Strategy and Planning	01-08-2021	11-05-2023	QP
67	Media Strategy and Planning - Press	01-08-2021	28-02-2023	QP
68	Media Strategy and Planning - Radio	01-08-2021	28-02-2023	QP
69	Media Strategy and Planning - Digital	01-08-2021	28-02-2023	QP
70	Culture and Education Agenda	01-11-2021	30-09-2023	UNL-FCSH
71	Development of Awareness Plan for different audiences	01-01-2021	30-11-2021	QP
72	Local project presentation sessions in each Biosphere reserve including awareness and demonstration actions involving local partners	01-09-2021	28-02-2023	QP
73	ES awareness actions	01-11-2022	31-10-2023	UC-CFE
74	Planning of the National Biosphere Olympics	01-02-2021	30-09-2021	OBio
75	Communication and dissemination of the BR Olympics	01-03-2021	30-11-2021	OBio
76	BR Olympics	01-09-2021	30-09-2022	OBio
77	Design and organization of Biosphere Reserve Festivals	01-04-2021	31-10-2023	QP
78	BioKeepers - Club of Friends and caregivers of BR – pilot action	01-09-2021	31-08-2023	Keep
79	Atlas of Portuguese Biosphere Reserves	01-05-2022	31-10-2023	UNL-FCSH
80	Knowledge extension	12-11-2020	31-09-2023	Keep
81	Itinerant exhibition	01-09-2021	30-09-2023	UNL-FCSH
	Project management	12-11-2020	30-10-2023	QP
IR	Interim Report 1	12-11-2020	28-02-2021	QP
	Interim Report 2	01-03-2021	30-06-2021	QP
	Interim Report 3	01-07-2021	31-10-2021	QP

ID	Name of activity	Beginning Date	Date Order	Executing entity
	Interim Report 4	01-11-2021	28-02-2022	QP
	Interim Report 5	01-03-2022	30-06-2022	QP
	Interim Report 6	01-07-2022	31-10-2022	QP
	Interim Report 7	01-11-2022	28-02-2023	QP
	Interim Report 8	01-03-2023	30-06-2023	QP
	Interim Report 9	01-07-2023	30-11-2023	QP
	PC&A Execution Report	01-03-2021	30-04-2021	QP
AR   FR	Annual Report 1	12-11-2020	31-10-2021	QP
	Annual Report 2	01-11-2021	31-10-2022	QP
	Annual Report 3   Final Report	01-11-2022	30-11-2023	QP
		12-11-2020	30-11-2023	QP

Source: Contract\_09\_CALL#3\_Anexo I\_Rev.06\_2023\_V06Set\_Vf and exception agreed with SGA on October 30<sup>th</sup>

## 2.2 SUMMARY OF ACTIVITIES UNDERTAKEN

In the Interim Reports, all activities are described through a set of indicators that allow a synthesis of the respective levels of technical and financial implementation, enabling the state of implementation of the project to be understood in an objective, integrated and consistent manner that can be monitored. Thus, each activity is characterised in two essential components of its execution - technical and financial progress - with the following descriptive fields (see Attachment A):

- Technical progress:
  - Tasks carried out - identifies the actions developed, the responsible partner and the partners involved, as well as the participants, namely the Biosphere Reserves and other entities;
  - Results obtained – states what has been achieved with the tasks carried out and lists the documents, actions and other forms of evidence of results accomplished;
  - Reorientations and adjustments - highlights the tasks/actions that, for whatever reason, were not carried out, justifies their non-completion and presents corrective measures to overcome possible shortcomings, delays, etc.;
  - Execution barometer - retrieves the indicators, targets and verification sources associated with each activity, as presented in the application/contract, and records its state of execution (executed, in progress, not executed);
  - Execution timeline - records the state of implementation of the activity during the assessment period of the Interim Report under review and projects its evolution for the next assessment period, listing the tasks planned to be carried out.
- Financial progress:
  - Costs of staff assigned to the project – Reg. Art. 8.3.1.a;
  - Travel and subsistence allowances for staff assigned to the project – Reg. Art. 8.3.1.b;

- Depreciation value for new or second-hand equipment purchased – Reg. Art. 8.2.4;
- Costs of new or second-hand equipment, as long as they are amortised in accordance to the applicable accounting standards - Reg. Art. 8.3.1.c & Art. 8.3.2;
- Costs of consumables and supplies – Reg. Art. 8.3.1.e;
- Costs entailed by other contracts awarded by Project Promoter for the purpose of carrying out the project – Reg. Art. 8.3.1.f;
- Costs arising directly from requirements imposed by the project contract – Reg. Art. 8.3.1.g.

All these fields specify the following parameters:

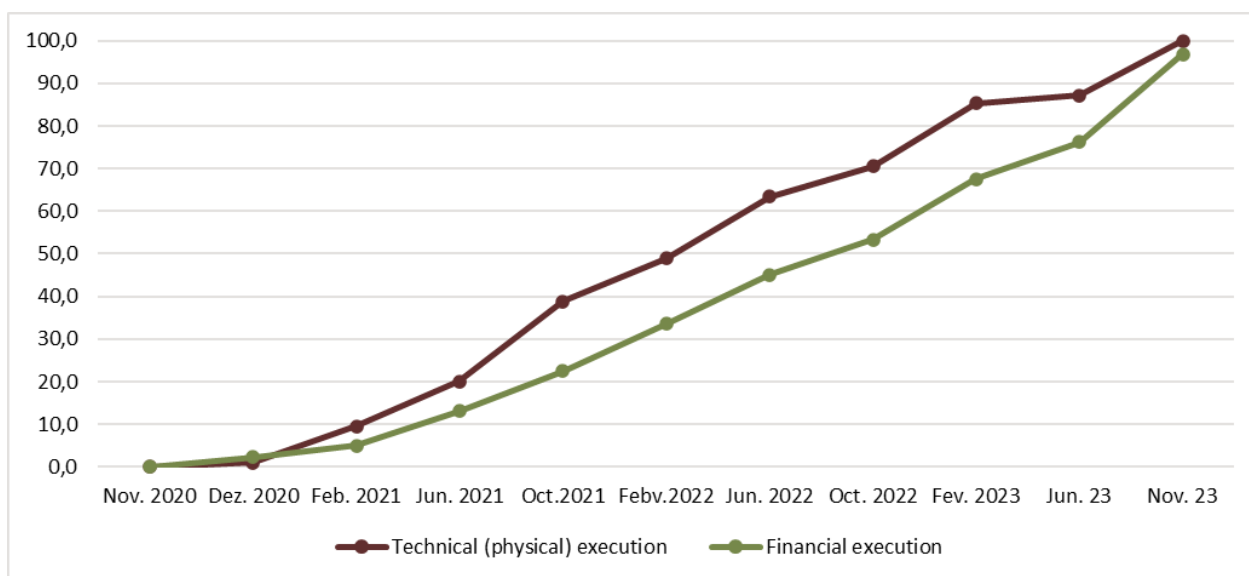
- Total Expected: contracted values according to document "Contract\_09\_CALL#3\_Annex I\_Rev.3\_2021\_06\_15", which is part of the contract;
- Executed between: value of what was executed in the evaluation period to which the Interim Report refers;
- % of what was executed in the evaluation period to which the Interim Report refers in relation to the total foreseen;
- Accumulated executed: sum of the value of what was executed in the different evaluation periods / interim reports;
- % of the accumulated executed in relation to the total foreseen.

In addition, the transversal activity of "Management" of the Project is considered.

The synthesis of the reading of these indicators is presented in the following sub-chapters.

The Project schedule is shown in the following figure, which presents technical (physical) and financial execution data over the 3 years of Project development.

**Figure 2.1 – Schedule of technical (physical) and financial achievement**



### 2.2.1 Technical progress

At the end of the third year of Project execution, all 57 activities included in this period had been started or continued, as planned.

The **tasks performed**, which are included in the schedule of assessed activities, were divided into 3 major groups, with respect to the period under review, as follows:

- Initial tasks, performed at the initial stage of the corresponding activities (6 activities between 1 November 2022 and 28 February 2023, assessed in Interim Report no. 7; 4 activities between 1 March and 30 June 2023, assessed in Interim Report no. 8; and 2 activities between 1 July and 30 November 2023, assessed in Interim Report no. 9);
- Development tasks, performed during the 1st and/or 2nd year of Project execution, ongoing in the 3rd third year (including 50 activities carried forward from the 1st to the 2nd year and 48 activities carried forward from the 2nd year to the 7th four-month period);
- Close-out tasks, totalling 57 (9, 1 and 47 tasks in the 7th, 8th and 9th four-month periods, respectively).

The first group includes activity scheduling; the internal organisation of the team responsible for data collection, research and systematisation; and the creation of databases, interviews and surveys. All Partners involved worked in close collaboration, with a view to reducing duplication, namely concerning information requests and surveys.

The second group includes tasks related to the continuous systemising of information received from the BRs, as well as the definition and consolidation of methodologies and the processing of BR survey and interview results, with special emphasis on the preparation and organisation of the 1st Biosphere Reserve Festival (ID77) during the participatory workshops dedicated to ecosystem services, conducted within the scope of the creation Sustainable Development Plans. Also noteworthy were the preparation and organisation of the Final Project Seminar (ID55), and the field visits carried out by the teams for the purpose of presenting and developing activities directly involving the BR managers (ID31 and ID32), as well as the local communities and populations (ID21, ID24, ID25, ID26, ID29, ID45, ID53, ID63 and ID73).

The third group of tasks included the production and editing of the reports pertaining to the 57 activities closed in the 3rd year.

The **results achieved** included the exchange and collection of information; the creation of work document archives; the conduction of surveys and interviews; the definition of methodologies; data processing; the production of report contents; the production and publication of promotional materials, which focused primarily on the 1st Biosphere Reserve Festival and the Final Project Seminar; and the production of videos dedicated to each Biosphere Reserve, amongst others, including the production of **evidence** by means of records, minutes/memos of meetings and survey responses; as well as the production of several data processing documents, as systemised in activity reports, documentaries, news reports, radio spots, other news, merchandising and the final artwork for several pieces of communication and promotion of the “Biosphere Reserves of Portugal” brand. The Project and the BRs were widely promoted through a series of news items, articles and posts published in the media, the Project portal and social networks.

It is worth highlighting the development, publication and promotion of the web-gis platform for participative public mapping of ecosystem services, based on the geographic information system (PPGIS), as part of activity ID26 (<https://new.maptionnaire.com/q/4us98s4wyf83>).

All 57 activities still ongoing during the 3rd year of Project execution were completed, despite their diverse nature and execution schedule, based on three development stages.

As occurred in the previous years of Project development, a few **changes and adjustments** to the activity schedule were required, mostly owing to the need to ensure alignment with activities not carried out during the planned period and to allow for the continued use of participative tools, as well as take into account the extension of the Project deadline, in accordance with the 3rd Addendum to the Contract, of 30 June 2023, officialised through the 6th revision of Annex I, on 6 September 2023. Additionally, an exception was made for ID61, agreed in a meeting with the SGA on 30 October 2023, owing to the need to submit expenses related to the translation and printing of the publications pertaining to ID4 and ID79.

**Corrective measures** were implemented as a result of the aforementioned adjustments, particularly the extension of the completion deadlines for 16 activities (ID20, ID24, ID25, ID26, ID27, ID28, ID38, ID59, ID60, ID61, ID62, ID63, ID64, ID65, ID78 and ID80), and the postponement of the start date of activities ID32, ID33 and ID34, as mentioned in Interim Report no. 7, whose planned completion time was shortened or remained unchanged. With the exception of ID80, the changes made in the 8th four-month period corresponded to those described in the 6th revision of Annex I, concerning a total of 35 activities (ID4, ID11, ID12, ID13, ID14, ID20, ID24, ID25, ID26, ID27, ID28, ID29, ID31, ID32, ID33, ID34, ID36, ID38, ID40, ID41, ID42, ID44, ID47, ID48, ID49, ID51, ID52, ID54, ID55, ID59, ID60, ID61, ID62, ID63, ID64, ID65, ID73, ID77 and ID79).

**Changes and adjustments** were also made to the verification sources of activities ID32, ID49 and ID55 in 9th four-month period which present as a **corrective measure** the replacement of the former verification sources with more informative documents, including clearer information concerning the tasks developed and carried out. This change was **justified** by the need to ensure alignment with the approach and methodology adopted with respect to activity execution.

The analysis of the **execution barometer** revealed that most activities were ongoing and the status of the respective indicators, targets and verification sources was “in progress” in the 7th and 8th four-month periods. However, some exceptions were found, namely the following:

- ID21, ID23, ID45, ID50, ID53, ID66, ID67, ID68, ID69 and ID72: closed activities; the status of all execution barometer fields is “executed”;
- ID11: although the status of all execution barometer fields is “executed”, this activity remains open in order to allow updates and the inclusion of contents on the website (<https://www.reservasdabiosfera.pt/>);
- ID77: the status of the associated indicator and target is “executed”, owing to the completion of the 1st Portuguese Biosphere Reserve Festival; however, the verification source is “in progress”, as feedback from the Biosphere Reserves where the festivals were held is awaited in order to finalise the activity report;
- ID6, ID36, ID59, ID60, ID62, ID63, ID65 and ID78: the respective indicators and verification sources are “in progress”, but the set targets have already been achieved and recorded as “executed”.

As would be expected at the end of the Project, activity indicators, targets and verification sources changed to “executed”, with the exception of the targets established for ID42, ID47 and ID48, concerning training actions, which were not met.

Given the aforementioned context, particularly regarding the changes introduced to the activity schedule, the **execution timeline** revealed that little progress was achieved over the first two four-month periods assessed with respect to the number of activities closed and classed as “executed”, as a total of 45 activities remained “in progress”. All 47 activities still ongoing in the 9th four-month period were completed and the respective outputs prepared, which marked the closing of the Project.

Still concerning the execution timeline, it was verified that the vast majority of the activities remained active between the 7th and 8th assessment periods, which set the “continued execution of in-progress activities” as the primary continuity task, with no follow-up tasks planned for the 9th four-month period.



Activity completion forecasts between the assessment periods over the third year of Project development lagged behind the completion deadlines, as a result of the aforementioned changes to the execution timeline. However, this time lag had been bridged by the end of the 9th four-month period, as all activities in progress were completed.

In general terms of the **Final Report**, the 81 Project activities planned were completed at the end of the 3<sup>rd</sup> year of the Project.

The **results achieved** included the sharing and acquisition of in-depth knowledge in the areas of ecosystem services, memories and identities, sustainable tourism and the socio-economic system; the organisation of training and awareness-raising activities and participative workshops aimed at Biosphere Reserve (BR) managers, technicians, local economy promoters and the local communities; and the use of several media to present, enhance and promote the BRs, including the production of **evidence**, by means of activity reports, the publication of the book and atlas, the traveling exhibition, the promotion of the “Biosphere Reserves of Portugal” brand, merchandising, the digital portal, documentaries, news reports and radio spots, as well as news, articles and posts published in the media and social networks, and the main Project events – the “National Olympics of Biosphere Reserves”, the “1st Biosphere Reserve Festival” and the “Final Project Seminar”, to name but a few.

It is important to recall that the 1st year of Project execution was affected by the pandemic and the ensuing states of emergency that forced the suspension of all trips and visits to the BRs. As a result of this conjuncture, a few **changes and adjustments** to the activity schedule were required. Other reasons leading to the introduction of changes to the Project schedule and budget included the departure of Project partner PC&A - Consultores de Marketing Estratégico, Lda, the inclusion of the Porto Santo Island BR during the 2nd year and the extension of the Project deadline to 30 November 2023.

The most relevant **corrective measures** implemented because of the aforementioned adjustments included the extension of the completion deadlines for certain activities and the postponement of others, in order to ensure the necessary alignment with activities not completed within the initial deadlines.

In this sense, the **execution barometer** reflected the development of Project activities, having revealed that the vast majority of indicators, targets and verification sources remained “in progress” up to the last assessment period (1 July to 30 November 2023). The exceptions identified included a few activities that were completed in the meantime and certain targets met for activities that remained nonetheless active, as well as a few postponed activities whose status was recorded as “not executed”. All indicators and verification sources had been completed at the end of the Project, although the established targets were not reached for three activities related to training (ID42, ID47 and ID48)<sup>3</sup>.

Despite all the changes and adjustments made, the Project **execution timeline** was met, as all 81 activities were completed.

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<sup>3</sup> In what concerns activity ID42, the BRs were responsible for inviting participants to the sessions, which resulted in low attendance; regarding ID47 and ID48, the sessions were attended by a very small number of participants, despite having been communicated to the BRs and promoted on social networks and the Project portal (<https://www.reservasdabiosfera.pt/>), which caused the respective targets to remain largely unmet.



In what concerns **Project Management** tasks, it is worth stressing the sustained involvement and collaboration of the Project Coordination team with all Project partners (national and international), the Biosphere Reserves and the National MaB Committee, which allowed for the continuous monitoring of the technical activities and administrative procedures associated with a Project of this nature.

Also noteworthy is the engagement of the Management in the search for partnerships, Project promotion and participation in events, particularly the events promoted by EEA Grants Portugal.

### 2.2.2 Financial progress

As a result of the inclusion in the Project of the Porto Santo Island BR, officialised through the signature of the 2nd Addendum to the Contract on 26 October 2022, the overall budget was increased by €99,168.20, to €2,297,834.66. The Project deadline was also extended to 30 November 2023 through the signature of the 3rd Addendum to the Contract, on 30 June 2023.

These revisions called for budget and schedule changes with respect to several activities and items, as established in the 6th revision of Annex I, which impacted the respective financial execution rates during the periods in question. Therefore, the contents of this chapter should be interpreted in the light of this information.

The financial analysis of the activities under review evidences the evolution of the items involved over the various four-month periods.

