



SPAIN

MINISTRY OF FINANCE AND PUBLIC ADMINISTRATIONS

EEA FINANCIAL MECHANISM 2009-2014

STRATEGIC REPORT – 2014

Covering the EEA Grant implementation in Spain between 1st of January 2014 and 31th December 2014.

National Focal Point

Kingdom of Spain, Madrid 2015

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Contents

1 EXECUTIVE SUMMARY.....	3
2 ASSESSMENT OF THE EFFECT OF THE GRANTS.....	7
2.1 Cohesion.....	7
2.2 Bilateral relations.....	10
3 REPORTING ON PROGRAMMES	21
3.1 Overview of Programme status	21
3.2 Individual Programme summaries	23
4 MANAGEMENT AND IMPLEMENTATION.....	51
4.1 Management and control systems.....	51
4.2 Compliance with EU and national legislation and MoU.....	53
4.3 Audit, monitoring, review and evaluation.....	58
4.4 Information and publicity.....	63
4.5 Work plan.....	66
5 SUMMARY LISTING OF ISSUES AND RECOMMENDATIONS.....	69
6 ATTACHMENTS TO THE STRATEGIC REPORT.....	71
7 ANNEXES TO THE STRATEGIC REPORT.....	71

Strategic Report 2014 - Spain EEA Financial Mechanism 2009-2014

1 EXECUTIVE SUMMARY

Main developments that may have affected the context where the programmes are implemented

2014 has been the turning point of the economic crisis in Spain, according to the macroeconomic data and the assessment of international organisms and Spanish authorities. However, many of the major economic problems hampering Spanish development are still in place (high unemployment, social disparities...) So, the main concerns for Spain are still the need to promote social welfare, to enhance social cohesion and inclusion, to foster research and development in innovative sectors as a new source of economic growth and to ensure environmental sustainability.

The Spanish annual investment in R&D is still far behind our European partners and the crisis has led to new cuts. The investment in research in universities is also experiencing cutbacks and funds for student's mobility have been reduced so most institutions have been obliged to reduce or to cancel their mobility funding schemes.

In the field of Social Action, 20% of the Spanish population lives below the poverty line and the situation is even worse in the case of children. NGOs play a crucial role in fighting against exclusion but are living a moment of change and facing challenges arisen from the crisis itself and from the needs detected to improve its capacity-building.

In Gender Equality, things are improving only very slowly. In 2014, the Spanish government approved the Strategic Plan for Equal Opportunities 2014-2016 with these following axes: equality in the workplace and combating wage discrimination; shared responsibility and work-life balance; gender-based violence; social and political participation of women; and education. Moreover, in December 2014, the Spanish Parliament passed a law amending the Corporations Acts to improve the corporate governance. Among other measures, the law provides that company boards should ensure that the selection procedures favor gender balance/equality and diversity.

Culture is the great forgotten in times of crisis. The budget of the Ministry of Education, Culture and Sport decreased 48,1% in the period 2009-2013. The leading cultural sector policy document is the General Strategic Plan 2012-2015 with five overall objectives: promote a national policy that guarantees the right and accessibility to culture; improve the communication and cooperation between public administrations and other institutions; make culture an integrated part of the project 'Marca España'; encourage participation of civil society; and encourage the establishment of cultural networks.

Key achievements towards the two overall objectives, using concrete examples from a selection of programmes

The two overall objectives were very much taken into account in the design of the programmes in Spain. As far as **the first objective is concerned, reducing economic and social disparities**, the selected programme areas reflect the chapters in which Spain is lagging behind its European partners, such as R&D or social and economic inequalities among the population.

Although the EEA Grants can't solve all the problems in Spain, many necessary steps are being taken towards reducing social problems and empower citizens. Two programmes are especially focused in this area, Gender Equality (ES04) and Active Citizenship (ES03).

Within the **ES04**, 72 projects are being developed which aims at improving the labour market access for women considered vulnerable or at risk of social exclusion (rural women, gender-based violence victims, immigrants, single mothers, Roma...); or reducing the equality gap in business (pay gap, women on Boards...); or fostering female entrepreneurship. Gender equality is not only a matter of justice, but also of economic advance for a society. And despite the projects are still in progress, there are already very good results (see Chapter 3).

