

# *FINAL PROGRAMME REPORT*

## *FM14-21*

Portugal

Work-life Balance and Gender Equality

Programme short name	PT-WORKLIFE
Programme Operator	Commission for Citizenship and Gender Equality (CIG PT)
Host Programme Area	PA04 Work-life Balance
Financial Mechanisms	EEA Grants
Programme grant in EUR	€ 6,100,000.00
Programme co-financing in EUR	€ 1,076,470.59
Final incurred amount in EUR	€ 6,815,975.00
Final incurred rate %	94.98 %

## PROGRAMME RESULTS

### Programme Objective: Work-life balance improved

**Eligible expenditure: € 7,176,470.59 Amount incurred: € 6,815,975.00**

#### Issues the programme aimed to address

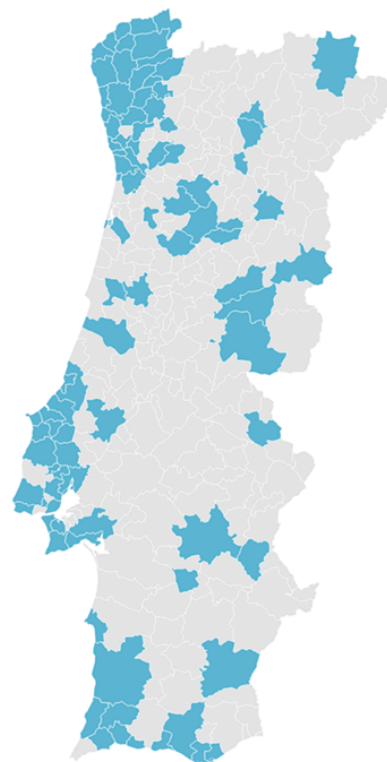
The Work-life Balance Programme was designed to tackle key issues related to gender equality, work-life balance, and gender-based violence. These challenges remain crucial in Portugal's national context, where persistent gender disparities affect the labour market, family responsibilities, and social structures.

One of the primary issues the Programme sought to address was the unequal participation of women in the workplace. An important aspect to highlight is the [gender pay gap, which stands at 13.1% in Portugal](#)—higher than the European average. This issue was specifically addressed by the [Gender Pay Gap-E](#) by assessing the benefits of closing the wage gap in terms of **income, poverty protection, and GDP growth**. It also developed an **economic case** for eliminating wage disparities, emphasizing both financial and societal benefits, such as **women's empowerment, capacity-building, and protection against vulnerability**. Additionally, it proposed **public policy recommendations and interventions** to eliminate gender pay disparities.

The Programme also supported measures that empower women to better reconcile professional, personal, and family life. Additionally, the Programme addressed domestic and gender-based violence, [a serious social issue in Portugal](#). By strengthening institutional mechanisms for prevention and response, it aimed to enhance protection for victims and promote change.

Aligned with the [National Strategy for Equality and Non-Discrimination 2018-2030 \(ENIND\)](#), the programme played a structuring role in national policy efforts. It contributed to 24 measures of ENIND, through the [Action Plan for Equality between Women and Men and the Action Plan for Preventing and Combating Violence Against Women](#).

The PO also promoted an independent evaluation study carried out by an external institute. It further concluded that this fund was an important contribution to advances in the area of gender equality and changing mentalities.



Map of Portugal showing the coverage of the Programme.

#### Programme contribution to overall objectives

The Programme has made significant strides in reducing social and economic disparities by addressing gender inequalities in the labour market, promoting research, and implementing key policy measures. Simultaneously, it strengthened bilateral cooperation through strategic partnerships, knowledge exchange, and sustainable collaboration. The Programme fostered long-term engagement and established a solid foundation for future initiatives, ensuring a lasting impact on gender equality and work-life balance in Portugal. Notably, **all 33 projects were completed, achieving a 99.4% material execution rate**, with most indicators surpassed.

Concerning the contribution to reduce social and economic disparities in Portugal, the programme played a significant role in promoting equal pay and evaluating the value of work without gender bias.