Several situations are observed with respect to the allocation of **human resources**, namely the following:

- Activities completed or with an execution rate of nearly 100%, i.e. at the close-out stage mentioned in the analysis of technical progression (5 activities in the 7th four-month period, 14 in the 8th four-month period and 25 in the 9th four-month period, of which some were carried over from the 8th four-month period);
- Activities whose completion rate is higher than 100%, i.e. which exceeded the respective budget, as forecast in the 7th four-month period, and were thus re-budgeted in the 6th revision of Annex I (ID6, ID11, ID12, ID20, ID38, ID77, ID78 and ID80);
- Activities which exceeded the planned budget, even after the respective re-budgeting in the 9th four-month period, totalling 12, particularly activities ID31, ID32 and ID33, associated with the production of SDPs, which exceeded the budget by over 20%;
- Activities where no expenses were allocated to this item, due to the fact that the tasks carried out fall under transversal management activities (ID54 and ID55, in the 7th four-month period; ID55 was repeated in the 8th four-month period) or because they fit into other activities of the partner promoting synergies and resource optimisation (ID20 and ID40, in the 7th four-month period; and D24, ID28, ID29, ID51, ID52, ID60, ID61, ID73 and ID80, in the 8th four-month period);
- Activities whose associated tasks, as completed over the various assessment periods, are considered to fall under the scope of responsibility and capacity of the entities involved (ID4, ID6, ID13, ID43, ID70, ID80 and ID81, in the 7th four-month period; ID6, ID11, ID12, ID13, ID14, ID37, ID43, ID70 and ID78, in the 8th four-month period; and ID43 and ID70, in the 9th four-month period). Activities ID43 and ID70 stand out for belonging to this category from the start;
- Activities that allowed for savings in terms of human resources and whose tasks were completed with an execution rate under 90% (ID41, ID54, ID59, ID60, ID61, ID62, ID64 and ID65).

Also concerning this item, the University of Bergen exceeded the available budget in the 7th four-month period with respect to two of the activities shared with the University of Coimbra (ID29 and ID51), which had been re-budgeted in the 6th revision of Annex I, together with ID52.

In the last four-month period, the University of Bergen only allocated expenses in connection with its participation in the Final Project Seminar (ID55). Nordhordland Utviklingsselskap IKS only allocated expenses to human resources with respect to activities ID55 and ID73. Icelandic partner CNU did not allocate expenses to this item.

Regarding **travel costs**, the expenses presented by the end of the third year reflect the high number of trips to the BRs. In fact, travel expenses were presented in connection with 13, 6 and 8 activities in the last three four-month periods, respectively (ID4, ID6, ID21, ID24, ID28, ID31, ID36, ID37, ID43, ID45, ID50, ID52 and ID53, in the 7th four-month period; ID29, ID31, ID36, ID51, ID54 and ID77, in the 8th four-month period; and ID31, ID32, ID36, ID51, ID52, ID54, ID55 and ID73, in the 9th four-month period). At the end of the third year of Project execution, activities ID51, ID52 and ID73 had reached an execution percentage between 97% and 100% and ID54 had exceeded the respective budget by 12%, which reflects the high number of interactions in BR territories.

All three international partners exceeded the respective travel budgets, owing to the participation of the University of Bergen and Nordhordland Utviklingsselskap IKS in the Final Seminar (ID55) and the participation of the Icelandic CNU in the “Programme of visits and transfer of experiences between Portuguese BRs and donor countries” (ID54), although this partner did not use all the budget allocated to the Final Seminar (ID55).

Regarding **equipment costs**, funds had only been allocated to activity ID36, of which 30% had not yet been used by the end of the second year of Project execution.

Of the five activities (ID21, ID24, ID50, ID52 and ID53) with funds allocated to **consumables**, three were closed in the 7th four-month period without reaching an execution rate of 100% (ID21, ID50 and ID53). Regarding the remaining two activities, only ID24 presented expenses, having reached an execution rate of 100%, while no expenses were presented in connection with activities ID52 and ID78.

Of the 22 activities with an allocated budget for the **purchase of services**, 11 activities had not used the total amount by the end of the third year of Project execution. On the other hand, activities ID11, ID12 and ID65 exceeded the allocated budget by 6%, 4% and 3% respectively.

**Contract expenses** at the end of the third year of Project development stood at 58% of the total budget.

In terms of the **Final Report** and considering the 81 activities and 3 years of Project execution, as well as all changes to the activity budget, as established in the 6th revision of Annex I, the following results are presented for each item:

- Human resources:
  - No budget was allocated to this item in 4 activities (ID43, ID70, ID74 and ID75);
  - Of the 77 activities with allocated funds, only ID41 used less than 50% of the available budget, whereas 62 activities used 50-100% of the allocated funds and the remaining 14 exceeded the budget, particularly ID32 and ID33, which exceeded the available amount by 28% and 85%, respectively.
- Travel and subsistence allowances:
  - No funds were allocated to this item for 54 out of the 81 activities;
  - Of the remaining 27 activities, 4 presented expenses, but used less than 50% of the available budget (ID18, ID19, ID53 and ID78); 22 used 50-100% of the respective budget and ID54 exceeded the allocated funds by 12%.

- Equipment:
  - Funds were only allocated to this item for two activities: ID15, which used the total amount, and ID36, whose execution rate stood at 69%.
- Consumables:
  - No funds were allocated to this item for 74 activities;
  - Although funds were available, no expenses were presented for activities ID52 and ID78;
  - Of the 7 activities with allocated funds, only ID53 used less than 50% of the available funds. The remaining 4 activities (ID21, ID24, ID50 and ID76) presented higher expenses, particularly ID24 and ID76, which used up the available budget and presented an execution rate of 100%.
- Purchase of services:
  - No budget was allocated to this item for 49 activities;
  - Although funds were available, no expenses were presented for activities ID79 and ID81;
  - Of the remaining 30 activities, only ID14 used less than 50% of the allocated funds, whereas 26 activities used 50-100% of the available funds and ID11, ID12 and ID65 exceeded their budget by 6%, 4% and 3%, respectively.

It should be recalled that no further expenses related to **equipment depreciation** were incurred after the start of the 4th four-month period, following the guidance received from the SGA.

It should also be noted that some discrepancies between the total financial execution rate and the technical execution rate were recorded, owing to the presentation of subsequent expenses, namely the allocation of funds for holiday and Christmas bonuses, based on the actual method followed by Quaternaire Portugal for the allocation of human resources to the activities under their scope of responsibility. Example of this situation is shown in Table 4.1, which presents a list of activities considered technically closed, with published reports, to which expenses were subsequently allocated.

In terms of **Project Management**, the total costs at the end of the third year of Project development accounted for about 39% of the forecast amount. A summary of costs per item for the three four-month periods included in this assessment period, as well as total costs over the three years of Project execution, is shown in the following table and figure. It should be recalled that financial execution data reflect the last budget change, which introduced alterations to the percentages presented in previous Interim and Annual Reports. Therefore, the contents of this chapter should be interpreted in the light of this information.

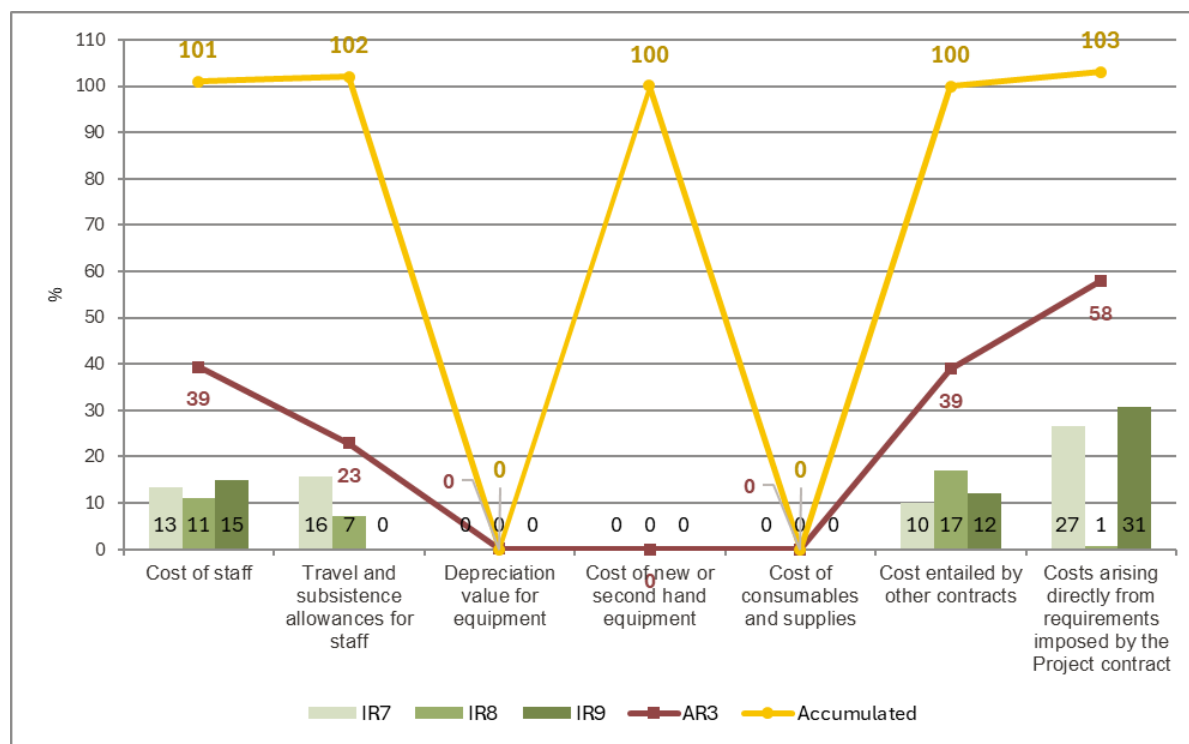
**Table 2.3 – Financial progress. Project management costs**

Total forecast	%(period executed under total forecast)			%%(accumulated executed under total forecast)	
	1 nov. 2022 – 28 feb. 2023	1 mar 2023 – 30 jun 2023	1 jul 2023 – 30 nov 2023	AR 3	FR
Costs of staff assigned to the project – Reg. Art. 8.3.1.a					
362 436,39€	13,40%	11,04%	14,94%	39,38%	101,45%
Travel and subsistence allowances for staff assigned to the project – Reg. Art. 8.3.1.b					
9 625,00€	15,67%	7,23%	0,00%	22,90%	101,77%

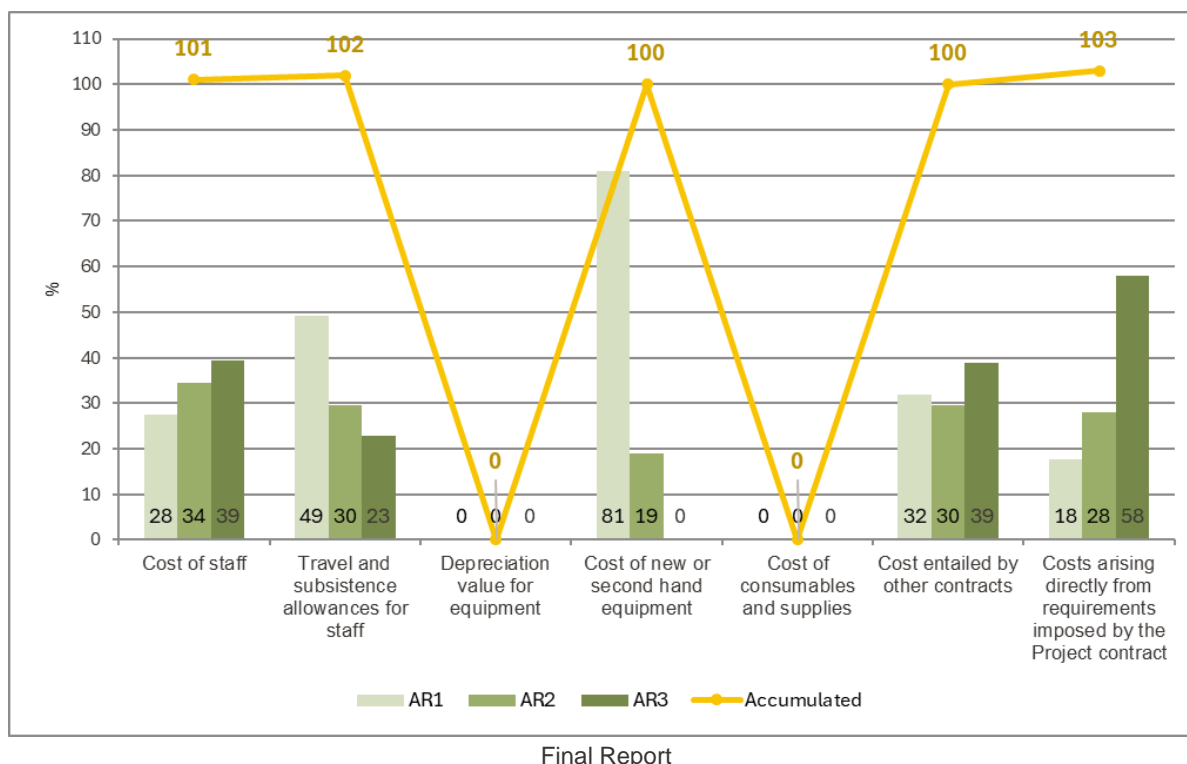
Total forecast	%(period executed under total forecast)			%%(accumulated executed under total forecast)	
	1 nov. 2022 – 28 feb. 2023	1 mar 2023 – 30 jun 2023	1 jul 2023 – 30 nov 2023	AR 3	FR
Depreciation value for new or second-hand equipment purchased – Reg. Art. 8.2.4					
0,00€	0,00%	0,00%	0,00%	0,00%	0,00%
Costs of new or second-hand equipment, as long as they are amortised in accordance to the applicable accounting standards - Reg. Art. 8.3.1.c & Art. 8.3.2					
4 783,71€	0,00%	0,00%	0,00%	0,00%	99,79%
Costs of consumables and supplies – Reg. Art. 8.3.1.e					
0,00€	0,00%	0,00%	0,00%	0,00%	0,00%
Costs entailed by other contracts awarded by PP for the purpose of carrying out the project – Reg. Art. 8.3.1.f					
10 370,00€	9,92%	17,09%	11,97%	38,98%	100,34%
Costs arising directly from requirements imposed by the project contract – Reg. Art. 8.3.1.g					
9 590,46€	26,51%	0,65%	30,58%	57,74%	103,47%

Note: The amounts shown include the funds of the partner PC&A, reflecting the totality of the Project.

Figure 2.2 – Financial progress. Project management costs



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### 2.2.3 Involvement of partners

All partners were actively engaged during the period reviewed in this document, including the international partners (University of Bergen, Nordhordland Utviklingsselskap IKS and the Icelandic National Commission for UNESCO), which continued to participate actively in the activities carried out in collaboration with the University of Coimbra and Quaternaire Portugal, in addition to remaining in permanent contact with the Project Coordinator.

Regarding this issue, the close cooperation between the Project partners was clearly evidenced by the visits made by University of Coimbra representatives to the Nordhordland BR, which also involved the University of Bergen, and to Iceland, for the purpose of outlining the strategy for application of participative methodologies within the field of ecosystem services, as well as the participation of members of the Quaternaire Portugal team and, in particular, the Paul do Boquilobo BR, represented by the respective manager, Dr Mário Antunes, in the UNESCO Man and Biosphere Programme Conference, held on 12 April at the Iceland National Park Centre, in Hellissandur, where the Project was presented as well as the work on Sustainable Tourism Routes, the Certification Framework, the Good Practice Manual and the Sustainable Tourism Guide for Portuguese Biosphere Reserves, carried out within the scope of ID45; and the good agricultural practices developed at the Paul do Boquilobo BR.

In addition to sharing information and participating in coordination meetings, the Project partners were involved in various activities, as shown in the following table.

**Table 2.4 – Involvement of partners in activities between 1 November 2022 and 30 November 2023**

ID	Name of activity	QP	UC- CFE	UNL- FCSH	IPN	OBio	Keep	UiB	Nordh	Iscl
4	History of Biosphere Reserves									
6	Auscultation / Perception and identification of heritage									
11	Digital Infrastructure - Biosphere Reserves Website									
12	Digital infrastructure - Indicators management dashboard									
13	Digital Infrastructure - Research Data Catalogue									
14	Digital guides of cultural and natural heritage of the Biosphere Reserves									
20	Identification of priorities and projects in the areas of development and sustainability									
21	Selection of key ES for sustainable development of BR									
23	ES condition / status assessment									
24	ES valuation proposal (add value)									
25	ES valuation (assigning value) and its interconnection with the associated economic sectors - pilot action									
26	Mapping BR ES									
27	Proposal of management and conservation measures for BR and ES optimization									
28	ES modelling to assess the effectiveness of management and conservation measures									
29	Use of key ES in mitigation and adaptation to climate change in BR – pilot action									
30	ES Sustainable Management Manual for BR									
31	Elaboration and participative discussion of the sustainable Development plans (SDP) of each BR									
32	SDP public presentations and discussions									
33	Revision and editing of the final versions of the SDP									
34	Selection of 12 pilot actions									
36	Memories and identities - systematic record of memories – pilot action									
37	Creation of memory and community spaces – pilot action catalogue									
38	Network of Biosphere Reserves shops and virtual store - pilot action									
40	Architecture of SDP indicators and monitoring system									
41	Consultation and validation of the SDP indicators and monitoring system									
42	Training of BR management teams and other stakeholders in the domain of the SDP Indicators and monitoring System									
43	Citizen Science for sustainable BR -pilot action									

ID	Name of activity	QP	UC-CFE	UNL-FCSH	IPN	OBio	Keep	UiB	Nordh	Iscl
44	Creation of the sustainable development barometer for Portuguese Biosphere Reserves									
45	Sustainability certification framework - Portuguese Biosphere Reserves									
47	Governance skills reinforcement program for BR managers, partners and local agents									
48	Training in planning and participatory methodologies for reserve managers regarding the implementation of the SDP									
49	Training associated with the implementation of pilot actions									
50	Training of local teams to support economic initiatives and funding opportunities									
51	Capacitation of local BR decision makers in implementing the Sustainable Managements Plans									
52	Technical workshop on ecosystem services									
53	Virtual incubation program in Portuguese Biosphere Reserves -pilot action									
54	Programme of visits and transfer of experiences between Portuguese BR and donor countries									
55	Final project seminar									
59	Generic Creative Development									
60	Creative Development of Digital Communication									
61	Productions and promotional materials - Offline									
62	Productions and promotional materials - Online									
63	Productions and promotional materials – Audiovisual materials									
64	Brand Activations									
65	Public Relations									
66	Media Strategy and Planning									
67	Media Strategy and Planning - Press									
68	Media Strategy and Planning - Radio									
69	Media Strategy and Planning - Digital									
70	Culture and Educational Agenda									
72	Local project presentation sessions in each Biosphere reserve including awareness and demonstration actions involving local partners									
73	ES awareness actions									
77	Design and organization of Biosphere Reserve Festivals									
78	BioKeepers - Club of Friends and caregivers of BR – pilot action									
79	Atlas of Portuguese Biosphere Reserves									
80	Knowledge extension									
81	Itinerant exhibition									

ID	Name of activity	QP	UC-CFE	UNL-FCSH	IPN	OBio	Keep	UiB	Nordh	Iscel
	Project management									
IR	Interim Report 7									
	Interim Report 8									
	Interim Report 9									
AR	Annual Report 3									

In terms of the **Final Report**, the involvement of all partners over the Project execution period is summarised in the following table. It should be recalled that PC&A - Consultores de Marketing Estratégico, Lda left the Project on 1 May 2021.