Within the **ES03 Programme**, operated by the NGO Platform of Social Action, 158 Spanish organizations are involved in 38 projects with the objective of strengthening the NGOs capacities and making them able to provide better services for the most disadvantaged segments of the population. So, these improvements will contribute to reduce economic and social disparities in Spain. In fact, the NGOs beneficiaries of the programme focus their activity on the human rights of the most vulnerable groups, including child and youth people and women at risk of exclusion. And since the demand for this fund far outpaced the supply, the experience of the selected NGOs will serve to others as a key relevant experience in terms of lessons learned.

As regards the **second objective, strengthening bilateral relations**, the figures speak for themselves: three out of six projects have at least one Donor Programme Partner –it should be mentioned that ES07 have three- and more than 150 projects have donor project partners. This is the quantitative assessment, in the qualitative aspect, the cooperation between Spain and the Donor Countries, especially Norway, is being very fruitful.

47 projects out of 170 within the **ES02** (Environmental and Climate Change-related Research and Technology Programme) are being developed in collaboration with entities from donor countries (43 from Norway and 4 from Iceland). The collaboration is thus revealing very successful: a transfer of knowledge and technology is being developed, which will result in technological improvements, and new relationships are being built which are expected to be durable over time.

Gender Equality Programme (ES04) is another programme with a strong bilateral component. The Donor Programme Partner, LDO (The Ombud for Equality and Against Discrimination) is especially involved in the programme activities and projects. The DPP have helped to identify experts and potential partners for the projects. 16 out of 61 selected projects in the Open Call have a donor project partner, plus one pre-defined project, which involves 17 municipalities (15 Spanish and 2 Norwegian) exchanging best practices in work-life balance. Moreover, a good number of bilateral activities (workshops, best practices exchange seminars...) have been developed, especially in the field of gender-

based violence, a problem which Spain is effectively tackling, attracting the interest of the Norwegian authorities.

It should also be mentioned the **ES07 Programme** in which all the projects have a bilateral aspect: in the case of the students mobility, 219 students from 11 Spanish highest education institutions are studying this academic year in Norway, Iceland or Liechtenstein; in the case of the research mobility, 106 research projects are being developed, most of them by Norwegian-Spanish or Icelandic-Spanish scientist teams. Overall, around 300 researchers from Spain, Norway and Iceland are involved in this programme, developing projects in areas as mathematics, physics, climate change or energy. This is without a doubt, the perfect example of strengthening bilateral relations, in such important fields as education and scientific research.

It is expected that the cooperation launched within this ES07 programme will last after the EEA Grants closing and there are already some encouraging signs. For example, thanks to the relationship established under the Students Mobility call, University of Valencia and University of Oslo have won the European Language Award with a joint project whereby University of Valencia will train the future Spanish teachers in Norway.

Key management issues

2014 has been the intensive period of the implementation of the EEA Grants 2009-2014 in Spain. The six programmes were approved in 2013 so 2014 has been the year not only of the administrative articulation of the programmes but also the year of the Open Calls' launching, closing, reviewing and awarding.

11 Open Calls were carried out in the six programmes and more than 400 projects have been signed and are developing as planned. Moreover, some of the programmes and projects were already achieving results in 2014 (see Chapter 3), and it can be said that, in general, the outcome of the 2009-2014 period will be extremely positive.

Challenges (risks) and opportunities.

Most of the risks included in the risk map in 2013 for the Programmes have been overcome in 2014 and replaced by new risks. The only exception is the Cultural Heritage Programme (ES05). This Programme was approved in September 2013 and its risks are still the same, mainly because the level of implementation in 2014 has been low.

Most of the risks referred to in the previous period 2013 (and monitoring in 2014) were related to the Cohesion Objective, and stemmed from two factors affecting implementation:

- Uncertainty, by both POs and NFP, about whether it could be possible to develop complex programmes in such a short period of time. It should be noticed that the project's eligibility deadline is December 2015. Finally, all the programmes have been successfully developed and they have overcome the identified risks through applying the preventive measures envisaged and included in the Strategy Report 2013.