Key achievements include:

- the development of [tools to measure gender inequalities within organizations](#).
- [Identification of persistent discrimination in traditionally female-dominated industries such as clothing and leather](#).
- Three critical studies highlighted the economic ramifications of gender inequality:
- [The valuation of unpaid work, revealing the disproportionate burden carried by women](#).
- [The economic benefits of closing the gender pay gap](#).
- [The analysis of employment and educational segregation, linking it to wage disparities](#).
- Several instruments were developed to promote gender equality in the workplace, including:
  - The [EQUAL@WORK](#) digital platform.
  - The [Portuguese Standard Management System for Equal Pay](#).
  - A [gender-neutral methodology for work valuation](#), initially designed for the clothing and tanning sectors but adaptable to other industries.
- The Programme actively supported municipalities and intermunicipal communities (CIMs) in adopting policies that promote gender equality. This was achieved through:
  - Direct engagement with 49 municipalities and 2 CIMs.
  - Implementation of diagnostic tools and methodologies to enhance work-life balance and equal opportunities.
  - Empowerment initiatives targeting women and girls to increase their participation in civic and political life.

## Objective 2 - Contribution to Strengthening Bilateral Cooperation

- The Programme demonstrated strong bilateral cooperation, **with 32 out of 33 supported projects engaging in partnerships with donor country entities**. These partnerships facilitated knowledge exchange through meetings, study visits, and shared expertise. The results reflect a **high level of satisfaction with the partnership** (6.35/7) and a **strong level of trust between cooperating entities** in the Beneficiary States and Donor States (6.16/7), demonstrating well-established and effective relationships.
- Half of the developed projects have continued their partnerships beyond the initial funding period, showing a lasting impact.
- The Programme encouraged collaboration in emerging topics, including:
  - "Sexual Harassment in the Workplace" concluding with an [adapted quiz](#).
  - [Judicial training on combating domestic violence](#).
  - [Sharing best practices in handling domestic violence homicides](#).
  - [Exploration of forward-thinking concepts such as the "4-Day Work Week"](#).
- **Key Events for Knowledge Dissemination** Two major events showcased the Programme's achievements:
  - [The International Seminar on Work-Life Balance \(March 23, 2023\), attended by 111 participants](#).
  - [The "Equality in Action" event \(December 5-6, 2023\), hosted by the Calouste Gulbenkian Foundation, brought together over 150 participants to reflect on the impact of the Programme](#).

### Sustainability

According to the Evaluation Study that was conducted, most of the supported projects show elements of potential sustainability, either through leveraged financing or through political investment and institutional commitment by public entities.

This Programme was built on the results of the previous Programme financed through [EEA Grants 2009-2014 in Portugal - PT07: Mainstreaming Gender Equality and Promoting Work-life Balance](#). The knowledge produced in this Programme enabled a better understanding of reality and pointed to public policy adjustments.

Many project outcomes are expected to continue over the next five years, with potential for replicability, with some even leading to the development of new initiatives. Notably, 18 projects exhibit potential continuity even without direct EEA Grants support.

The consolidation of these projects' results can be attributed to the Programme's structured support. The evaluation provides evidence of both potential and actual transferability. Although certain projects may face challenges in maintaining activities post-funding, a substantial proportion have successfully embedded their products and practices into the ongoing work of partner organizations. [A key example of long-term sustainability is the Promova project](#), which has successfully reached its sixth edition. This demonstrates the potential for continuity beyond the funding period, emphasizing the importance of strategic planning and institutional commitment to maintain impactful initiatives.

Pre-defined projects implemented by public policy entities within the gender equality ecosystem have demonstrated a strong institutional capacity to sustain benefits. This includes scaling pilot projects into national programs and recommendations derived from studies and white papers.

In cases where bilateral partnerships have been sustained, they have shown potential for future collaboration through new project proposals, knowledge-sharing initiatives, and policy advancements.

## Outcome 1: Enhanced gender equal opportunities in the labour market

Amount incurred: € 2,473,333.10

### Results

The Programme achieved significant progress toward its objective of **enhancing gender-equal opportunities in the labour market**, surpassing some of its targets. The results demonstrate the Programme's considerable contribution to advancing gender equality **through coordinated policy measures, enhanced data systems, capacity-building efforts, and awareness-raising initiatives at multiple levels.**

At the Outcome level "Enhanced gender equal opportunities in the labour market" 23 companies applied gender equality instruments (through PT-WORKLIFE-0021 - [Bridges](#) and PT-WORKLIFE-0020 [Fesete](#)) more than twice the target—to introduce practical gender equality tools, particularly in the clothing and leather sectors. These partnerships supported **companies in identifying inequalities, improving communication, and building fairer, more inclusive workplaces.**

The Programme also prioritised reducing gender segregation in education: 5 study programmes at universities integrated gender equality as a quality criterion in their accreditation and assessment processes ([Project GE HEI](#)).