**Table 2.5 – Involvement of partners in activities between 12 November 2020 and 30 November 2023**

ID	Name of activity	QP	UC-CFE	UNL-FCSH	PCA	IPN	OBio	Keep	UiB	Nordh	Iscel
1	Collection and organization of information related to the nomination of all Biosphere Reserves (BR)										
2	Survey of existing BR action plans, objectives and priorities										
3	Framing the geostrategic context of BR in existing UNESCO BR networks										
4	History of Biosphere Reserves										
5	Elaboration of a data management plan: FAIR data - open access										
6	Auscultation / Perception and identification of heritage										
7	Development of the Sustainable Development Plan (SDPs) concept for BR										
8	Development of the participatory planning methodology for the SDPs										
9	Consultation and validation of the methodological structure for the SDP										
10	Digital Infrastructure - distributed management model										
11	Digital Infrastructure - Biosphere Reserves Website										
12	Digital infrastructure - Indicators management dashboard										
13	Digital Infrastructure - Research Data Catalogue										
14	Digital guides of cultural and natural heritage of the Biosphere Reserves										
15	Mapping the BR ecosystem diversity										
16	Identification of potential Ecosystem Services (ES) associated with ecosystems										
17	Analysis of the dynamics of the socio-economic sector										
18	Identification of key actors in the socio-economic sector in the BR										



ID	Name of activity	QP	UC-CFE	UNL-FCSH	PCA	IPN	OBio	Keep	UiB	Nordh	Iscl
19	Identification of existing R&DT, innovation and entrepreneurship best practices aligned with sustainable development										
20	Identification of priorities and projects in the areas of development and sustainability										
21	Selection of key ESs for sustainable development of RBs										
22	Selection of indicators and development of methodology for assessing the condition / status of ES										
23	ES condition / status assessment										
24	ES valuation proposal (add value)										
25	ES valuation (assigning value) and its interconnection with the associated economic sectors - pilot action										
26	Mapping BR ES										
27	Proposal of management and conservation measures for BR and ES optimization										
28	ES modelling to assess the effectiveness of management and conservation measures										
29	Use of key ES in mitigation and adaptation to climate change in BR – pilot action										
30	ES Sustainable Management Manual for BR										
31	Elaboration and participative discussion of the sustainable Development plans (SDP) of each BR										
32	SDP public presentations and discussions										
33	Revision and editing of the final versions of the SDP										
34	Selection of 12 pilot actions to										
35	Tourism "Script" for the Portuguese Biosphere Reserves - pilot action										
36	Memories and identities - systematic record of memories – pilot action										
37	Creation of memory and community spaces - (incorporates pilot action catalogue)										
38	Network of Biosphere Reserves shops and virtual store - pilot action										
39	Benchmarking analysis of Sustainable Development (SD) indicators used in UNESCO's BR networks										
40	Architecture of SDP indicators and monitoring system										
41	Consultation and validation of the SDP indicators and monitoring system										
42	Training of BR management teams and other stakeholders in the domain of the SDP Indicators and monitoring System										
43	Citizen Science for sustainable BR -pilot action										

ID	Name of activity	QP	UC-CFE	UNL-FCSH	PCA	IPN	OBio	Keep	UiB	Nordh	Iscl
44	Creation of the sustainable development barometer for Portuguese Biosphere Reserves										
45	Sustainability certification framework - Portuguese Biosphere Reserves										
46	Assessment of training needs that will support the training planning										
47	Governance skills reinforcement program for BR managers, partners and local agents										
48	Training in planning and participatory methodologies for reserve managers regarding the implementation of the SDPs										
49	Training associated with the implementation of pilot actions										
50	Training of local teams to support economic initiatives and funding opportunities										
51	Capacitation of local BR decision makers in implementing the Sustainable Managements Plans										
52	Technical workshop on ecosystem services										
53	Virtual incubation program in Portuguese Biosphere Reserves -pilot action										
54	Programme of visits and transfer of experiences between Portuguese SRs and donor countries										
55	Final project seminar										
56	Marketing Strategy Development										
57	Communication Plan Design										
58	Strategy and Brand Identity (Tone, Signature and Communication Messages, Logo and Brandbook)										
59	Generic Creative Development										
60	Creative Development of Digital Communication										
61	Productions and promotional materials - Offline										
62	Productions and promotional materials - Online										
63	Productions and promotional materials – Audio-visual materials										
64	Brand Activations										
65	Public Relations										
66	Media Strategy and Planning										
67	Media Strategy and Planning - Press										
68	Media Strategy and Planning - Radio										
69	Media Strategy and Planning - Digital										
70	Culture and Education Agenda										
71	Development of Awareness Plan for different audiences										

ID	Name of activity	QP	UC-CFE	UNL-FCSH	PCA	IPN	OBio	Keep	UiB	Nordh	Iscl
72	Local project presentation sessions in each Biosphere reserve including awareness and demonstration actions involving local partners										
73	ES awareness actions										
74	Planning of the National Biosphere Olympics										
75	Communication and dissemination of the BR Olympics										
76	BR Olympics										
77	Design and organization of Biosphere Reserve Festivals										
78	BioKeepers - Club of Friends and caregivers of BR – pilot action										
79	Atlas of Portuguese Biosphere Reserves										
80	Knowledge extension										
81	Itinerant exhibition										
	Project management										
IR	Interim Report 1										
	Interim Report 2										
	Interim Report 3										
	Interim Report 4										
	Interim Report 5										
	Interim Report 6										
	Interim Report 7										
	Interim Report 8										
	Interim Report 9										
	PC&A Execution Report										
AR   FR	Annual Report 1										
	Annual Report 2										
	Annual Report 3   Final Report										

Source: Annual Report 1, Annual Report 2, Interim Report 7, Interim Report 8 and Interim Report 9

## 2.2.4 Information regarding Project participants

In the current evaluation period, the Biosphere Reserves, the National MaB Committee and the municipalities of Peniche, Santana and Santa Cruz da Graciosa are considered participants in the project, with a more permanent involvement in monitoring the development and implementation of the "Portuguese Biosphere Reserve Festival" (ID77). This activity, with the aim of attracting institutional partners, also developed contacts with the National UNESCO Commission, CNADS and the National Arts Plan.

Special mention should be made of all the participants in the Final Project Seminar, in particular the guest speakers and other stakeholders.

The BRs, represented by members of the management body, participated actively in several work meetings organised in connection with ongoing activities, for different purposes, namely the following:

- Activities ID20 and ID38 – collection of background information for activity outputs;
- Activities ID21, ID24, ID25, ID26, ID29 and ID73 – consolidation of the participative strategy for selecting key ecosystem services for the sustainable development of BRs and discussion of the main threats to ES in BRs;
- Activities ID31, ID32, ID34, ID40, ID41, ID42 and ID44 – collection of background information and ensuring active collaboration in the development of SDPs, including the establishment of the respective indicator and monitoring system;
- Activity ID37 – encouraging the creation of memory centres;
- Activities ID47, ID48, ID52 and ID73 – participation in training sessions and awareness-raising activities concerning ecosystem services in BRs;
- Activities ID50 and ID53 – participation in skill-building and entrepreneurship sessions;
- Activities ID54 and ID55 – sharing of knowledge and experiences;
- Activities ID59, ID60, ID62, ID63, ID64 and ID65 – consolidation of BR communication flows;
- Activity ID77 – concept consolidation and organisation of the “Biosphere Reserve Festival”;

Also noteworthy is the widespread involvement and support provided by the BRs to the activities carried out in the respective territories, which brought together representatives from all Portuguese partners and the University of Bergen.

In addition to this involvement, the BRs continue to monitor Project development and respond to the various team requests, particularly through the establishment of a routine of direct involvement in the production of information for the various Project communication channels.

Several stakeholders, namely municipalities, schools, local associations, BR communities and the general public, were also involved in participative, entrepreneurship and awareness-raising sessions (activities ID21, ID24, ID25, ID26, ID29, ID45, ID53, ID63 and ID73).

The participation of the General Project Coordinator in the annual meetings of the National MaB Committee, which took place during this assessment period, is also noteworthy. In the same way, the President of the National MaB Committee maintained regular monitoring of the development of the Project, highlighting her involvement in the development of the Sustainable Development Plans (ID31 and ID32) and the organisation of the Final Project Seminar (ID55).

Also noteworthy was the participation of members of the Quaternaire Portugal team and, in particular, the Paul do Boquilobo BR, represented by the respective manager, Dr Mário Antunes, in the UNESCO Man and Biosphere Programme Conference, held on 12 April at the Iceland National Park Centre, in Hellissandur, where the Project was presented; as well as the tasks pertaining to Sustainable Tourism Routes, the Certification Framework, the Good Practice Manual and the Sustainable Tourism Guide for Portuguese Biosphere Reserves, carried out within the scope of ID45; and the good agricultural practices developed at the Paul do Boquilobo BR.

All PBRs were actively involved in the Final Project Seminar (ID55), a special event held during this assessment period. This moment of reflection and sharing of the final Project results was divided into three separate occasions, targeted at different audiences: the Final Project Seminar, which was preceded by a technical meeting with restricted attendance, and the participation in the European Researchers’ Night, which took place on the day after the Seminar.

This engagement and the network of relationships between the Project, the BRs and the Communities have fostered proximity between the BRs and local players, in addition to promoting coordination/ dialogue between the BRs, thus facilitating the sharing of experiences.

In addition to the regular monitoring of the Project by the National MaB Committee, represented by its Chairperson, and the SGA, the active and constant participation of all PBRs, as reported in the various interim and annual reports, should be highlighted in this **Final Report**. It should also be noted that 50 activities counted on the participation of PBRs, including 27 activities supported by all PBRs, which corresponds to 62% and 33% of the total number of Project activities, respectively.

The involvement of the BR municipalities and support provided to the activities carried out in the respective territories, particularly in connection with ecosystem services, memories and identities, entrepreneurship, the Olympics and the Biosphere Reserve Festival was also noteworthy, as well as the increasingly active participation of local communities, schools, associations, local agents and the general public in Project activities.

Moreover, activities ID7, ID17, ID19, ID38 and ID77 involved the establishment of national and international contacts, namely with the Regional Secretariat for the Environment, Natural Resources and Climate Change of Madeira, the Regional Directorate for the Environment and Climate Change of Azores, the National UNESCO Commission, CNADS, the National Arts Plan and other artistic groups, Marca Natural.pt, the La Caixa Foundation, the UNESCO Ecological and Earth Sciences Division, and the BRs of Fuerteventura, Príncipe Island and La Palma, in order to consolidate concepts, identify good practices and benefit from other experiences.

The Project and, above all, the Portuguese Biosphere Reserves, were also presented, promoted and discussed within the scope of several events organised by external entities, namely the International Conference “Biosphere Reserves – Sustainable Territories, Resilient Communities – Lusophone Dialogues” and the associated exhibition, promoted by the Serralves Foundation as part of the celebrations of the UNESCO global programme – 50th anniversary of the MaB. Opportunities for promotion also presented themselves during the technical visits to the Biosphere Reserves organized by the EEA Grants Mechanism programme and the General Secretariat of the Ministry of Environment and Climate Action; the participation in an event held at the Yokohama National University as part of the launch of the new UNESCO Chair in Education in Biosphere Reserves for Sustainable Societies; and the 1st Meeting of the CPLP Biosphere Reserves Network, held in Lisbon.

### 3 RESULTS ACHIEVED

The evolution of the results included in the Interim Reports and a review of global results for the variables assessed are presented in this chapter.

Regarding technical aspects<sup>4</sup>, the overall execution rate at the end of the third year of Project development was 100.0%. This percentage was calculated based on the relative weight of each activity in the total Project budget<sup>5</sup> and the updated execution schedule, in accordance with the 6th revision of Annex I, of 6 September 2023, which is an integral part of the Contract, and the exception agreed with the SGA with respect to ID61. This rate reflects the total value at Project closing.

To allow for a more detailed monitoring of the Project, considering the information presented in the previous chapter, the technical results achieved are divided in two groups: Project implementation and Project communication and promotion.

Technical execution is assessed based on the following four variables:

- Activities, including the progress of started and completed activities, and execution progress in relation to the respective development schedule;
- Schedule and budget readjustments, including the number of activities to which adjustments were performed, in relation to the terms of the Contract;
- Outputs, where the number of products delivered is reported;
- Outcome indicators, which reflect the degree of achievement of Project targets.

Project communication and promotion were assessed based on the number of initiatives carried out, namely the publication of news in traditional and social media, as well as promotion of the Project and Portuguese Biosphere Reserves through participation in events, namely the Project presentation at the University of Yokohama and the UNESCO Man and Biosphere Programme Conference, held at the Iceland National Park Centre, in Hellissandur, as previously mentioned.

The results achieved are presented in graph format, in the following sections, for quick reading.

It should be noted that the global results do not correspond to the sum of the results presented in the Interim Reports, as the various adjustments made to activity schedules influenced the number of started, ongoing and closed activities between the four-month periods involved.

#### 3.1 PROJECT EXECUTION

The progression of the started/ongoing and executed activity ratios over the three four-month periods of the third year of Project development, as well as total results, are shown in the following figure.

At the end of the third year of Project development (1 November 2022 to 30 November 2023), about 70% of all Project activities had been started, with ongoing activities accounting for 0.0% and executed activities, totalling 57, also accounting for 70%; no activities were to be started. These figures reflect the final stage of Project development, where all activities are executed, and there are no longer any activities ongoing or to be started.

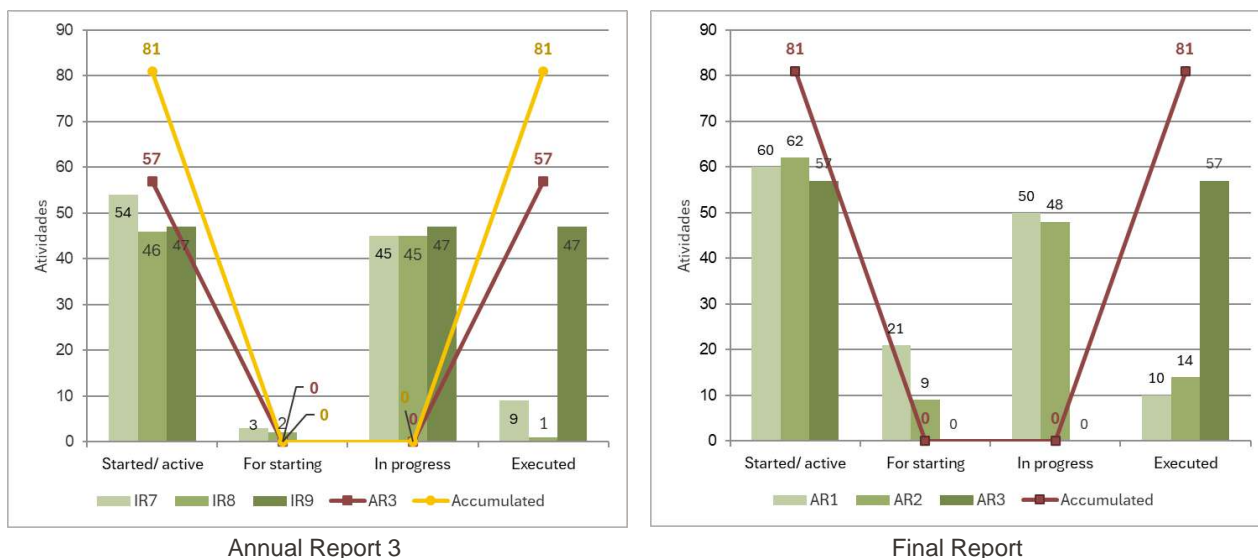
In terms of the **Final Report**, it is also possible to verify the Project evolution between Annual Reports 1 and 2 and the current assessment period: the number of activities to be started and ongoing decreased, whereas the number of activities

<sup>4</sup> Financial execution data are presented in the following chapter.

<sup>5</sup> Excluding management costs, owing to their global nature.

executed increased. In overall terms, all 81 activities started were completed at the end of the Project, setting the execution rate at 100.0%.

Figure 3.1 – Project execution. Progress of started/active and executed activities



The execution schedule for the ongoing activities (Figure 3.2), which reflects the rescheduling proposed in the 6th revision of Annex I and the change to ID61, reveals that all activities were closed within the established deadlines, excluding ID33 and ID66, which were closed 2 and 2.5 months earlier, respectively. No schedule adjustment was required for 5 of the activities considered (ID45, ID66, ID67, ID68 and ID69).

Owing to the early completion of the two aforementioned activities during this assessment period, the execution time already elapsed corresponds to about 99% of the estimated period required for completion of the 57 activities.

In terms of the **Final Report**, Figure 3.2 shows that the activities were progressively closed over the 3 years of Project execution, according to the delivery deadlines set for the respective outputs. As would be expected, all 81 activities are currently closed (IR1 – 1; IR2 – 4; IR3 – 5; IR4 – 9; IR5 – 1; IR6 – 4; IR7 – 9; IR8 – 1; IR9 – 47).