- Insecurity about the feasibility of implementing conceptual innovations in the EEA Grants Programmes in Spain, such as the financial instrument developed by CDTI in ES02; the Coordinated Mobility in the ES07; or the periods of development maturation previous to the Open Call resolution designed by the NGO Platform of Social Action in ES03. This NGO Platform has no previous experience in Grants management, even though the results are really being overwhelming.

The risks that have emerged during the programmes implementation in 2014 (to be monitored in 2015) may be included in the chapter of Operational Issues and mainly affect the finalisation projects financed with the EEA Grants. Risk categories for each programme are included in Attachment 7 of this document.

2 ASSESSMENT OF THE EFFECT OF THE GRANTS

2.1 Cohesion

2014 marked the turning point of the financial crisis in Spain, according to macroeconomic data. Spanish GDP increased 1.4% in 2014, after decreasing 1.2% in 2013¹, apparently leading the recovery in Europe.

The main causes of this incipient recovery are foreign investments, exports and fall of oil prices, according to the experts, but the citizens doesn't feel it yet in their pockets. Although unemployment declined by 477,900 persons in 2014, 23.7% of the Spanish workforce can't find a job. The situation is even worse for young people. The Spanish youth unemployment rate exceeds 50%, the highest in Europe.



So, the main concerns for Spain are still the need to promote social welfare, to enhance social cohesion and inclusion, to ensure environmental sustainability and protect Spanish cultural heritage (as said in the Strategic Report 2013).

At a small scale, the EEA Grants contribution can be appreciated in some sectors, although it is difficult to evaluate the impact in the general indicators.

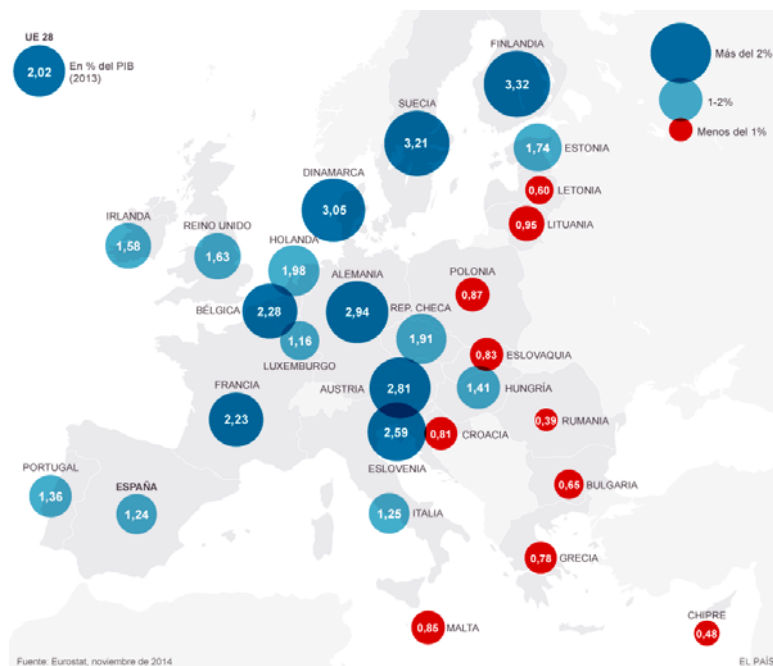
Although the Spanish economy seems to be leaving behind the worst of the recession, there are still serious challenges that threaten the incipient recovery.

The public discourse about the necessity of transforming an economy based on housing and tourism into knowledge and innovation-based one faces some harsh realities.

The Spanish annual investment (public and private) in R&D is 1.24% of the GDP, far behind our European partners with an 2.02% GDP average. In 2013, the investment in this field amounted to 13,052 million euros, a cut of 2.8%. In the Public Administration the cut was even bigger, 4.7%².

¹ Statistics National Institute of Spain (INE). <http://www.ine.es/prensa/cntr0414a.pdf>

² Statistics National Institute of Spain (INE) <http://www.ine.es/prensa/np873.pdf>



In leading sectors, as energy, important not only in economics term but also in environmental aspects, the Spanish Government energy reform has brought investments in green energy to minimum levels.