Concerning the change of mentalities, 100% of the young participants reported having developed new skills and gained a new knowledge: [the PT-WORKLIFE-0019 Marvel project focused on early prevention by reaching 974 boys in schools through documentary screenings and discussions](#). It aimed to challenge persistent stereotypes and promote more respectful, **equitable ideas of masculinity from an early age. More than 57 schools implemented projects to combat gender inequalities.**

At the Output level, the Programme strengthened the [monitoring and evaluation of public policies by consolidating key data and ensuring compliance with the Agenda for Equality in the Labour Market and Enterprises](#) and produced an IT interface for the monitoring platform. This has improved **transparency, accountability**, and the ability to track progress over time. Another significant achievement was [the promotion of pay equity through the development and dissemination of national guidelines to address the gender pay gap, supporting fair and transparent pay practices across sectors](#).

5 practical instruments for measure workplace gender inequality were developed ( PT-WORKLIFE-0021 - [Bridges](#) and PT-WORKLIFE-0020 [Fesete](#)), the [Study on Equal Pay Standard](#) elaborated and 20 professionals trained.

The [Pilot Programme for women leaders was developed](#), with 22 relevant national companies participating in this programme, and 32 women successfully completing the programme. Around 45% of the participants have already been promoted in their companies.

An innovation of this programme was the integration of Economics with the field of Gender Equality, which resulted in the development of 4 economic gender equality analyses produced. On good example was the [Gender Pay Gap study](#) that demonstrated that a decrease in the pay gap has a significant positive effect on the growth of an economy by equalising the labour participation of women and men, both in terms of working time and in terms of their respective activity and employment rates: the elimination of the GPG results in a 4.0% increase in GDP per capita at Portugal.

Finally, the Programme also delivered four important White Books to **support public policy development**: [MERIT examined how parenthood affects careers and offered recommendations to reduce penalties linked to motherhood](#). [Decent Domestic Work provided an updated analysis of the domestic work sector, with proposals to strengthen labour rights](#). [Multiversity addressed intersectional discrimination through case studies and policy guidance](#). [HomeWork explored the impact of telework on gender equality, offering practical recommendations for more equitable labour policies](#).

### Challenges and Lessons Learned

One of the main challenges identified in the programme was **addressing persistent cultural stereotypes and traditional gender roles** that continue to shape educational and career choices. Despite efforts to engage schools and communities, changing these deep-rooted attitudes requires consistent and long-term interventions. Projects reported that even with well-designed activities, resistance or inertia in school communities and families could limit the impact of awareness-raising work.

Another challenge was ensuring that companies had both the interest and the capacity to implement gender equality instruments effectively. While many companies were successfully engaged (surpassing targets), there were differences in commitment levels, and **smaller companies in particular sometimes needed more support to adopt and maintain these tools**. Ensuring consistent quality in implementation was also demanding, highlighting the importance of tailored guidance and ongoing follow-up.

In higher education, the Ge-HEI project demonstrated that integrating gender equality criteria into evaluation and quality assessment processes was complex. Coordination among multiple institutions and stakeholders was critical, and the project underlined that **changing these deep-rooted attitudes needs time and ongoing effort**.

Lessons learned also showed the **need to improve data collection and monitoring systems to better track progress on gender equality in the labour market**. Although tools like EQUAL@WORK and new standards were developed, projects stressed the importance of building capacity so institutions can use these tools fully and keep up regular reporting.

The evaluation also found that **intersectionality remains a key challenge**. While projects worked to address gender inequality in general, there was a need to pay more attention to how it combines with other factors—such as class, ethnicity, migration status, or disability—to create barriers to accessing the labour market.

## Outcome 2: Improved accountability systems for women's equal participation

**Amount incurred: € 1,956,581.58**

### Results

The Programme used a **broad approach to improve accountability for women's equal participation: 82% of targeted women and girls exhibiting improved understanding of the importance of their participation.** By encouraging participation and supporting local projects, the Programme aimed to make gender equality a regular part of planning, decision-making, and services.