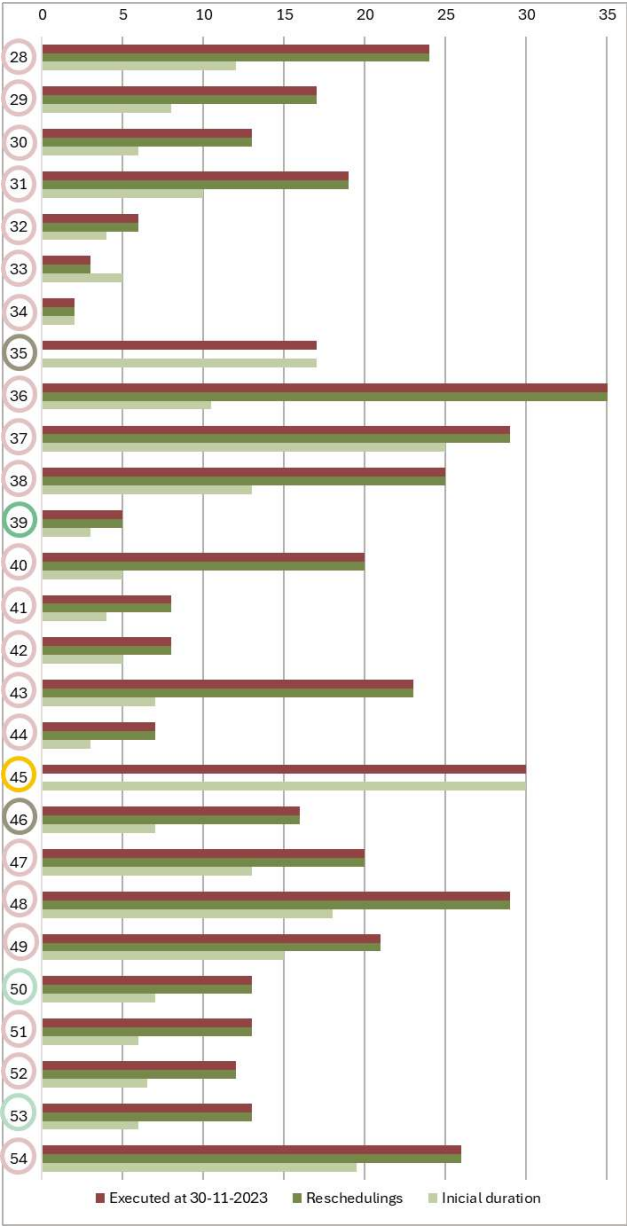
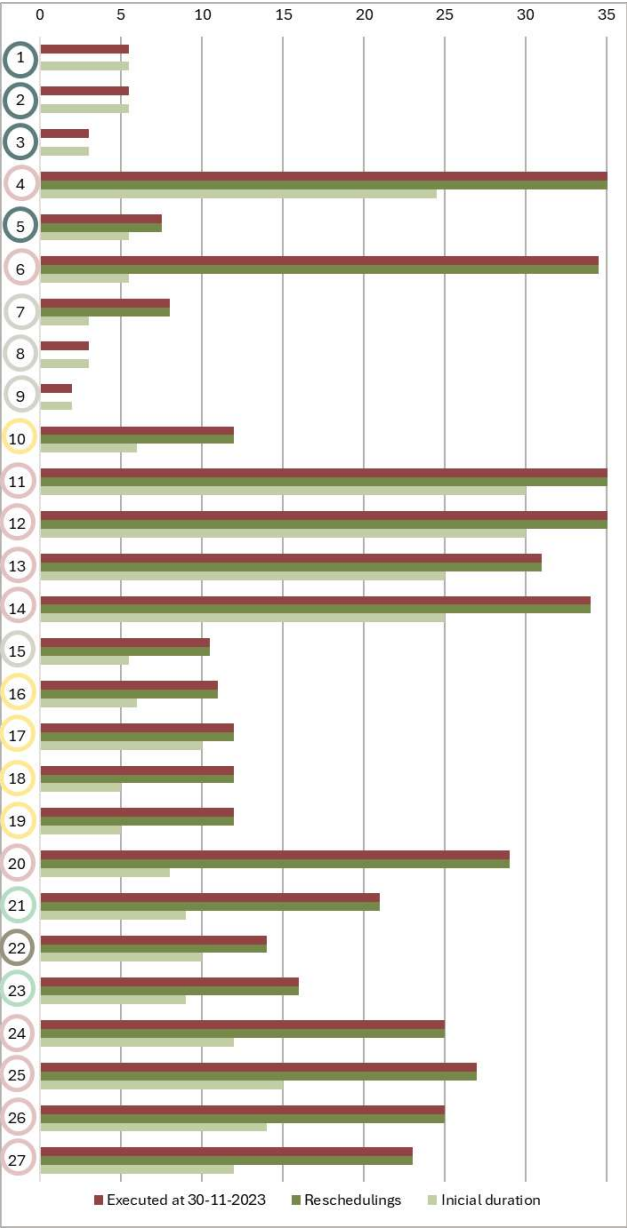
In addition to showing the early closing of activities ID33 and ID66, as already mentioned, the figure also shows that ID39 was completed two months after the planned deadline. It is also clear that no changes to the execution schedule were required for a total of 11 activities, as activities ID1, ID2, ID3, ID8, ID9 and ID35 joined those previously identified.

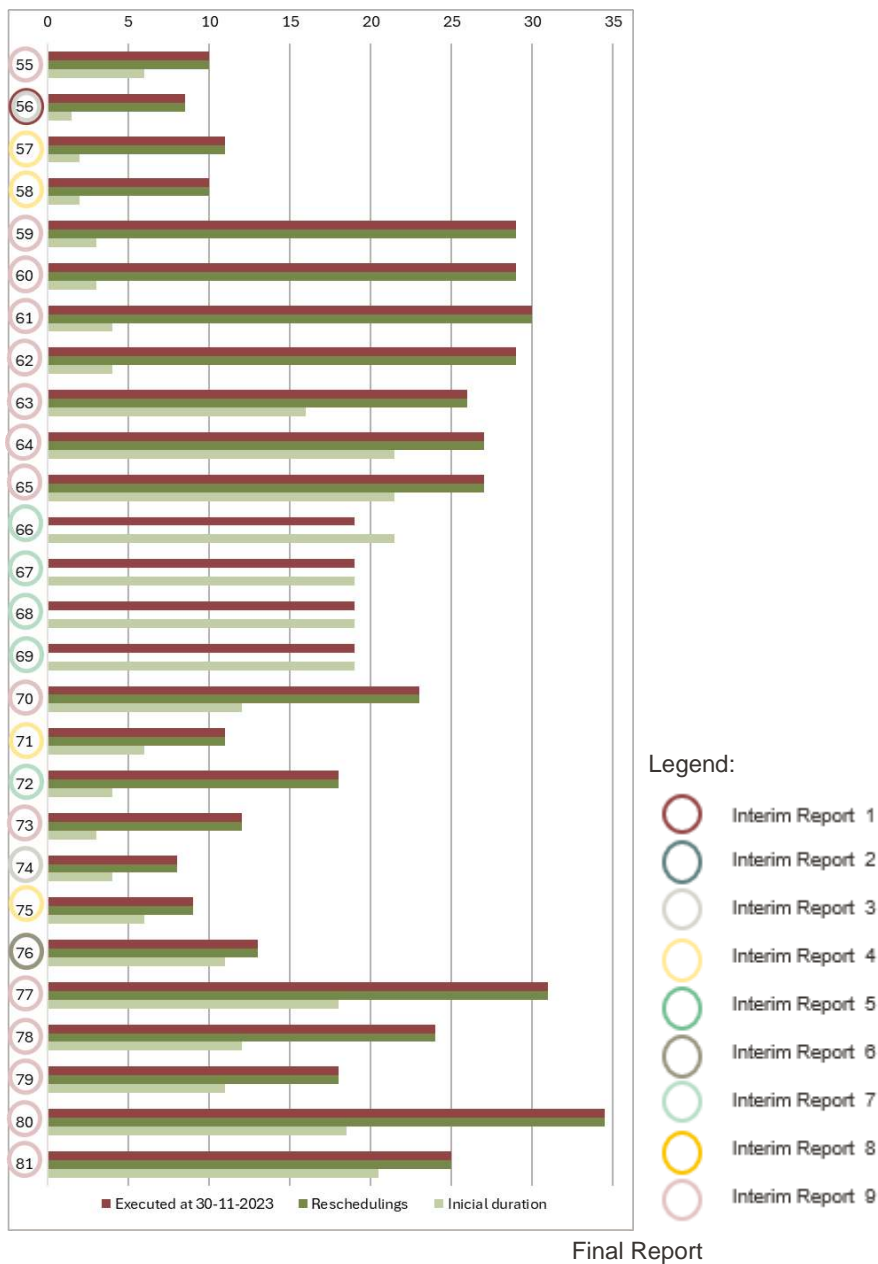
**Figure 3.2 – Project execution. Progress of activities execution**



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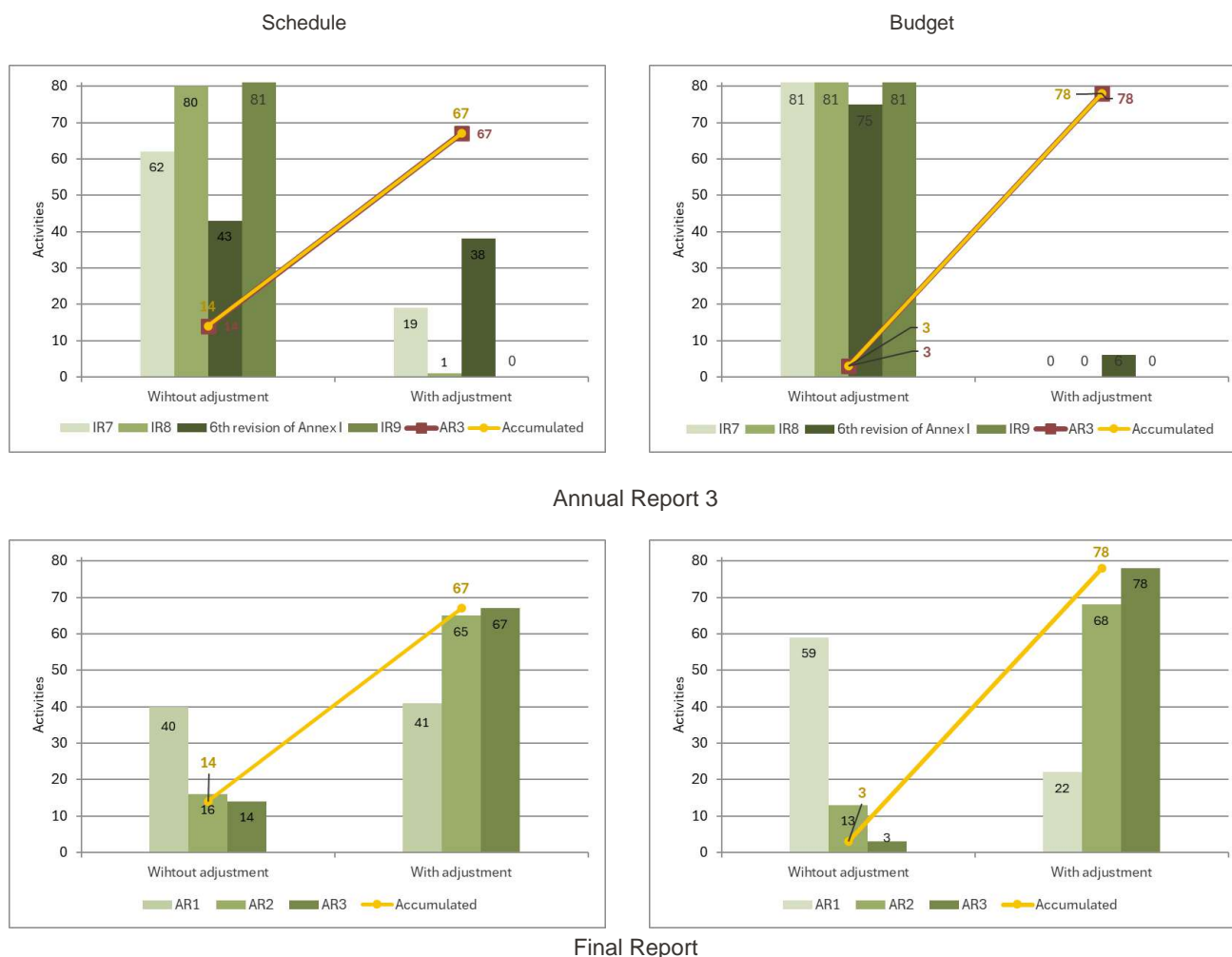


As mentioned in section 2.2.1 and similarly to what occurred in the previous years of Project development, some **changes and adjustments** to activity schedules and budgets were required for the purpose of ensuring the necessary alignment with activities not executed within the respective deadlines and allow for the continuous use of participative tools, as well as consider the extension of the Project deadline.

The activities to which schedule and budget adjustments were made in the third year of Project development are shown in the following figure, as well as all changes made over the 3 years of Project execution, which correspond to the final results recorded for the 9th four-month period. It should be noted that multiple adjustments to individual activities were not considered, although **Final Report** data reveal that the number of changes to the implementation schedule and the number

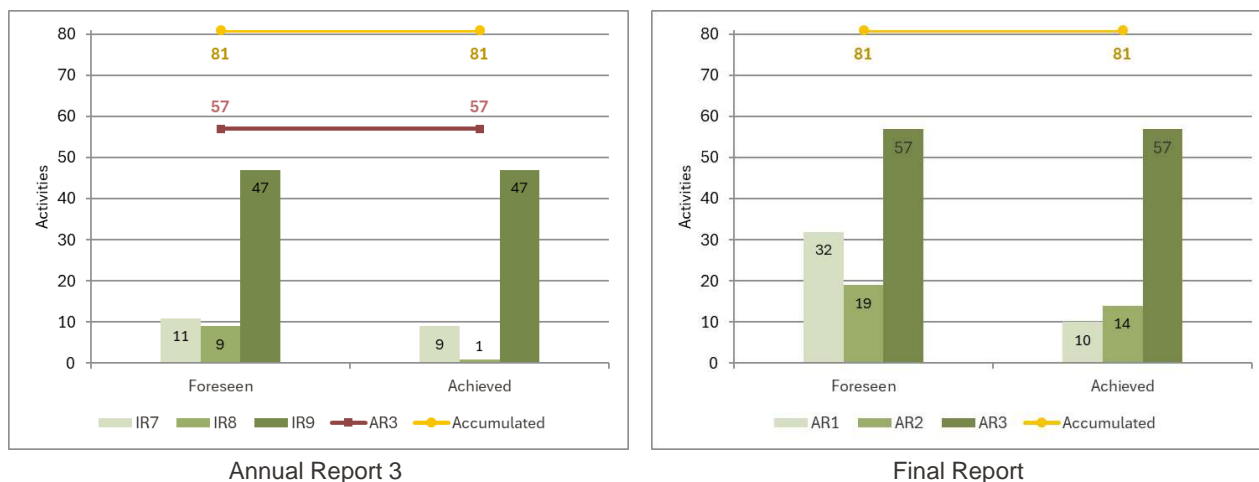
of changes to activity budgets over the Project execution period, considering all 81 Project activities, totalled 176 and 190, respectively.

**Figure 3.3 – Project execution. Readjustments to the schedule and budget**



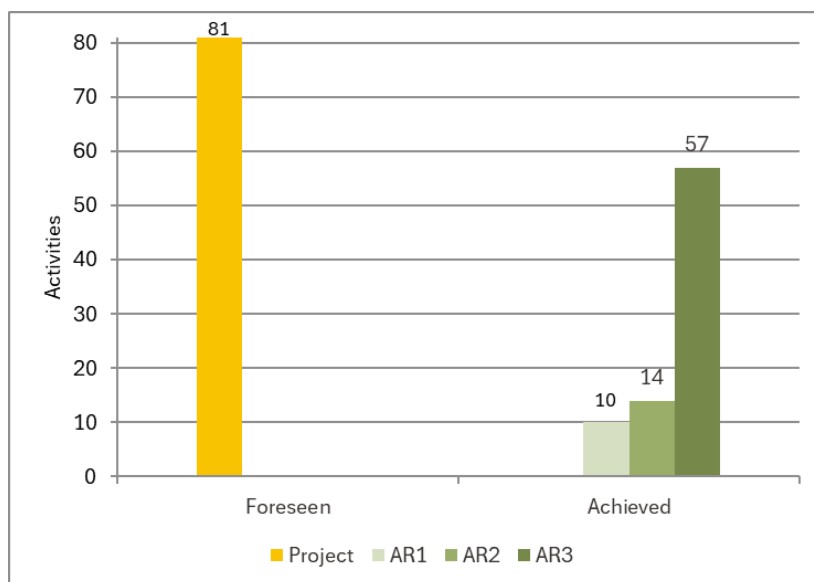
The analysis of the forecasts presented in Interim Reports 7, 8 and 9, over the third year – concerning the completion of activities carried forward from one four-month period to the next –revealed, as mentioned in section 2.2.1, a certain time lag in the assessment conducted, owing to the necessary adjustments made to activity schedules. However, this time lag was bridged, as all activities still in course were completed over the 9th four-month period. The aforementioned time lag is shown in the following figure, which reflects the course of Project execution during the two periods covered in this document – the 3rd year and the total duration of the Project.

**Figure 3.4 – Project execution. Completion of activities planned from one four-month period to the next and what has been achieved**



Despite the large number of started and ongoing activities over the last three four-month periods, as shown in Figure 3.1, the number of activities completed in the 7th and 8th four-month periods is still small, including activities ID21, ID23, ID45, ID50, ID53, ID66, ID67, ID68, ID69 and ID72, which, together with the 10 activities closed in the first year and the 14 outputs delivered during the second year, account for about 42% of Project outputs. This percentage increased to 100% with the completion of the 47 remaining activities in the 9th four-month period and the subsequent closing of the Project. Despite having been delivered, the documents “Project Communication Plan” and “Social Media Strategy and Management” have not been considered, as they are not classed as Project verification sources.

**Figure 3.5 – Project execution. Outputs**



Result indicators reflect the above-mentioned development. In this sense, changes were observed between the three four-month periods in the final year of Project development, with respect to the three parameters considered, i.e. indicators, targets and verification sources. Since the last four-month period corresponds to the end of the Project, no activities were classed as “in progress” or “not started” and the execution rates for indicators and verification sources stood at 100%. These results contrast with those recorded in the 2 previous four-month periods, where the execution rates ranged between 67% and 96% for the three parameters.