In this sense, the EEA Grants Environmental and Climate Change-related Research and Technology Programme (ES02) is contributing to achieve the Spanish goal for 2020 to raise the level of R&D investments up to 3%. But, above all, it is contributing to the economic growth. 184 Spanish companies are developing 170 innovative projects in this field. The high number of proposals submitted demonstrates the great interest by the Spanish companies to develop research and development projects when the conditions are favorable (the non-reimbursable portion of 20% has proved a clear incentive).

The investment in Research in Universities is also experiencing cutbacks. Funding made available by the Spanish Government for civil research in the form of grants decreases 7 million euro in 2015 respecting to 2014. Scientific associations inform that public R&D investment is now at the level it was in 2005. And the so-called 'brain drain' is hitting hard on this field. Between 2010 and 2012, more than 7.500 researchers left³ due to funding shortages. Moreover, funds for student's mobility have been reduced and most institutions have been obliged to reduce or to cancel their mobility funding schemes. In this context, the EEA Grants NILS Science and Sustainability Programme (ES07) is allocating 4 million euros in grants scholarships for researchers and university students to continue their work/study in Norway, Iceland or Liechtenstein.

Another persistent problem in Spain is inequality. The financial crisis has caused a sharp increase in the number of people in need of assistance. 20% of the Spanish population lives below the poverty line and child poverty affects 27.5% of the children under 16 years (2,306,000)⁴.

³ Statistics National Institute of Spain (INE). http://elpais.com/elpais/2014/12/26/ciencia/1419588463_147977.html

⁴ Report on children in Spain 2014. Unicef. http://www.unicef.es/sites/www.unicef.es/files/infancia-espana/unicef_informe_la_infancia_en_espana_2014.pdf

Households with children in which all members are unemployed. Spain



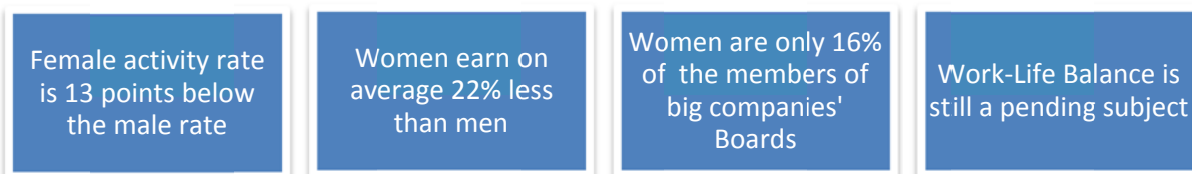
Source: Eurostat 2013

However, Spain only allocates 1.4% of the GDP to social protection policies, while the average on the EU is 2.2%. In this context, NGOs play a crucial role in promoting social inclusion as well as fighting against discrimination. The Third Sector of Social Action in Spain is living a moment of changes and facing challenges arisen from the crisis and from the needs detected among NGOs to improve its capacity-building and their participation in social and political life. EEA Grants is committed to support NGOs in Spain through the Civil Society Programme (ES03).

Among the main groups at risk of poverty and exclusion are women. Several institutions have warned about the harsh consequences of the crisis on women and the feminization of poverty, especially single mothers, immigrants or from minorities (Roma).

Besides that, due to the crisis, some questions have taken second place. For example, gender equality.

Gender equality in Spain⁵



The situation is hardly better in the rest of Europe. European Commission warned in April 2014 that despite 60% of university graduates being women, they are still paid 16% less than men. They are more likely to work part-time and to interrupt their careers to care for others. As a result, gender gap in pensions stands at 39%.

The results of the first EU wide survey on violence against women⁶ show that one in three women (33%) has experienced physical and/or sexual violence since the age of 15.