One of the most significant programme-level achievements was [the major improvement in the National Statistical System on Gender Equality](#). Led by the National Statistics Institute (INE), this work delivered **updated and expanded data resources: 475 gender equality indicators were reviewed or added**, more than twice the initial target; **two surveys were developed (Fertility Survey and new methods for studying time use by men and women)**; and it was produced a **platform for mapping gender equality in municipalities**.

At the local level, through a participatory diagnostic tool, the programme involved 49 municipalities and 2 intermunicipal communities that implemented gender mainstreaming instruments— far exceeding the original target of 19 — in order to raise awareness, identify local needs, and develop action plans for promoting gender equality and work-life balance. [Among these, the Cávado + Igual project stood out for its integrated approach, creating a Municipal Gender Equality Index, implementing a regional strategic document for equality, and publishing practical guides to help local authorities plan and deliver more gender-sensitive policies.](#)

**Capacity-building was promoted at local level:** the Programme trained 923 local and regional professionals— well above the initial target of 190 —helping municipalities and community organisations gain the knowledge and skills needed to include gender equality in their daily work.

**The scope of the EEA Grants funding made it possible to reach the interior region of the country:** some dedicated projects combined **community-based methods with person-centred approaches**. For example, [MAIS \(PT-WORKLIFE-0013\) project supported women farmers, with 90% of participants improving their understanding of civic engagement](#).

## Challenges and Lessons Learned

Implementing Outcome 2 required working with diverse local contexts, each with its own priorities and levels of commitment to gender equality. **Municipalities sometimes faced difficulties carrying out planned activities within short timeframes, challenges that were made more complex during election periods**, which introduced instability and shifted local priorities. Ensuring that gender equality goals were effectively integrated across different municipal departments demanded significant time and coordination, even with the use of participatory diagnostic tools designed to encourage local ownership.

Projects also encountered **persistent cultural and social barriers**, including traditional gender roles and stereotypes that limited women's and girls' civic and political participation. However, direct, interactive, and community-based approaches proved more effective at raising awareness and encouraging dialogue.

The evaluation found that **participatory diagnostic tools and locally led planning processes were valuable in building understanding and commitment among local stakeholders**. These approaches helped municipalities identify their own priorities for gender equality action, but they required time, resources, and strong local coordination.

**Training and capacity-building for local and regional professionals emerged as one of the programme's major strengths.** It went beyond targets and was valued for giving staff practical tools and building a shared understanding of gender equality issues. At the same time, differences in



experience and resources across municipalities showed the need for training to be flexible and ongoing, taking into account staff turnover and changing local contexts.

Another important achievement was the development of a **much richer set of gender equality indicators**, significantly improving the data available for policy planning. However, a key lesson was that producing data alone is not enough; **there also needs to be ongoing investment to make sure these indicators are well understood, used effectively, and included in planning and decision-making.**

Finally, **collaboration with the Programme Operator was identified as an essential success factor.** While demanding at times, this partnership ensured technical quality, provided valuable guidance, and helped adapt strategies to the varied realities of local contexts.

### Outcome 3: Improved system for the protection and prevention of domestic and gender-based violence

**Amount incurred: € 1,309,588.91**

#### Results

**Outcome 3 proved to be one of the most significant in Portugal, reflecting the need for specific and long-term measures to effectively combat domestic and gender-based violence.** It achieved a clear and measurable progress in building a more effective and resilient system for protecting and preventing domestic and gender-based violence. The Programme went beyond its initial targets in almost all key areas, showing **real impact in strengthening professional capacity, reaching beneficiaries, producing new evidence, and developing innovative, survivor-centred approaches.**

Concerning the number of beneficiaries of services provided: PT-WORKLIFE-0005 and PT-WORKLIFE-0028 assisted **633 individuals**— more than double the original target of 300 — while ensuring the anonymity of child victims and responding to vulnerable groups, and **94,50% of professionals in the national support network reported that were satisfied with the shared information system developed.**

The Programme also delivered **important results in prevention measures for domestic and gender-based violence: 5 programmes were supported and 669 professionals were trained** (579 women and 90 men). This investment improved knowledge, skills, and practices across sectors and regions, supporting more victim-centred and coordinated responses.

Four projects funded under SGS #2 focused on **helping young people develop interpersonal skills free from gender stereotypes and promoting a culture of nonviolence.** These projects also involved the wider community, working closely with educators, parents, and local groups to build understanding and support for prevention. [A standout example was the PEER Network](#), which not only raised awareness but also developed innovative peer-support structures for women affected by violence — especially migrant women and those in rural areas. By **building networks of self-represented women**, PEER Network promoted empowerment, civic participation, and contributed to practical policy recommendations and replicable methods to prevent gender-based violence.