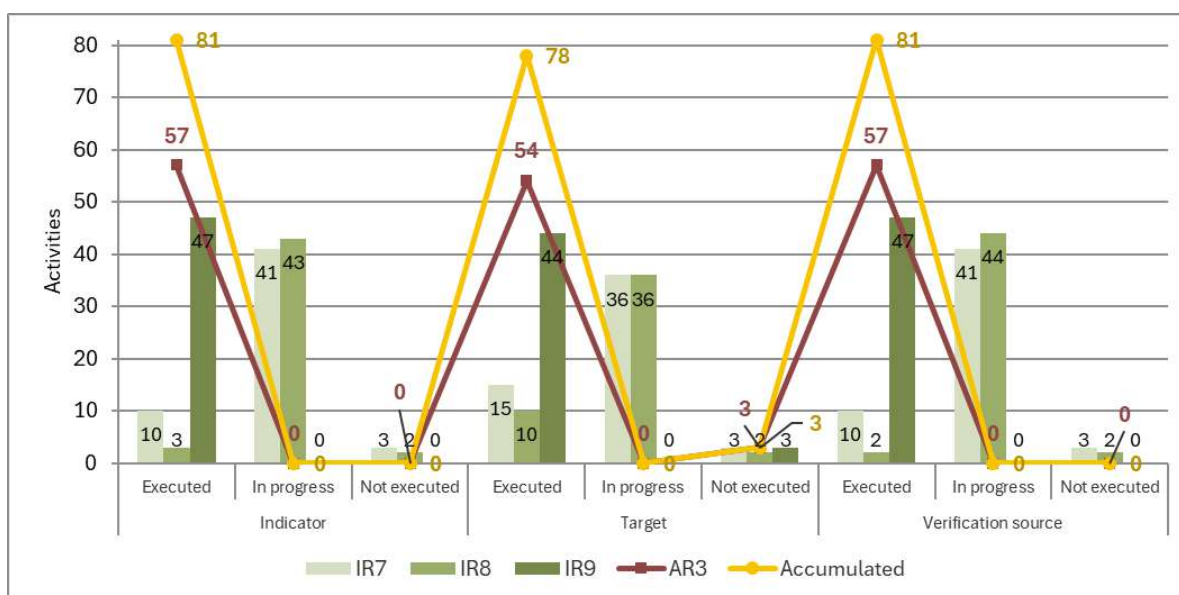
The execution rate for targets stood at 93.6% in the 9th four-month period, as the values set for three of the activities considered (ID42, ID47 and ID48) were not reached. In what concerns activity ID42, the BRs were responsible for inviting participants to the sessions, which resulted in low attendance; regarding ID47 and ID48, the sessions were attended by a very small number of participants, despite having been communicated to the BRs and promoted on social networks and the Project portal (<https://www.reservasdabiosfera.pt/>), which caused the respective targets to remain largely unmet. With respect to this issue, it is important to note that the established targets, which involved field visits, were proposed before the COVID-19 pandemic, i.e. at a time when the ensuing restrictions could not have been predicted. The resulting conjuncture prevented the visits proposed and forced the Project team to adopt different methods and approaches to Project implementation, which directly affected the involvement and participation in training sessions.

On the other hand, it should be noted that the 15 activities considered in the last four-month period (ID6, ID26, ID28, ID34, ID36, ID49, ID54, ID59, ID60, ID61, ID62, ID63, ID66, ID65 and ID77), which accounted for about 32% of all activities still active, exceeded the respective targets.

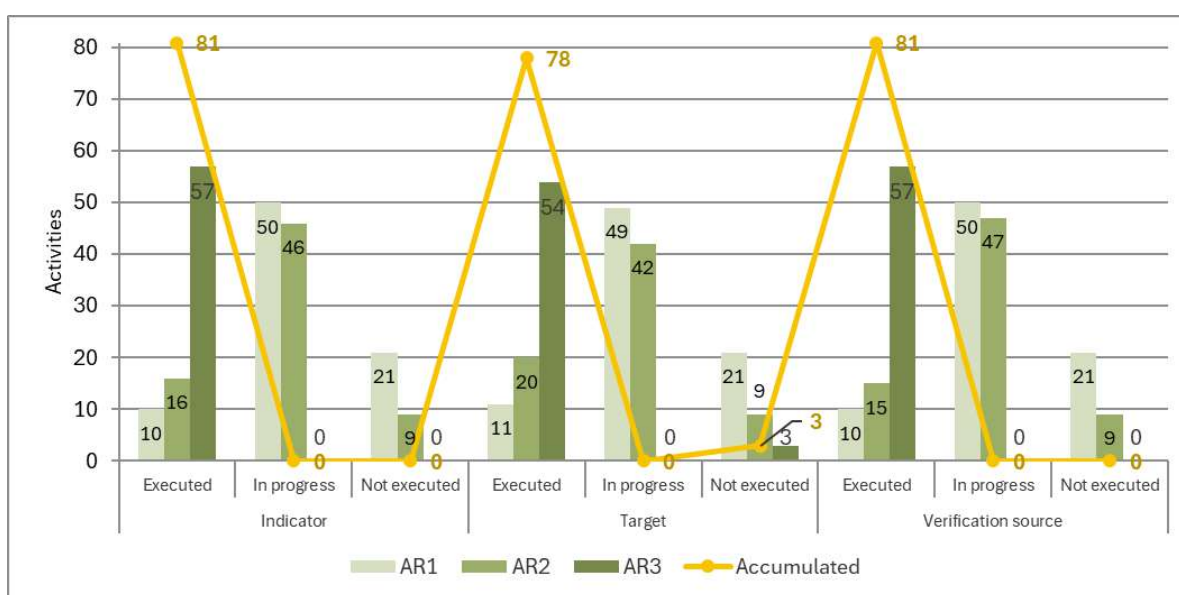
In terms of the **Final Report**, concerning all Project activities, the “executed” rate for the “indicator” and “target” parameters increased progressively between the three annual periods of Project development, whereas the “verification source” parameter decreased between the first and the second year, which clearly reflects the extension of the activities whose schedules were changed. This situation was reversed in the last year of Project development, where an execution rate of 100% was reached for this parameter. On the other hand, “in progress” and “not executed” percentages decreased from year to year for all three parameters. At the end of the third year, these percentages stood as 0.0% for the “indicator” and “verification source” parameters, whereas a “not executed” rate of 5.3% was recorded for the “target” parameter, as three activities failed to meet the respective targets, as previously mentioned. This percentage corresponds to 3.7% when all 81 Project activities are considered.

Still in overall terms, a total of 17 activities exceeded the respective targets, after ID75 and ID76 joined the previous list of 15 overperforming activities, which accounts for 21% of all Project activities. It should be noted that most of these targets were exceeded by a large margin, of at least 100%.

Figure 3.6 – Project execution. Results indicators



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## 3.2 COMMUNICATION AND DISSEMINATION

Regarding Project communication, the guidelines included in the strategy and communication planning documents, already available, were followed<sup>6</sup>, which allowed the Project and the Portuguese Biosphere Reserves to feature regularly in the traditional and social media.

The debate on the Biosphere Reserves continues, owing to the identification of opportunities, the presentation of proposals concerning the Project to the media, the close monitoring of Project activities and relevant news for the Project and the Portuguese network of Biosphere Reserves. Efforts are undertaken to promote the Project and provide information on events organised by the Portuguese BRs and other initiatives related to the UNESCO BRs.

Moreover, the implementation of a new information sharing routine between the BRs and the communications team generates a larger number of opportunities for promotion, particularly in social media, in addition to allowing the continued identification of opportunities in the media and the submission of proposals concerning the Project and the respective activities. This strategy led to the participation of Project spokespersons in interviews (radio, television and national, regional and digital newspapers).

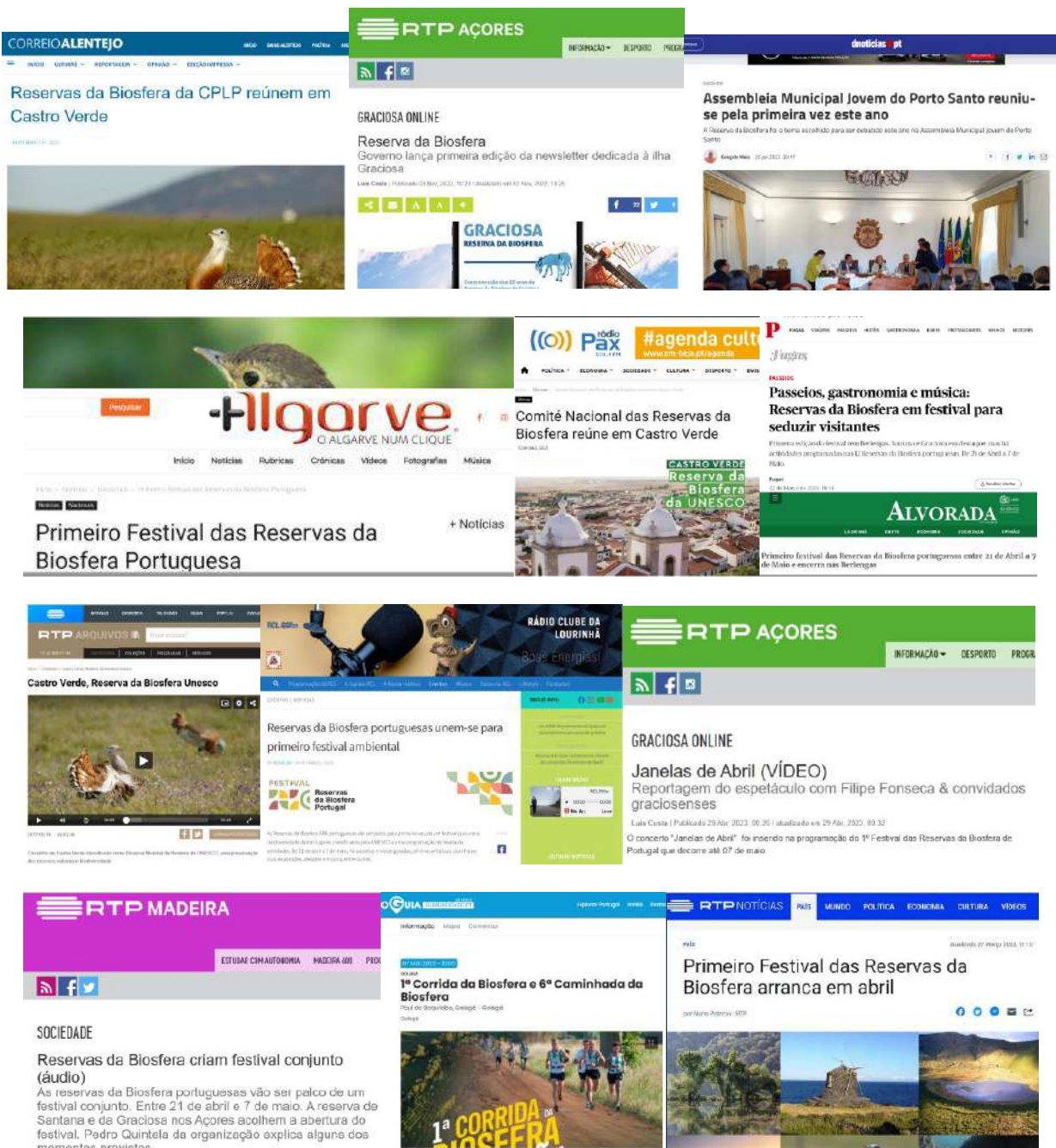
The 1st Portuguese Biosphere Reserve Festival, which took place between 21 April and 7 May 2023, received extensive media coverage, with over 60 published reports, as well as the Final Project Seminar; the International Day for Biosphere Reserves, celebrated for the first time on 3 November 2022; the first meeting of the CPLP Biosphere Reserve Network, which took place in Lisbon and counted with the strong participation of the Portuguese Biosphere Reserves; and the creation of the European Grouping of Territorial Cooperation (EGTC), for the purpose of promoting the Gerês-Xurés BR, a transboundary reserve located in Portugal and Spain, amongst other initiatives. These events were broadcast on Portuguese television channels RTP, RTP Azores and RTP Madeira, and featured in several newspapers, namely Público, Diário de Notícias, Jornal de Notícias, Leiria, Alvorada, Açoriano Oriental and Correio Alentejo, as well as on the Agroportal website and the Antena 3, Observador, Clube da Lourinhã, Pax, Castrense and Voz da Planície radio stations, amongst many other media.

Figure 3.7 – Examples of publications in the media



<sup>6</sup> Project Communication Plan (June 2021); Social Media Management Strategy (July 2021) and Communication Plan – Communication Strategy and Action Plan (November 2021)









Valorizar territórios e colocá-los no mapa é a aposta do projeto dedicado às Reservas da Biosfera agora apresentado



Anabela Trindade

Presidente do Comité nacional FNAB da UNESCO, Instituto da Conservação da Natureza e das Florestas

Portugal tem 12 Reservas da Biosfera com chancela da UNESCO. Vamos falar sobre isso?



Reservas da Biosfera da Região em foco em seminário em Lisboa



Programa do 2º dia do Seminário realizado em Lisboa, no Pavilhão do Conhecimento, a propósito do 10º aniversário do projeto "Reservas da Biosfera: Territórios Sustentáveis, Comunidades Resilientes".

Últimas



Seminário Final do projeto Reservas da Biosfera: Territórios sustentáveis,

Opinião



O papel dos Municípios na Agricultura 4.0 - O Centro



NOTÍCIAS

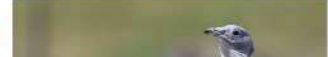


RESERVA DA BIOSFERA DE CASTRO VERDE MARCA PRESENÇA NO SEMINÁRIO FINAL DO PROJETO "RESERVAS DA BIOSFERA: TERRITÓRIOS SUSTENTÁVEIS, COMUNIDADES RESILIENTES"

ÚLTIMAS NOTÍCIAS

CONCELEBRAÇÃO DO ANIVERSÁRIO

Município de



NÃO PERDER

CURTA

RELEVAÇÃO DE CASTRO VERDE



Reserva da Biosfera do Porto Santo assinala 3.º aniversário



Moreover, the Project continues to be promoted on the respective website ([www.reservasdabiosfera.pt](http://www.reservasdabiosfera.pt)), which includes the "agenda" and "news" sections.

Performance in social media has improved steadily since the Project started to be promoted through this channel, as a result of the quality of the contents published. The best performance over the last year was achieved on Instagram, primarily owing to the publication of popular contents, which attracted a large number of new followers: the International Day for Biosphere Reserves; the Project presentation at the Yokohama National University, as part of the launch of the new UNESCO Chair in Education in Biosphere Reserves for Sustainable Societies and information on the COP 15; the World Wildlife Day; the Portuguese Biosphere Reserve Festival; the Reels video on the Gerês/Xúres wild goat, the cultural

heritage of the Gerês-Xurés TBR, the promotion of the Reels Competition; and the invitation to the Final Seminar by Professor Helena Freitas.

It should also be noted that the interaction between the BR pages and other pages related to the PBR territories, created by Project partners and other entities, led to an increase in the number of contents related to the Final Project Seminar, especially on LinkedIn, where post-event contents attracted the most visitors. The digital community grew over the last four-month period, on all social networks, particularly Instagram and Facebook, where the number of accounts reached about 12,000 and 16,000, respectively.

The following figure shows the number of news items published during the third year of Project execution, which reached a monthly average of 45, both as a result of promotion by the Project team and through other initiatives.

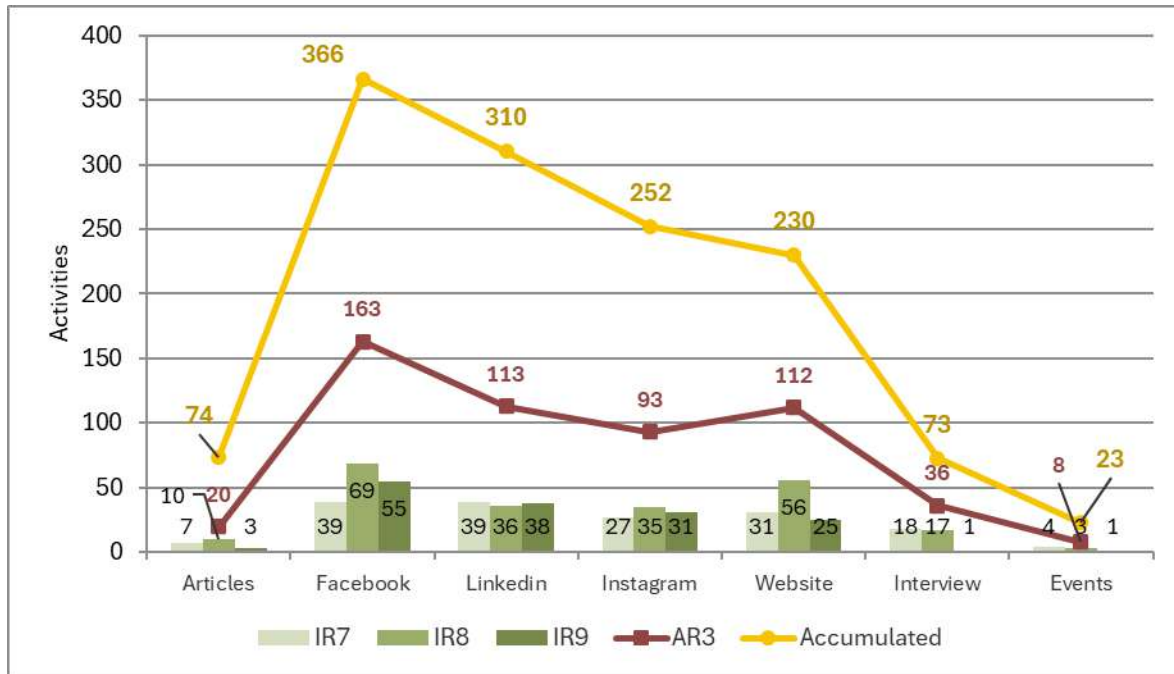
In terms of the **Final Report**, the data shown in the aforementioned figure reveal some variation between the annual periods, as the Project and the respective communication routine were at the initiation and implementation stage during the first year but already in full swing over the second year, originating several newsworthy activities and events, namely the first National Olympics of Biosphere Reserves and the annual meeting of the EEA Grants in Porto Santo, as well as the signature of the 2nd Addendum to the Contract, which marked the inclusion of the Porto Santo Island BR in the Project scope. The Biosphere Reserve Festival and the Final Seminar received the most coverage over the final year of Project execution.