In order **to analyse the effectiveness of legislation and policies on domestic and gender-based violence, it was developed a study to assess the [impact of measures applied to perpetrators of domestic violence, offering a much-needed diagnosis of how these interventions work in the Portuguese context and compared to European practices](#)** (IMAPA Project). Its findings offer useful recommendations to strengthen strategies for preventing and combating violence against women and domestic violence.



Under the Output 3.3 "Model system for coordinated multidisciplinary response to DGBV" , it were published relevant guidelines for the shared information system and trained 406 professionals ([National Network for Supporting Victims of Domestic Violence](#)). This is expected to improve a better coordination, enable secure information sharing, and support more victim-centred responses in the future.

In addition to these system-level investments, the Programme supported two predefined projects with particularly important results. [The "By Your Side" project developed and tested a network intervention model across several municipalities, strengthening early psychological support for children and local response systems](#). It also trained 647 professionals, produced oriented guidelines, supported 33% of children identified in a domestic violence episode reported to police and launched a online training module for professionals.

Lastly, in the context of sexual exploitation, it was supported a predefined [project focused on improving prevention, assistance, protection, and reintegration for victims of sexual exploitation](#). It produced 4 assessments under this area, created training manuals and policy recommendations, trained 282 professionals and mediators and, through a successful national digital awareness campaign, reached over 48 million persons on social media.

### Challenges and Lessons Learned

Improving the system for the protection and prevention of domestic and gender-based violence highlighted several key challenges. **A major barrier was reaching and effectively supporting vulnerable groups such as migrant women, children exposed to violence, and people in rural areas, who often faced isolation, language and cultural barriers, and stigma.**

Another challenge lay in integrating new methodologies and survivor-centred approaches into existing services, which sometimes had **limited resources or experience in working with gender-based violence from a rights-based, trauma-informed perspective**. Projects also had to address deeply **rooted social norms and gender stereotypes that fuel violence and limit survivors' access to help**. Awareness-raising alone was not enough, showing the need for long-term, multi-level strategies combining education, policy change, and community engagement.

Capacity-building proved essential but revealed **differences in knowledge and experience among professionals across regions**. Even with good training, staff turnover and differences between institutions could make it harder to adopt new practices. **Strengthening coordination and data management was another challenge**. While creating a national online information platform was a big step forward, it underscored the need for clear responsibilities, secure data use, and ongoing support.

Despite these challenges, the Programme offered important lessons. Strong local partnerships and networks were critical for delivering coordinated, holistic responses. Collaboration among municipalities, NGOs, health services, law enforcement, educators, and survivor-led organisations improved consistency and support for survivors.

Participatory and community-based approaches were also key to success. Involving communities in planning ensured interventions met local needs and built local ownership. **Survivor participation made services more relevant, empowering, and sustainable.**

Professional training was one of the Programme's most effective strategies, exceeding targets and building capacity across sectors. At the same time, projects learned that training must be ongoing, flexible, and tailored to different levels of experience to ensure it is truly effective and sustainable.

Finally, **data and evidence generation significantly strengthened the knowledge base for policy and practice**, supporting better planning, service delivery, and informed decision-making.

## Bilateral Outcome: Enhanced collaboration between beneficiary and donor state entities involved in the programme

### Results

32 out of 33 projects established collaborations with donor country entities and more than 288 staff exchanges were developed. The Programme strongly encouraged cooperation with donor states by recommending relevant partnerships and awarding additional points to projects that included such collaborations. As a result, only one project did not have a donor partner, with 81% involving Norwegian partners and 19% collaborating with Icelandic partners.

On a scale from 1 to 7, the reported level of satisfaction with the partnership was 6.35, and the level of trust was 6.16. All surveyed organisations reported that their level of knowledge increased within the scope of the established partnership.

**Bilateral collaboration was a defining feature of the programme, enabling Portuguese and donor country partners to share knowledge, adapt best practices, and co-develop tailored solutions for promoting gender equality.** These partnerships went beyond formal agreements to create opportunities for shared learning, practical adaptation, and long-term change. Some examples show how this bilateral approach led to lasting results. One important outcome was the continuation of joint projects, with half of them maintaining ongoing relationships with donor country partners. This continuity highlights the long-term value of bilateral cooperation.

One standout example was the **PROMOVA project**, led by the Portuguese Business Confederation (CIP). Despite pandemic-related disruptions, the project delivered a rich and well-structured programme combining leadership assessments, coaching, mentoring, seminars with senior executives, and networking events. Its Norwegian partner, the Equality and Anti-Discrimination Ombud (LDO), added value by joining mentoring events, online talks, and the closing ceremony, sharing expertise on equality strategies and strengthening bilateral exchange. This partnership improved the quality and credibility of the training and supported its sustainability, with the programme now in its sixth edition.

Another strong example is the **Equality Platform and Standard project**, which aimed to reduce gender pay gaps by creating Portugal's own Equal Pay Management Standard. The partnership with Iceland's Directorate of Equality and Norway's Equality and Anti-Discrimination Ombud was central, with bilateral workshops allowing the Portuguese team to learn about Iceland's certification system and adapt it to local needs. This collaboration led to the publication of the NP 4588:2023 standard, supported by extensive dissemination and training to encourage its adoption and help companies advance pay equality.

Another notable example of bilateral collaboration was the **GE-HEI – Gender Equality in Higher Education Institutions project**. The partnership with Iceland's RIKK – Institute for Gender, Equality and Difference was essential, enabling rich exchanges through webinars, meetings, and a study visit. Icelandic experts shared their experience in driving systemic change in universities, helping the Portuguese team adapt proven strategies to the local context. This bilateral cooperation strengthened the project's methodology, credibility, and the quality of its recommendations for promoting gender equality in academia.

The **Multiversity – White Paper on Multiple and Intersectional Discrimination project** is another strong example of effective bilateral collaboration. Led by NOVA School of Law's CEDIS centre, it partnered closely with Egalia, Norway's Centre Against Discrimination. Regular bilateral meetings allowed Egalia to share practical insights on

Norway's anti-discrimination laws and enforcement, helping the Portuguese team design a more comprehensive local framework. This exchange improved the quality of the comparative legal analysis and the final White Paper's recommendations. The partnership ensured that European best practices were adapted to Portugal's context, enhancing both the quality and impact of the project's policy proposals.

The **MAIs – Women Farmers in Inland Territories project** is another strong example of bilateral cooperation delivering practical, local results. Led by the Polytechnic Institute of Viseu, it aimed to empower women farmers in Portugal's interior regions. The structured partnership with RURALIS, Norway's Institute for Rural and Regional Research, was key to its success. Through bilateral meetings, workshops, and study visits, RURALIS shared valuable methods and best practices for rural women's empowerment. This exchange informed a comparative analysis and helped design a tailored action roadmap for Portugal. The partnership also validated intervention tools and expanded the project's vision, showing how international collaboration can strengthen local strategies for women's empowerment.

### Challenges and Lessons Learned

During the implementation of the programme's bilateral projects, partners encountered several challenges that affected how easily and effectively they could work together internationally. **Budget constraints were among the most common issues**, with about 40% of projects reporting limited funds that reduced the ability of donor country partners to take part fully in planned activities. This often meant fewer study visits to Portugal and fewer opportunities for direct, personal exchange of ideas and best practices. For some donor country institutions, high hourly participation costs also made it difficult to engage as deeply as planned.

**The COVID-19 pandemic added further complications.** Travel and health restrictions prevented many study visits from happening at all, removing valuable chances for hands-on collaboration and face-to-face learning. In one case, a previously agreed international partnership failed to stay active, which reduced the expected value of the cooperation. Around a quarter of projects also reported that legal and administrative hurdles made it harder to involve international partners, while a smaller number mentioned challenges preparing their applications for Bilateral Cooperation Initiatives. There was even an isolated case where language differences got in the way of smooth communication.

Despite these challenges, monitoring and evaluation findings showed that most organisations still managed to achieve their planned objectives, supported by multiple sources of evidence. These experiences offered important lessons for the future. For example, budget planning needs to ensure that donor country partners can genuinely participate in all activities, especially in-person **exchanges that are so valuable for building trust and sharing knowledge**. Setting clear expectations and agreements from the start can help keep partners engaged throughout the project. **Regular communication is essential to avoid the risk of partners dropping out or not responding.**

The experience also showed the importance of having **flexible ways to stay connected**, like virtual meetings and hybrid models, which proved especially useful when travel was restricted. Finally, there is a need to strengthen support for partners to navigate administrative requirements and address language barriers, so that international cooperation can be as smooth and effective as possible.