The number of news items per month stood at 15, 50 and 45 in the first, second and third years, respectively.

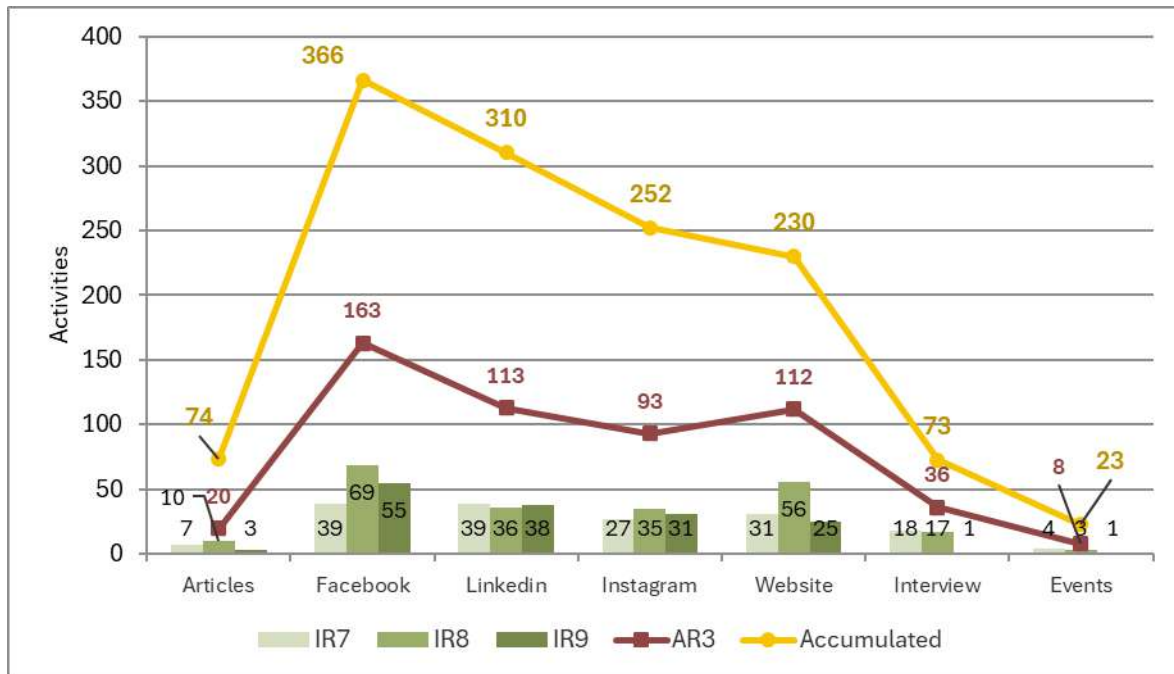
The overall analysis of Project data evidence the weight of social networks, which clearly stand out as the most relevant Project and BR communication channel, with a monthly average of 26 posts. However, the traditional media continued to play a relevant role, with an average of 4 articles and interviews published each month.

It should also be noted that the Project does not benefit from a professional clipping service, which means that the number of published news is superior to that indicated in this report.

Figure 3.8 – Communication and dissemination of the Project



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## 4 DESCRIPTION OF COSTS AND FINANCIAL IMPACT ASSESSMENT

It should be recalled that the changes introduced to the budget, as described in the 6th revision of Annex I, as well as the revision of previous payment requests concerning the actual allocation of the human resources of Quaternaire Portugal, introduced changes to the financial execution rates, in relation to the values presented in the previous Interim and Annual Reports. Therefore, the contents of this chapter should be interpreted in the light of this information.

The following table shows the changes resulting from the application of the method of actual allocation of human resources to the activities for which Quaternaire Portugal is responsible.

**Table 4.1 – QP human resources. Funds allocated to closed activities**

ID	Name of activity	Closing period	Imputed amount	Weight in the total execution of RI HR costs
Interim Report 6				
7	Development of the Sustainable Development Plan (SDPs) concept for BR	Interim Report 3	152,86€	0,43%
17	Analysis of the dynamics of the socio-economic sector	Interim Report 4	117,50€	
39	Benchmarking analysis of Sustainable Development (SD) indicators used in the UNESCO BR networks	Interim Report 5	285,97€	
57	Communication Plan Design	Interim Report 4	9,99€	
58	Strategy and Brand Identity (Tone, Signature and Communication Messages, Logo and Brandbook)	Interim Report 4	25,58€	
71	Development of Awareness Plan for different audiences	Interim Report 4	45,80€	
Interim Report 7				
35	Tourism "Script" for the Portuguese Biosphere Reserves - pilot action	Interim Report 6	360,21€	0,61%
39	Benchmarking analysis of Sustainable Development (SD) indicators used in UNESCO's BR networks	Interim Report 5	285,69€	
46	Assessment of training needs that will support the training planning	Interim Report 6	184,84€	
Interim Report 9				
66	Media Strategy and Planning	Interim Report 7	11,51€	0,05%
67	Media Strategy and Planning - Press	Interim Report 7	11,92€	
68	Media Strategy and Planning - Radio	Interim Report 7	5,26€	
69	Media Strategy and Planning - Digital	Interim Report 7	10,34€	
72	Local project presentation sessions in each Biosphere reserve including awareness and demonstration actions involving local partners	Interim Report 7	55,65€	

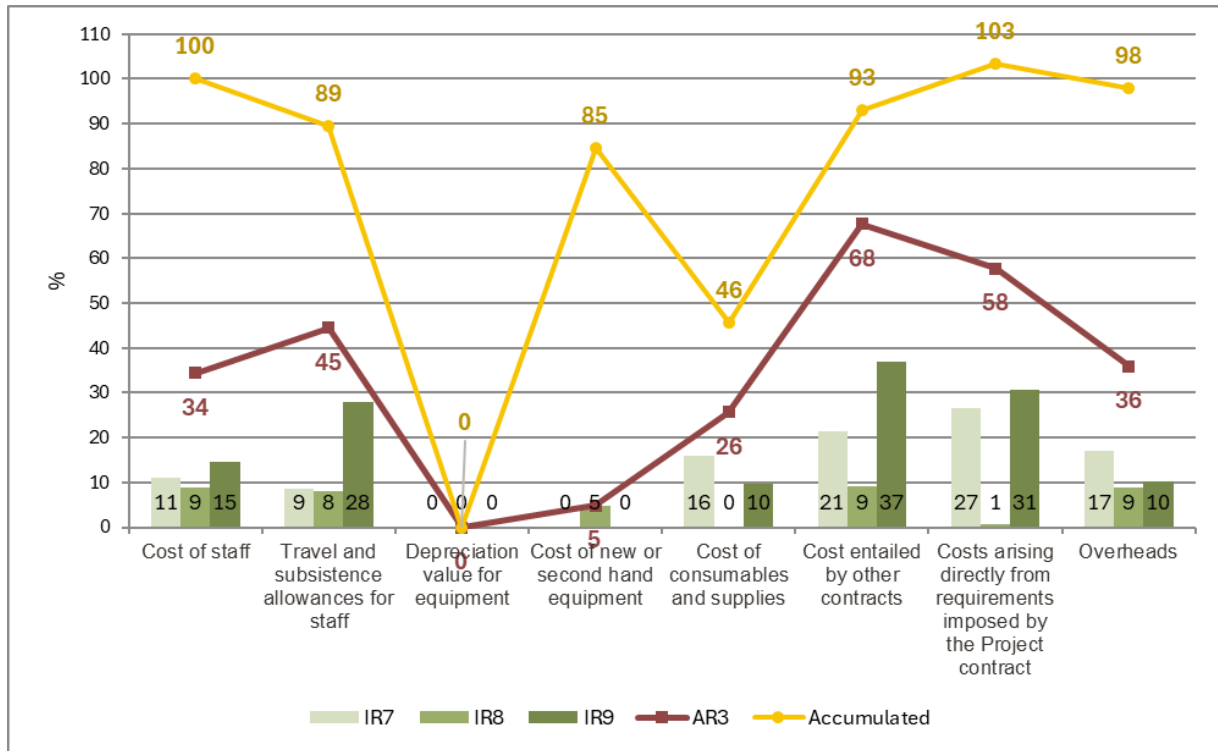
According to Annex 17 – List of expense supporting documents, submitted with the Interim Reports, together with the supporting documents in question, where all expenses presented by the Promoter and Partners are recorded, the expenses incurred in the third year totalled €999,048.01, which accounts for 45% of the accrued expenditure. In general terms, the total costs incurred account for 96.9% of the total Project value. A summary of the incurred percentages by item and four-month period is shown in the following table and figures.

**Table 4.2 – Financial progress. Project costs**

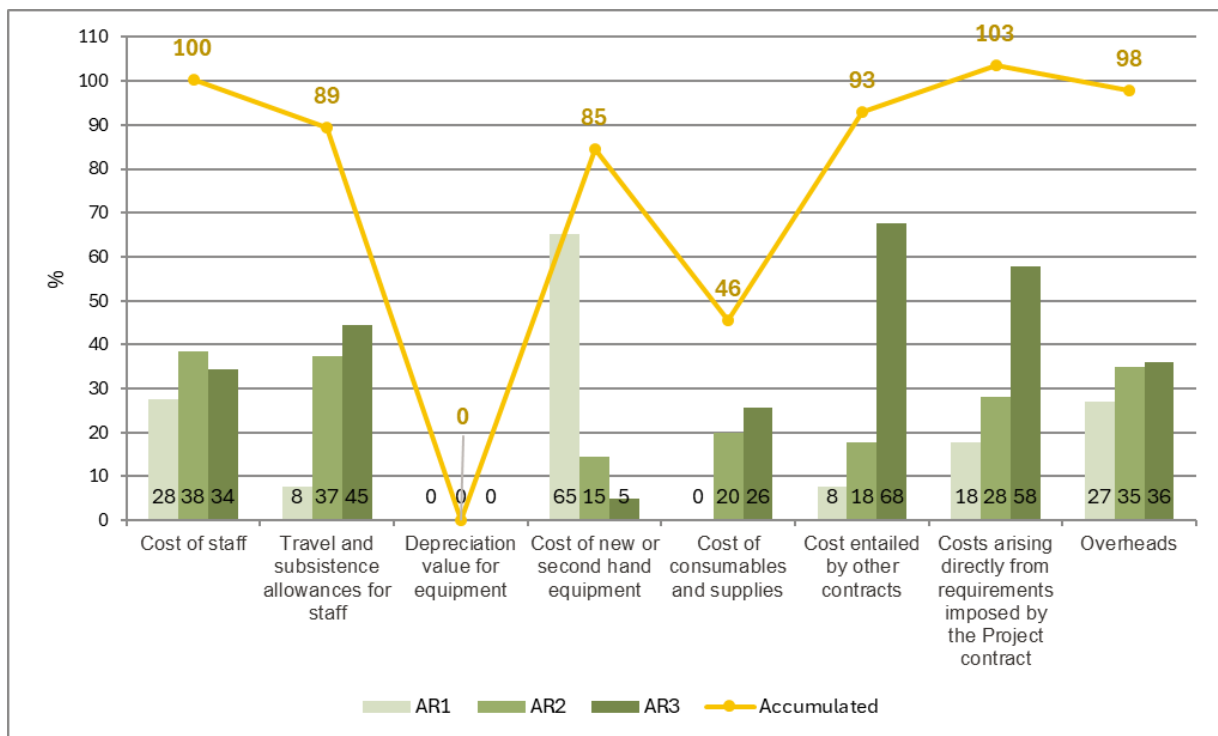
Total forecast	% (period executed under total forecast)			% (accumulated executed of the Project under total forecast)	
	1 nov. 2022 – 28 feb. 2023	1 mar 2023 – 30 jun 2023	1 jul 2023 – 30 nov 2023	AR 3	FR
Costs of staff assigned to the project – Reg. Art. 8.3.1.a					
1 234 650,96€	11,11%	8,76%	14,51%	34,38%	100,25%
Travel and subsistence allowances for staff assigned to the project – Reg. Art. 8.3.1.b					
181 751,24€	8,53%	7,95%	28,05%	44,53%	89,46%
Depreciation value for new or second-hand equipment purchased – Reg. Art. 8.2.4					
0,00€	0,00%	0,00%	0,00%	0,00%	0,00%
Costs of new or second-hand equipment, as long as they are amortised in accordance to the applicable accounting standards - Reg. Art. 8.3.1.c & Art. 8.3.2					
18 841,61€	0,00%	4,83%	0,00%	4,83%	84,52%
Costs of consumables and supplies – Reg. Art. 8.3.1.e					
11 260,64€	15,89%	0,00%	9,77%	25,66%	45,60%
Costs entailed by other contracts awarded by PP for the purpose of carrying out the project – Reg. Art. 8.3.1.f					
574,577,85€	21,46%	9,21%	36,90%	67,57%	92,96%
Costs arising directly from requirements imposed by the project contract – Reg. Art. 8.3.1.g					
9 590,46€	26,51%	0,65%	30,58%	57,75%	103,47%
Overheads					
267 161,90€	16,91%	8,77%	10,26%	35,94%	97,90%

Note: The amounts shown include the funds of the partner PC&A, reflecting the totality of the Project.

Figure 4.1 – Financial progress. Project costs



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Reading the evolution of total costs incurred in the three four-month periods of the third year of Project execution, 67.6% and 76.3% of total costs had been incurred by the end of the 7th and 8th four-month periods, respectively. At the end of the 9th four-month period, this percentage reached 96.9%, which corresponds to the total financial execution rate at the end of the Project.

In the 3 four-month periods of this final year of Project execution, **Human resource costs** accounted for the largest percentage of total costs (42%, 54% and 38%, respectively), followed by the **Costs for the acquisition of services from third parties**, which accounted for 38%, 26% and 45% of the total costs recorded in each four-month period.

Regarding the remaining items, the most relevant were **Travel costs and allowances**, which increased from 5% of total costs in the 7th four-month period to 7% in the 8th four-month period and 11% in the 9th four-month period. The remaining items stood at 1% or 0% of the total expenditure.

In terms of the **Final Report**, where the annual evolution of total costs in relation to forecast Project costs is considered, the financial execution rate increased from 21% to 53% between the first and second year, reaching 97% at the end of the Project.

The total costs of activities by Project partner are shown in the following table, in line with the recommendation issued by the SGA as part of the assessment of Interim Report 8.

**Table 4.3 – Total activity costs per partner**

ID	1st year			2nd year			3rd year			TOTAL	% of execution
	1st four-month	2nd four-month	3rd four-month	4th four-month	5th four-month	6th four-month	7th four-month	8th four-month	9th four-month		
Quatenaire Portugal											
Management	36 372,26	37 346,21	39 856,84	45 189,05	36 889,68	52 393,80	53 643,66	42 558,04	58 337,20	402 586,74	101,46%
1	3 475,96	697,03	374,08	209,65	0,00	0,00	0,00	0,00	0,00	4 756,72	100,00%
2	10 308,38	2 157,75	1 046,86	559,68	0,00	0,00	0,00	0,00	0,00	14 072,67	100,00%
3	1 798,84	4 964,14	592,20	585,75	0,00	0,00	0,00	0,00	0,00	7 940,93	100,00%
7	0,00	2 811,53	4 954,87	612,54	0,00	152,86	0,00	0,00	0,00	8 531,80	100,00%
8	0,00	2 998,85	2 604,78	433,74	0,00	0,00	0,00	0,00	0,00	6 037,37	100,00%
9	0,00	0,00	1 700,78	127,04	0,00	0,00	0,00	0,00	0,00	1 827,82	100,00%
17	212,64	1 477,14	3 527,85	1 236,88	0,00	117,50	0,00	0,00	0,00	6 572,01	100,00%
20	0,00	482,46	7 466,15	6 460,39	641,14	1 370,96	309,64	1 863,87	2 703,17	21 297,78	103,77%
31	0,00	0,00	0,00	0,00	1 574,31	862,13	1 963,76	6 014,96	20 426,21	30 841,37	96,20%
32	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2 763,60	12 151,44	14 915,04	106,54%
33	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2 077,47	2 077,47	123,66%
34	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2 225,87	2 225,87	116,54%
35	0,00	400,65	1 400,80	2 777,23	1 819,72	2 340,10	360,21	0,00	0,00	9 098,71	100,00%
38	0,00	0,00	153,96	864,05	3 006,79	1 966,77	1 453,22	2 582,93	3 878,28	13 906,00	98,76%
39	0,00	0,00	0,00	1 383,06	2 111,17	285,97	285,69	0,00	0,00	4 065,89	100,00%
40	0,00	0,00	0,00	0,00	1 147,54	1 494,69	177,13	2 276,65	2 558,66	7 654,67	101,25%
41	0,00	0,00	0,00	0,00	0,00	0,00	0,00	486,81	449,94	936,75	46,37%
42	0,00	0,00	0,00	0,00	0,00	0,00	0,00	866,31	950,96	1 817,27	91,78%
44	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2 267,39	901,48	3 168,87	90,02%
45	2 988,71	3 033,27	3 077,56	1 701,65	1 819,72	2 340,95	4 716,73	5 122,00	0,00	24 800,59	100,00%
46	0,00	867,11	3 528,34	3 675,26	1 415,89	963,42	184,84	0,00	0,00	10 634,85	100,00%
47	0,00	0,00	0,00	92,59	572,92	2 559,95	249,92	567,03	1 316,67	5 359,08	106,33%
48	0,00	165,96	16,47	795,81	286,95	387,75	288,79	925,78	2 107,90	4 975,41	110,56%