## IRREGULARITIES

Case Id	Reporting level	Nature of irregularity	Case opened	Status	Estimated final input to the FMO for cases not closed	Decision	Amount of financial correction
<a href="#">IR 242</a>	PT-WORKLIFE	Conflict of interest	01/08/2023	Ongoing	04.2025	-	-

## SUMMARY OF PROJECTS

		Number of projects contracted	Number of projects completed	Project grant contracted (EEA Grant + national co- financing)	Project grant incurred (EEA Grant + national co-financing)	Project Eligible Expenditure contracted (Includes project co-financing)	Project Eligible Expenditure incurred (Includes project co-financing)
<b>Outcome 1: Enhanced gender equal opportunities in the labour market</b>	Pre-defined	3	3	€ 730,000.00	€ 716,147.12	€ 716,147.12	€ 727,238.84
	Contracted through open calls	6	6	€ 1,338,252.37	€ 1,200,779.66	€ 1,207,736.03	€ 1,266,002.38
	Contracted through small grants scheme	8	8	€ 623,026.31	€ 556,406.32	€ 556,406.32	€ 579,645.74
	<b>Total Outcome 1</b>	<b>17</b>	<b>17</b>	<b>€ 2,691,278.68</b>	<b>€ 2,473,333.10</b>	<b>€ 2,480,289.47</b>	<b>€ 2,572,886.96</b>
<b>Outcome 2: Improved accountability systems for women's equal participation</b>	Pre-defined	1	1	€ 900,000.00	€ 824,555.87	€ 824,555.87	€ 824,555.87
	Contracted through open calls	6	6	€ 1,200,000.00	€ 1,132,025.71	€ 1,132,025.71	€ 1,145,801.63
	Contracted through small grants scheme	0	0	€ 0.00	€ 0.00	€ 0.00	€ 0.00
	<b>Total Outcome 2</b>	<b>7</b>	<b>7</b>	<b>€ 2,100,000.00</b>	<b>€ 1,956,581.58</b>	<b>€ 1,956,581.58</b>	<b>€ 1,970,357.50</b>
<b>Outcome 3: Improved system for the protection and prevention of domestic and gender-based violence</b>	Pre-defined	2	2	€ 673,876.58	€ 464,694.02	€ 462,345.46	€ 464,694.02
	Contracted through open calls	3	3	€ 680,011.00	€ 642,584.15	€ 642,584.05	€ 662,527.68
	Contracted through small	4	4	€ 221,368.00	€ 202,310.74	€ 202,310.74	€ 242,093.00

	grants scheme						
	<b>Total Outcome 3</b>	<b>9</b>	<b>9</b>	<b>€ 1,575,255.58</b>	<b>€ 1,309,588.91</b>	<b>€ 1,307,240.25</b>	<b>€ 1,369,314.70</b>
<b>Total programme costs</b> (Excluding programme management costs)		<b>33</b>	<b>33</b>	<b>€ 6,366,534.26</b>	<b>€ 5,739,503.59</b>	<b>€ 5,744,111.30</b>	<b>€ 5,912,559.16</b>

## FINAL BALANCE

### Overview of programme expenditure

Programme area (PA)	Budget Heading	EEA Grants	Total grant	Programme eligible expenditure	EEA Grants contribution incurred	Total grant contribution incurred	Programme co-financing incurred	Total eligible expenditure incurred
PA04	Programme management	€ 915,000.70	€ 915,000.70	€ 1,076,471.41	€ 915,000.70	€ 915,000.70	€ 161,470.71	€ 1,076,471.41
PA04	Outcome 1: Enhanced gender equal opportunities in the labour market (EEA Grants)	€ 2,168,304.65	€ 2,168,304.65	€ 2,550,946.65	€ 2,102,333.14	€ 2,102,333.14	€ 370,999.96	€ 2,473,333.10
PA16	Outcome 2: Improved accountability systems for women's equal participation (EEA Grants)	€ 1,677,498.65	€ 1,677,498.65	€ 1,973,527.82	€ 1,663,094.34	€ 1,663,094.34	€ 293,487.24	€ 1,956,581.58
PA22	Outcome 3: Improved system for the protection and prevention of domestic and gender-based violence (EEA Grants)	€ 1,339,196.00	€ 1,339,196.00	€ 1,575,524.71	€ 1,113,150.57	€ 1,113,150.57	€ 196,438.34	€ 1,309,588.91
	<b>Total</b>	<b>€ 6,100,000.00</b>	<b>€ 6,100,000.00</b>	<b>€ 7,176,470.59</b>	<b>€ 5,793,578.75</b>	<b>€ 5,793,578.75</b>	<b>€ 1,022,396.25</b>	<b>€ 6,815,975.00</b>