ID	1st year			2nd year			3rd year			TOTAL	% of execution
	1st four-month	2nd four-month	3rd four-month	4th four-month	5th four-month	6th four-month	7th four-month	8th four-month	9th four-month		
49	0,00	0,00	0,00	0,00	1 623,86	121,81	128,33	1 246,92	877,50	3 998,42	94,53%
54	0,00	0,00	230,13	19,15	0,00	19,36	0,00	7 124,97	1 189,42	8 583,03	83,49%
55	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1 824,38	74 776,20	76 600,58	82,19%
56	0,00	704,15	2 976,73	96,81	0,00	0,00	0,00	0,00	0,00	3 777,69	100,00%
57	0,00	2 069,01	2 574,07	214,59	0,00	9,99	0,00	0,00	0,00	4 867,66	100,00%
58	0,00	777,66	523,02	14 431,40	0,00	25,58	0,00	0,00	0,00	15 757,66	100,00%
59	0,00	150,64	10 733,87	1 822,93	801,90	849,97	338,07	160,56	432,27	15 290,21	94,97%
60	0,00	1 550,64	6 860,11	1 841,76	193,01	537,99	60,54	0,00	157,46	11 201,51	91,49%
61	0,00	150,64	2 701,02	3 649,22	352,11	2 235,53	543,05	150,00	38 213,54	47 995,11	93,82%
62	0,00	1 550,64	3 332,80	914,45	3 629,72	1 618,74	1 888,07	15 707,33	23 902,30	52 544,05	98,17%
63	0,00	0,00	211,20	1 606,30	1 749,33	9 309,34	9 304,82	1 017,41	24 175,78	47 374,18	100,80%
64	0,00	0,00	0,00	4 200,00	3 531,15	1 324,31	553,33	8 172,77	6 528,58	24 310,14	79,97%
65	0,00	0,00	1 000,00	1 180,78	1 218,91	1 133,44	550,55	12 585,87	11 485,03	29 154,58	98,16%
66	0,00	0,00	0,00	513,76	159,09	111,91	106,81	0,00	11,51	903,08	99,93%
67	0,00	0,00	0,00	2 407,98	1 216,36	327,60	199,59	0,00	11,92	4 163,45	99,99%
68	0,00	0,00	0,00	0,00	1 050,00	0,00	69,23	0,00	5,26	1 124,49	100,00%
69	0,00	0,00	0,00	4 864,52	8 400,00	14 145,67	16 951,54	0,00	10,34	44 372,07	100,00%
71	54,83	350,57	43,52	538,02	0,00	45,80	0,00	0,00	0,00	1 032,74	100,00%
72	0,00	0,00	0,00	3 675,55	442,15	177,50	482,37	0,00	55,65	4 833,22	99,95%
77	0,00	365,94	345,94	842,00	3 615,12	7 775,46	2 773,95	5 082,42	3 608,43	24 409,26	103,28%
<b>Total</b>	<b>55 211,62</b>	<b>65 071,99</b>	<b>101 833,95</b>	<b>109 523,59</b>	<b>79 268,54</b>	<b>107 006,84</b>	<b>97 583,84</b>	<b>121 368,01</b>	<b>295 526,44</b>	<b>1 032 394,81</b>	<b>97,73%</b>
Universidade de Coimbra											
15	4 628,00	13 483,28	3 801,33	0,00	0,00	0,00	0,00	0,00	0,00	21 912,61	100,00%
16	0,00	8 432,68	4 558,34	969,21	0,00	0,00	0,00	0,00	0,00	13 960,23	96,35%
21	0,00	9 193,76	5 756,56	2 959,35	11 977,02	15 921,63	1 231,14	0,00	0,00	47 039,46	100,79%
22	0,00	1 404,74	5 419,35	5 979,36	3 966,45	2 627,87	0,00	0,00	0,00	19 397,76	100,00%
23	0,00	0,00	1 409,51	4 562,06	3 636,34	4 217,74	7 846,52	0,00	0,00	21 672,17	100,00%
24	0,00	0,00	1 001,41	5 107,86	2 308,22	1 429,92	10 676,62	0,00	1 099,74	21 623,77	100,00%
25	0,00	0,00	329,20	3 728,42	5 649,19	726,88	6 649,17	4 374,43	7 139,64	28 596,93	97,44%
26	0,00	0,00	1 110,49	4 660,85	3 589,43	3 089,10	2 041,50	9 534,99	0,00	24 026,38	100,00%
27	0,00	0,00	0,00	1 679,07	3 689,91	2 574,23	446,60	3 483,66	0,00	11 873,47	100,00%
28	0,00	0,00	0,00	1 741,23	7 285,46	2 955,52	661,16	0,00	10 570,31	23 213,67	100,00%
29	0,00	0,00	0,00	0,00	373,07	5 770,44	0,00	2 283,56	10 100,52	18 527,59	99,81%
30	0,00	0,00	0,00	0,00	0,00	3 108,78	659,33	4 954,40	0,00	8 722,51	100,00%
51	0,00	0,00	0,00	0,00	0,00	0,00	414,48	3 150,64	13 366,56	16 931,67	95,66%
52	0,00	0,00	0,00	0,00	0,00	0,00	538,71	0,00	8 738,15	9 276,86	85,72%
55	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
73	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	15 989,33	15 989,33	97,41%
<b>Total</b>	<b>4 628,00</b>	<b>32 514,46</b>	<b>23 386,19</b>	<b>31 387,41</b>	<b>42 475,09</b>	<b>42 422,11</b>	<b>31 165,23</b>	<b>27 781,68</b>	<b>67 004,24</b>	<b>302 764,41</b>	<b>97,51%</b>
Universidade Nova de Lisboa – Faculdade de Ciências Sociais e Humanas											
4	1 003,00	3 376,34	4 881,93	4 461,08	3 615,23	1 159,47	606,78	3 523,61	4 190,08	26 817,51	86,82%
5	0,00	2 532,85	148,44	0,00	0,00	0,00	0,00	0,00	0,00	2 681,30	99,90%
6	0,00	1 553,57	1 977,57	1 360,19	5 344,84	324,92	39,91	0,00	0,00	10 601,02	99,99%
10	0,00	0,00	0,00	2 785,38	0,00	0,00	0,00	0,00	0,00	2 785,38	100,00%
11	0,00	0,00	0,00	1 363,88	104,06	2 514,82	59 189,56	0,00	23 344,17	86 516,49	105,88%



ID	1st year			2nd year			3rd year			TOTAL	% of execution
	1st four-month	2nd four-month	3rd four-month	4th four-month	5th four-month	6th four-month	7th four-month	8th four-month	9th four-month		
12	0,00	0,00	1 102,79	1 044,90	3 029,46	6 513,83	28 429,84	0,00	19 619,73	59 740,55	102,65%
13	0,00	552,32	1 777,41	1 958,92	1 729,97	148,57	0,00	0,00	0,00	6 167,19	100,00%
14	0,00	0,00	0,00	0,00	0,00	1 964,20	3 614,66	1 800,00	2 250,00	9 628,87	67,48%
36	0,00	5 812,43	4 643,38	12 502,11	11 390,63	3 233,30	14 998,35	4 981,18	4 883,25	62 444,64	87,35%
37	0,00	0,00	0,00	1 517,78	3 478,13	2 892,86	2 031,35	0,00	0,00	9 920,12	99,90%
43	0,00	0,00	0,00	1 134,59	344,84	162,46	19,96	0,00	0,00	1 661,84	99,51%
70	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
79	0,00	0,00	0,00	0,00	0,00	0,00	813,63	1 310,24	0,00	2 123,87	36,68%
81	0,00	0,00	0,00	0,00	0,00	0,00	0,00	538,64	1 479,87	2 018,51	34,86%
<b>Total</b>	<b>1 003,00</b>	<b>13 827,52</b>	<b>14 531,53</b>	<b>28 128,83</b>	<b>29 037,16</b>	<b>18 914,44</b>	<b>109 744,05</b>	<b>12 153,67</b>	<b>55 767,10</b>	<b>283 107,29</b>	<b>93,75%</b>
<b>PC&amp;A – Consultores de Marketing Estratégico, Lda</b>											
56	6 922,63	1 000,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	7 922,63	100,00%
57	3 239,75	6 388,27	0,00	0,00	0,00	0,00	0,00	0,00	0,00	9 628,02	100,00%
58	0,00	13 853,14	0,00	0,00	0,00	0,00	0,00	0,00	0,00	13 853,14	100,00%
<b>Total</b>	<b>10 162,38</b>	<b>21 241,41</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>31 403,79</b>	<b>100,00%</b>
<b>Instituto Pedro Nunes – Associação para a Inovação e Desenvolvimento em Ciência e Tecnologia</b>											
18	6 083,77	5 493,63	3 939,61	3 158,98	0,00	0,00	0,00	0,00	0,00	18 675,99	95,65%
19	311,95	6 574,78	7 476,71	4 317,02	0,00	0,00	0,00	0,00	0,00	18 680,46	95,67%
50	0,00	0,00	0,00	7 575,10	13 307,12	10 647,92	6 610,90	0,00	0,00	38 141,03	98,10%
53	0,00	0,00	0,00	8 553,41	17 782,03	16 493,87	6 709,06	0,00	0,00	49 538,36	91,97%
55	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
77	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
<b>Total</b>	<b>6 395,72</b>	<b>12 068,41</b>	<b>11 416,32</b>	<b>23 604,51</b>	<b>31 089,15</b>	<b>27 141,78</b>	<b>13 319,95</b>	<b>0,00</b>	<b>0,00</b>	<b>125 035,84</b>	<b>94,16%</b>
<b>Ordem dos Biólogos</b>											
55	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2 335,64	2 335,64	61,97%
74	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
75	0,00	0,00	0,00	184,50	0,00	0,00	0,00	0,00	0,00	184,50	99,99%
76	0,00	0,00	0,00	3 077,86	23 598,62	7 032,73	0,00	0,00	0,00	33 709,21	100,00%
<b>Total</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>3 262,36</b>	<b>23 598,62</b>	<b>7 032,73</b>	<b>0,00</b>	<b>0,00</b>	<b>2 335,64</b>	<b>36 229,35</b>	<b>96,19%</b>
<b>Keep – Associação para a Paz, as Pessoas e o Planeta</b>											
78	0,00	0,00	0,00	1 281,41	7 798,82	803,66	13 997,67	5 881,41	0,00	29 762,97	87,20%
80	0,00	8 302,98	8 712,81	9 378,38	7 214,25	4 318,25	0,00	0,00	0,00	37 926,67	97,22%
<b>Total</b>	<b>0,00</b>	<b>8 302,98</b>	<b>8 712,81</b>	<b>10 659,79</b>	<b>15 013,07</b>	<b>5 121,91</b>	<b>13 997,67</b>	<b>5 881,41</b>	<b>0,00</b>	<b>67 689,64</b>	<b>92,55%</b>
<b>University of Bergen</b>											
15	901,75	0,00	1 664,69	0,00	0,00	0,00	0,00	0,00	0,00	2 566,44	100,03%
16	901,75	0,00	1 661,40	0,00	0,00	0,00	0,00	0,00	0,00	2 563,15	99,90%
21	0,00	0,00	2 546,59	0,00	0,00	0,00	0,00	0,00	0,00	2 546,59	99,25%
22	0,00	0,00	2 566,53	0,00	0,00	0,00	0,00	0,00	0,00	2 566,53	100,03%
23	0,00	0,00	2 566,53	0,00	0,00	0,00	0,00	0,00	0,00	2 566,53	100,03%
24	0,00	0,00	925,14	1 640,59	0,00	0,00	0,00	0,00	0,00	2 565,73	100,00%
26	0,00	0,00	0,00	6 550,72	0,00	0,00	0,00	0,00	0,00	6 550,72	100,00%
28	0,00	0,00	0,00	2 727,19	0,00	0,00	4 366,06	0,00	0,00	7 093,25	100,00%
29	0,00	0,00	0,00	0,00	0,00	0,00	3 206,49	0,00	0,00	3 206,49	100,01%
51	0,00	0,00	0,00	0,00	0,00	0,00	2 690,60	0,00	0,00	2 690,60	99,99%
52	0,00	0,00	0,00	0,00	0,00	0,00	2 180,72	0,00	0,00	2 180,72	100,00%

ID	1st year			2nd year			3rd year			TOTAL	% of execution
	1st four-month	2nd four-month	3rd four-month	4th four-month	5th four-month	6th four-month	7th four-month	8th four-month	9th four-month		
55	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	3 081,27	3 081,27	100,63%
<b>Total</b>	<b>1 803,50</b>	<b>0,00</b>	<b>11 930,89</b>	<b>10 918,50</b>	<b>0,00</b>	<b>0,00</b>	<b>12 443,87</b>	<b>0,00</b>	<b>3 081,27</b>	<b>40 178,03</b>	<b>100,00%</b>
Nordhordland Utviklingsselskap IKS											
21	0,00	0,00	5 624,83	0,00	0,00	0,00	0,00	0,00	0,00	5 624,83	100,00%
24	0,00	0,00	1 338,25	2 680,90	1 208,34	0,00	0,00	0,00	0,00	5 227,49	100,00%
26	0,00	0,00	0,00	0,00	1 973,72	0,00	0,00	0,00	0,00	1 973,72	100,00%
51	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
52	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
55	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	5 536,69	5 536,69	100,67%
73	0,00	0,00	0,00	0,00	0,00	0,00	0,00	9 347,50	8 990,81	18 338,31	99,80%
<b>Total</b>	<b>0,00</b>	<b>0,00</b>	<b>6 963,08</b>	<b>2 680,90</b>	<b>3 182,06</b>	<b>0,00</b>	<b>0,00</b>	<b>9 347,50</b>	<b>14 527,50</b>	<b>36 701,04</b>	<b>100,00%</b>
Icelandic National Commission for UNESCO											
54	0,00	0,00	0,00	0,00	0,00	0,00	2 000,00	0,00	4 218,07	6 218,07	103,63%
55	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	3 781,93	3 781,93	94,55%
<b>Total</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>2 000,00</b>	<b>0,00</b>	<b>8 000,00</b>	<b>10 000,00</b>	<b>100,00%</b>

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## 5 DESCRIPTION OF THE PROJECT'S CONTRIBUTION TO ACHIEVING THE OVERALL OBJECTIVES OF EEA GRANTS AND THE 'ENVIRONMENT PROGRAMME'

As part of the EEA Grants 2014-2021, Iceland, Liechtenstein, and Norway, as Donors, fund initiatives and projects in 15 European Union Member States aim to reduce social and economic disparities and strengthening bilateral relations with beneficiary states. According to the Memorandum of Understanding signed with Portugal in 2017, the Project under development falls within the areas of 'Environment, Energy, Climate Change and Low Carbon Economy'.

According to the Open Call<sup>7</sup>, this project will contribute to achieve the Programme's Outcome 2 of the 'Environment Programme': "ENHANCE SUSTAINABLE DEVELOPMENT IN BIOSPHERE RESERVES", and the respective Output 2.1 "Increased Biosphere Reserves Management Capacity", through the development of various types of actions and materials that will serve as working tools for better management and implementation of Biosphere Reserves in the territory (...).

Updated indicators and targets after the inclusion of the Porto Santo Island BR in the Project are shown in the following table.

Table 5.1 – Environment Programme, indicators and targets

PA Number	Expected programme results	Indicator	Unit of measurement	Source of Verification	Frequency of reporting	Baseline value	Baseline year	Target value
PA11 Outcome 2	Enhance sustainable development in Biosphere Reserves'	Number of persons benefitting from the promotion of sustainable development in Biosphere Reserves.	Number	Project Promoter's Records	Annual (APR)	0	N/A	320125
Output 2.1	Increased capacity to manage Biosphere Reserves	Number of Biosphere Reserves where the measures were implemented.	Number	Project Promoter's Records	Semi-annually	0	N/A	6
		Number of professional staff trained (disaggregated by gender).	Number	Project Promoter's Records	Semi-annually	0	N/A	24
		Number of sustainable development plans for Biosphere Reserves developed.	Number	Project Promoter's Records	Semi-annually	0	N/A	12

Source: Secretary General of Environment and Climate Action, 2019. Call #3 – Projects to "Enhance sustainable development in Biosphere Reserves" and the information received from the SGA on November 7, 2022.

The Open Call also highlights that "*the major challenges facing Portuguese Biosphere Reserves are the acknowledgment of their significance and the importance of their existence, the increase in their visibility, the need to use new forms of communication, the strengthening of all local actor's commitment and the promotion of the quality and attractiveness of*

<sup>7</sup> Secretary General of Environment and Climate Action, 2019. Call #3 – Projects to "Enhance sustainable development in Biosphere Reserves".

these territories. In this context, Knowledge, Capacity Building and Communication are three essential domains to affirm the identity of Biosphere Reserves in the sense of:

- a) Value the territories of the Biosphere Reserves as living sustainability laboratories, promoting the quality of life of their inhabitants.
- b) Increase the visibility, knowledge, and management capacity of these spaces through instruments that promote the affirmation and identity of the 11 territories classified as Biosphere Reserves.

In response to the statement and in the context of the application submitted, the proposal developed refers in the section on the demonstration of consistency between objectives, activities, results and expected impacts (Part C), as follows:

*The project is organised in order to articulate the priority axes of knowledge, capacity building and communication, in a collective and strategic approach aimed at enhancing the value of the territories of the Biosphere Reserves (BR) as a whole, understood as living sustainability laboratories and models of the 2030 Agenda and its SDGs, with a view to promote a higher national and international visibility, and boosting an innovative and comprehensive capacity building plan aimed at the quality of life and prosperity of the communities.*

*The strategic rationale of the Sustainable Development Plans of the BR, understood as instruments for strengthening and innovating local sustainable development strategies, are structured based on initiatives related to mapping, prioritising, and valuing ecosystem services, with a focus on knowledge, with the support of the national scientific and technological system and international networks, incorporating the knowledge transmitted by communities. The initiatives related to the registration and valorisation of the memories of communities and territories will count on the active participation of local actors and will be fundamental to foster a higher ownership of identity - the territories and their resources - and generate opportunities for the local economy. The valorisation of identity and endogenous resources, in a harmonious and synergic reading of Man (culture) and Nature, guarantees the effective promotion of the values perceived by communities and economic agents.*

*The initiatives associated with the creation and development of a unique and versatile digital platform will constitute from the outset a privileged communication and interaction interface between the BR (national and international networks), with the populations and the public. This management, dialogue and information tool will have multiple valences, registering the collective information of the BR, supporting the development, and monitoring of pilot actions of local economy and commerce, and the tourist promotion of the BR. It will also allow the enhancement of capacity building and knowledge through open science and citizen science dynamics, making the design of a living sustainability laboratory more operational.*

*The initiatives associated to the capacity building axis are part of a global and coherent plan, directed at all the BR, and are aimed at technicians, administrators, communities, and promoters of the local economy. They aim to meet the interests and expectations of the BR and will be provided by the universities involved, with the support of the three UNESCO Chairs, and by the scientific and technological system, which will be called upon to collaborate in complementary initiatives. The proposed approach in the field of capacity building aims to improve the skills and practices of management and cooperation of the BR, individually and in networks, and linked to areas that can boost the local economy, from sustainable tourism to entrepreneurship, with the valorisation and promotion of the endogenous resources of the territories.*

*The global communication plan proposed for national BR aims at strengthening their visibility and a more effective articulation of the initiatives to promote the network of BR, and to foster opportunities for national and international cooperation. A plan is proposed to raise awareness among the population and local development players about the importance of biological diversity, which in the school sector is embodied in the Biology Olympics, complemented by the creation of the BR caretakers.*

*The enormous experience of the project's coordination ensures a higher visibility and presence of Portuguese BR in the UNESCO World Network of BR through cooperation with Norway and Iceland, IberoMaB and CPLP, and with the active participation of several international experts.*

This preamble, which demonstrates the Project's alignment with the objectives of EEA Grants and the major challenges launched for Biosphere Reserves, was then detailed by activity, matching it with the specific indicator of the Environment Programme to which each activity more directly contributes<sup>8</sup>.