### Description of budget spending

#### Programme management

The budget spending on management costs, during the programme, were of the following nature: internal human resources, external experts (project selection and monitoring); financial advisor independent from the PO; Selection process experts; Information System (SIMFEEE); equipments (laptops and computer equipment); Videoconferencing License; training sessions, 11<sup>o</sup> CC Meeting; program evaluation and indirect costs. According to the type of expenses, the execution was predominantly Staff Costs and External experts (project selection, monitoring, financial advisor, trainings, etc.). Depreciation of equipment, Meeting and travel costs and Cost of reporting and promotional and information activities, had almost no expression in terms of costs.

#### Outcome 1: Enhanced gender equal opportunities in the labour market (EEA Grants)

In PA04, the total amount realized was € 2.473.333,10, of which € 716.147,12 was in the PDP's, 407.841,06, in Call 1, € 792.938,60, in Call2, € 208.171,63 in SGS1, and € 348.234,69 in SGS3. The overall execution rate was 91,90%, with the PDP execution rate standing out at 98,10%. Call 2 and SGS3 have the lowest rates, respectively, 88,44% and 88,27%. The reasons for non-execution 100% are related to the bureaucracy associated with public procurement



and/or lack of knowledge of procedures, inadequate justification for expenses incurred, lack of knowledge of the Regulation and lack of experience in managing projects.

### Outcome 2: Improved accountability systems for women's equal participation (EEA Grants)

In PA16, the total amount realized was € 1.956.581,96, of which € 824.555,87 was in the PDP3 and 1.132.025,71, in Call 5. The overall execution rate was 93,17%, with the PDP execution rate standing out at 91,62% and Call 2, 94,34%. The reasons for non-execution 100%, in Call 5, are related to the bureaucracy associated with public procurement and/or lack of knowledge of procedures, inadequate justification for expenses incurred, lack of knowledge of the Regulation and lack of experience in managing projects.

### Outcome 3: Improved system for the protection and prevention of domestic and gender-based violence (EEA Grants)

In PA22, the total amount realized was € 1.307.240,15, of which € 462.345,26 was in the PDP's, 642.584,15, in Call 4, and € 202.310,74 in SGS2. The overall execution rate was 82,99%, with the PDP execution rate standing out at 68,61%. Call 4 and SGS2 have, respectively, 94,50% and 91,39%. The reasons for non-execution 100% are related to the bureaucracy associated with public procurement and/or lack of knowledge of procedures, inadequate justification for expenses incurred, lack of knowledge of the Regulation and lack of experience in managing projects.

## Calculation of the final balance

	EEA Grants
<b>Total reported eligible expenditure of the programme</b>	
Total eligible expenditure incurred	€ 6,815,975.00
(-) Total (national) programme co-financing incurred (15.00 % rate)	€ 1,022,396.25
(=) Total grant contribution incurred (85.00 % grant rate)	€ 5,793,578.75
<b>Amounts to be deducted from the total grant contribution<sup>1</sup></b>	
(-) Total advance and interim payments to the programme from the Donors	€ 6,065,000.00
(-) Any co-financing from sources other than the Donors/national <sup>2</sup>	€ 0.00

<sup>1</sup> Any funds reimbursed from Project Promoters to the Programme Operator, not paid to other projects or reimbursed to the FMO (ref. Article 9.4.1(b)(iv) of the Regulation) should be reported as negative adjustments in the Financial report for the last reporting period (Annex 1). In this case, such funds will be subtracted from the "Total eligible expenditure incurred" of the programme.

<sup>2</sup> For example, financing from EU structural funds or other EU sources, from the Swiss contribution, etc. This row includes only the financing incurred during the programme eligibility period.

(-) Total interest earned reported	€ 0.00
<b>Final balance</b>	
(=) Final balance payable to the Programme Operator	€ 0.00
(=) Final balance payable to the Donors	€ 271,421.25