The following table summarises the number of activities associated with each of the established indicators.

**Table 5.2 – Number of activities associated with each indicator of the Environment Programme**

Indicator foreseen in the Environment Programme	No. of associated activities
Number of persons benefitting from the promotion of sustainable development in Biosphere Reserves	15
Number of Biosphere Reserves where the measures were implemented	32
Number of professional staff trained (disaggregated by gender)	7
Number of sustainable development plans for Biosphere Reserves developed	27

Source: Application 09/Call#3, May 2020. Part C.

The evolution of activities over the 3 four-year periods of the third year of Project execution, in terms of the respective contribution to the 4 indicators defined in the Environmental Programme, is shown in the following figure.

In general terms, evolution between the 7th and 9th four-month periods differed for each of the four indicators, owing to the variability in the number of started and closed activities. This diversity is clearly evidenced by the indicators “number of persons benefitting from the promotion of sustainable development in Biosphere Reserves” and “number of Biosphere Reserves where the measures were implemented”, as the percentage of activities that contribute to the respective achievement decreased as the Project neared the execution deadline.

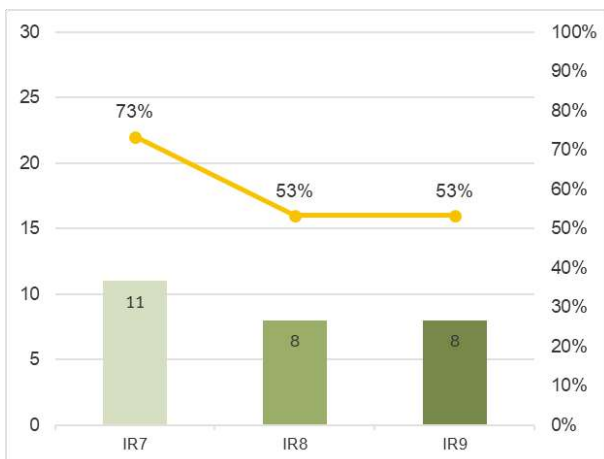
The positive evolution of the indicator “number of professional staff trained (disaggregated by gender)”, is also noteworthy, as 86% of the activities that contribute to the respective achievement (6 of 7) have already started.

The indicator “number of sustainable development plans for Biosphere Reserves developed” clearly reflects the advanced stage of plan development, as several activities that contribute to the achievement of this indicator are ongoing.

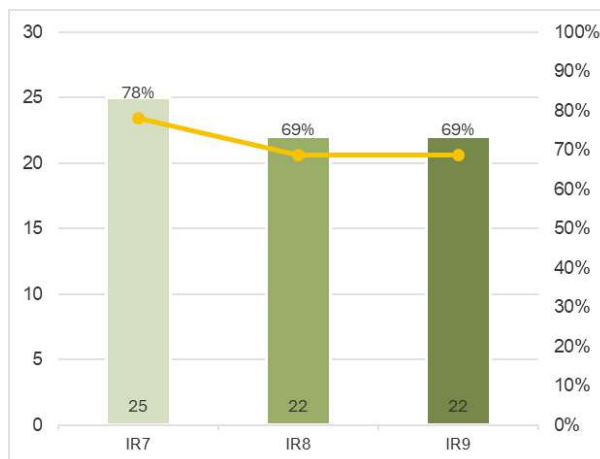
<sup>8</sup> Application 09/Call#3, May 2020. Part C.

**Figure 5.1 – Evolution of the Project's contribution to achieving the Environment Program indicators, in the three four-month periods of the third year**

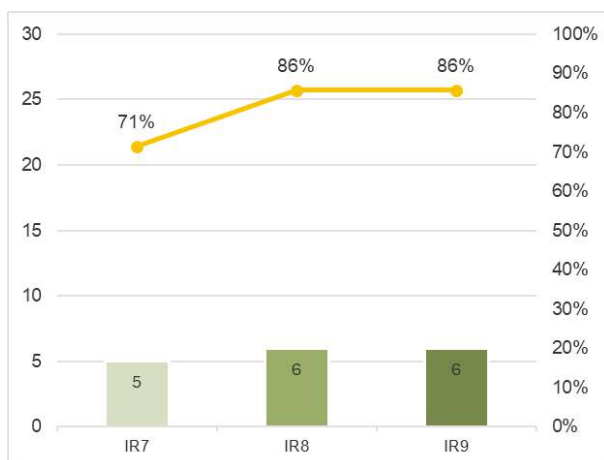
Number of persons benefitting from the promotion of sustainable development in Biosphere Reserves



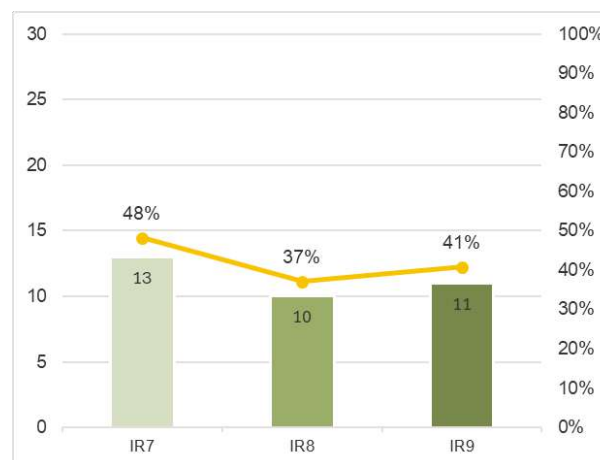
Number of Biosphere Reserves where the measures were implemented



Number of professional staff trained (disaggregated by gender)



Number of sustainable development plans for Biosphere Reserves developed



Number. of activities

Ratio to total activities contributing to the indicator (%)

In overall terms, a positive evolution was observed for the indicator “number of Biosphere Reserves where the measures were implemented”, which went up by 6% in relation to the highest rate recorded for the 3 four-month periods.

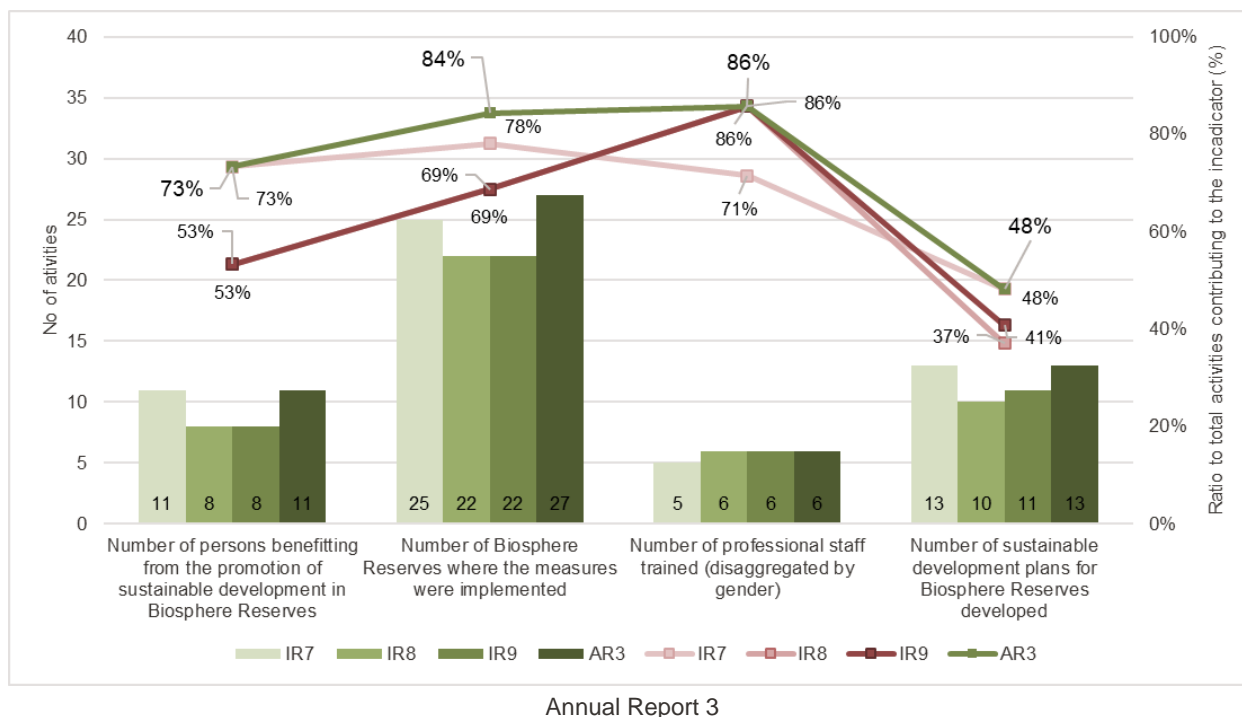
The analysis of the annual evolution, in terms of the **Final Report**, revealed differences between the Project indicators, as previously mentioned, due to the start and closing of the corresponding activities.

The percentage of activities that contribute to the “number of persons benefitting from the promotion of sustainable development in Biosphere Reserves” and the “number of Biosphere Reserves where the measures were implemented” was higher in the second year of Project development. Regarding the “number of professional staff trained (disaggregated by gender)”, the percentage of associated activities was higher in the third year, whereas the target set for the “number of

sustainable development plans for Biosphere Reserves developed” was primarily achieved over the first year of Project execution.

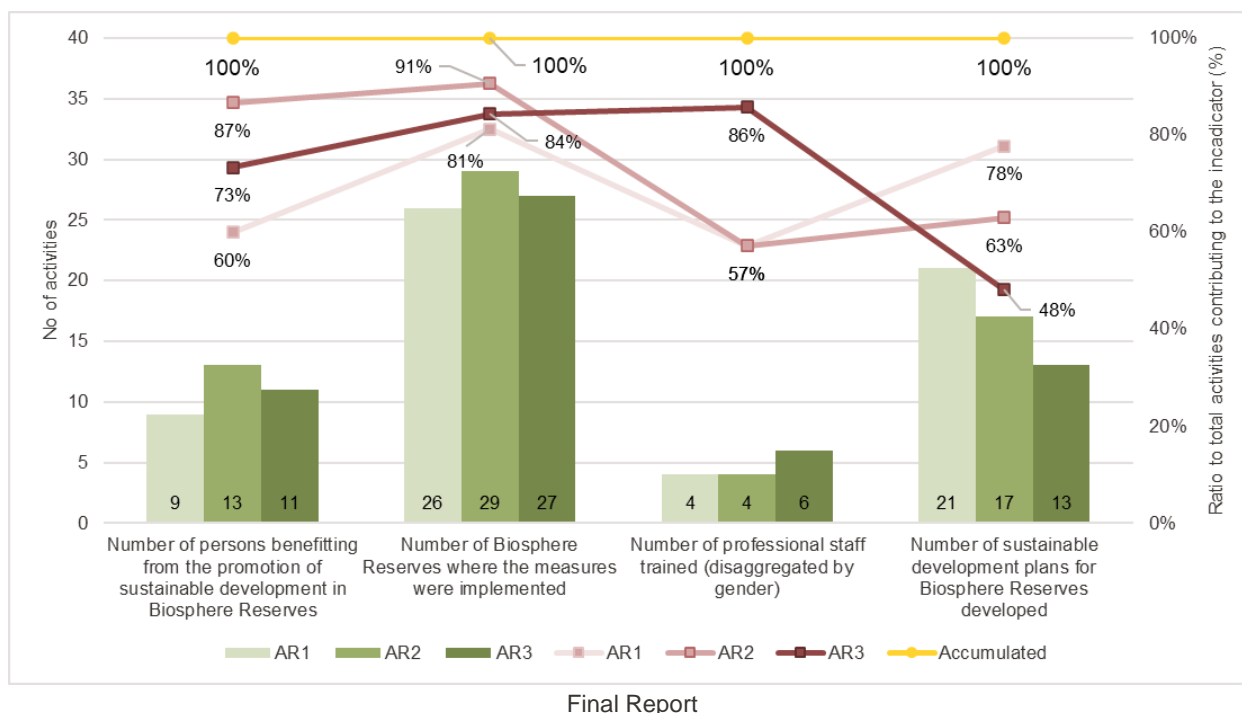
Despite the above, the percentage of activities contributing to the achievement of targets stood at 100% for all indicators at the end of the Project.

**Figure 5.2 – Project's contribution to achieving the Environment Programme indicators in the third year of implementation**



Annual Report 3





Given the nature of the Project (which included 81 activities) and the targets associated with each indicator, only the relative contribution of activities to the achievement of each indicator could be assessed in the previous annual periods. As the present period corresponds to Project completion, it is possible to conduct a final assessment of the cumulative contribution of Project activities to the achievement of the targets set for each indicator, as follows:

- Number of persons benefitting from the promotion of sustainable development in Biosphere Reserves - Target: 320 125

Considering that the populations residing in the BRs benefit from the promotion of sustainable development and that the 12 BRs are home to 320,125 residents<sup>9</sup>, it can be concluded that the established target was reached following the completion of the 15 activities that contribute to this indicator.

- Number of Biosphere Reserves where the measures were implemented – Target: 6

Given the set of activities associated with this indicator, totalling 32, all of which have been completed/closed, with only ID37 not applying to all BRs, it can be concluded that the target has been vastly exceeded.

- Number of professional staff trained (disaggregated by gender) – Target: 24

The ongoing activities associated with this indicator, totalling 7, include the organisation of training/skill-building/awareness-raising sessions by several Project partners (ID42, ID46, ID47, ID48, ID49, ID51 and ID52). Activity ID49 is particularly relevant in this context, as it brings together a series of training sessions conducted within the scope of other activities related to the implementation of pilot actions (ID21, ID35, ID43, ID45, ID50, ID53, ID73 and ID80). In this sense, it can be concluded that the target was largely exceeded, as a total of 96

<sup>9</sup> Results presented in ID17 (provisional data from the 2021 Census – updated on 28-07-2021)

training/skill-building/awareness-raising sessions were organised, not including the number of sessions organised within the scope of activities ID43 and ID80.

- Number of sustainable development plans for Biosphere Reserves developed – Target 12

The target set for this indicator was met, as all 27 associated activities were completed, including the “Revision and editing of the final versions of the SDP” (ID33).

In overall terms, it can be concluded that all Project targets were met, particularly those referring to the “number of Biosphere Reserves where the measures were implemented” and the “number of professional staff trained”, which were largely exceeded.

## A. INTERIM REPORT – ACTIVITIES SHEET

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IDX\_Name of activity

Beginning  
date

dd/mm/yyyy

Date  
order

Dd/mm/yyyy

## Technical Progress

Tasks accomplished	Implementing   involved partners	Participants
--------------------	----------------------------------	--------------

Results achieved	Evidences
------------------	-----------

Reorganisation and adjustments	Justification	Corrective measures
--------------------------------	---------------	---------------------

Execution barometer		Executed	In progress	Not executed
Indicator				
Target				
Verification source				

Comments:

Implementation timeline		Scheduled tasks
dd mm yyyy - dd mm. yyyy (period under evaluation)	dd mm yyyy - dd mm. yyyy (next evaluation period)	dd mm yyyy - dd mm. yyyy (next evaluation period)

## Financial Progress

Costs of staff assigned to the project – Reg. Art. 8.3.1.a				
Total forecast	Executed between dd mm yyyy - dd mm. yyyy (period under evaluation)	% (period executed under total forecast)	Accumulated executed	% (accumulated executed under total forecast)
Travel and subsistence allowances for staff assigned to the project – Reg. Art. 8.3.1.b				
Total forecast	Executed between dd mm yyyy - dd mm. yyyy (period under evaluation)	% (period executed under total forecast)	Accumulated executed	% (accumulated executed under total forecast)
Depreciation value for new or second-hand equipment purchased – Reg. Art. 8.2.4				
Total forecast	Executed between dd mm yyyy - dd mm. yyyy (period under evaluation)	% (period executed under total forecast)	Accumulated executed	% (accumulated executed under total forecast)
Costs of new or second-hand equipment, as long as they are amortised in accordance to the applicable accounting standards - Reg. Art. 8.3.1.c & Art. 8.3.2				
Total forecast	Executed between dd mm yyyy - dd mm. yyyy (period under evaluation)	% (period executed under total forecast)	Accumulated executed	% (accumulated executed under total forecast)
Costs of consumables and supplies – Reg. Art. 8.3.1.e				
Total forecast	Executed between dd mm yyyy - dd mm. yyyy (period under evaluation)	% (period executed under total forecast)	Accumulated executed	% (accumulated executed under total forecast)
Costs entailed by other contracts awarded by PP for the purpose of carrying out the project – Reg. Art. 8.3.1.f				
Total forecast	Executed between dd mm yyyy - dd mm. yyyy (period under evaluation)	% (period executed under total forecast)	Accumulated executed	% (accumulated executed under total forecast)
Costs arising directly from requirements imposed by the project contract – Reg. Art. 8.3.1.g				
Total forecast	Executed between dd mm yyyy - dd mm. yyyy (period under evaluation)	% (period executed under total forecast)	Accumulated executed	% (accumulated executed under total forecast)

## PARTNERSHIP AND TEAM



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