⁵ Ministry of Health Social Services and Equality. <http://www.inmujer.gob.es/actualidad/PEIO/docs/PEIO2014-2016.pdf>

The EEA Grants Gender Equality Programme (ES04) is the second more important in Spain in terms of funding. The objective is to foster gender equality and work-life balance. Not only for justice purposes, but also for profitability, because gender equality can contribute significantly to economic growth through increasing the stock of human capital, market competitiveness and productivity. During 2014, the Spanish Government approved the Strategic Plan for Equal Opportunities 2014-2016 that intends to tackle those obstacles that make “actual equality” still lag behind “official equality”. The axes of this Strategic Plan are: equality in the workplace and combating wage discrimination; shared responsibility and work-life balance; gender based violence; social and political participation of women; and education. Moreover, in December 2014, the Spanish Parliament passed a law amending the Corporations Acts to improve the corporate governance. Among other measures, the law provides that Boards should ensure that the selection procedures favor gender equality and diversity.

Culture is the great forgotten issue in times of crisis. In the period 2009-2013, the budget of the Ministry of Education, Culture and Sport decreased 48.1%⁷. And this has made Spain to lose 2,100 million euros in revenues, according to the Ministry itself. These figures show that the current situation of cultural sector in Spain is paradoxical: on the one hand, the level of investment has been reduced but, on the other, culture is a key factor in wealth and employment generation, as well as a tool to favor intercultural relations. Besides, the sector has continued suffering in 2014 for the VAT increase (from 8% to 21%) that affect all cultural manifestations. The leading cultural sector policy document is the General Strategic Plan 2012-2015, published by the State Secretariat for culture, with five overall objectives: promote a national policy that guarantees the right and accessibility to culture, improve the communication and cooperation between public administration and other institutions; make culture an integrated part of the project ‘*Marca España*’; encourage participation of civil society; and encourage the establishment of cultural networks.

EEA Grants support culture in Spain through two programmes: Cultural Heritage (ES05) –the prevalent PdP for equipment and action plan implementation of the Centre Federico García Lorca in Granada- and Cultural Diversity and Cultural Exchange (ES06).

2.2 Bilateral relations

- a) Progress towards the overall objective of strengthened bilateral relations. Focus on what has been achieved in 2014.

In 2013, the bilateral relations between Spain and the donor states were strengthened mainly through events helping, on the one hand the launching of programmes and on the other hand facilitating the communication between the Programme Operators and the potential applicants/project promoters of calls and the Donor Programmes Partners and other potential Partners.

⁶ Carried out by the European Union Agency for Fundamental Rights (FRA).

<http://web.ua.es/es/cem/documentos/normativasobreigualdad/violencia-de-genero-contra-las-mujeres-una-encuesta-a-escala-de-la-ue.pdf>

⁷ Report “Arts and Culture Financing in Europe”, Fundación Alternativas and Fundación SGAE. <http://www.falternativas.org/occ-fa/noticias/fundacion-alternativas-y-la-fundacion-sgae-presentan-el-estudio-el-modelo-espanol-de-financiacion-de-las-artes-y-la-cultura-en-el-contexto-europeo-20810>

All calls implemented, the focus of bilateral relations in 2014 had had a wider range that will continue in 2015. This cooperation mainly is based on two aspects:

1. The consolidation of relationships between POs and DPPs both at institutional and personal level in all areas covered by the Programmes in Spain
2. The prospective of a sustainable relationship between Spain and Donor Countries (DC) beyond the EEA Grants 2009-2014 period at administrative and political level as well as in the private sector, academia and civil society. New lines for bilateral actions for long-term cooperation are the challenges faced through Cooperation Committees and the monitoring of projects in collaboration with DPP.
3. Other elements of bilateral relations include cooperation in investment, cultural exchange, as well as general knowledge, understanding and public awareness about the other country and the ties existing between them.

Considering the existing relations between Spanish and DC institutions and the number of partnerships in projects reached in 2014, the overall objective of strengthened bilateral relations is more than achieved even though it is too soon to assess some indicators that depend directly from the projects' results and can't be measured prior to their finalisation. Those results regarding the Bilateral Relations funded from Bilateral Relations at Programme level are showed in chapter 3.2 of this Strategic Report.

b) [Mention concrete results for each of the four outcome areas.](#)

The EEA Grants in Spain are increasing the extent of cooperation between countries' institutions and individuals, at programme and project level, through formal partnerships or through more ad hoc exchange and collaboration financed by bilateral funds.

- [Extent of cooperation](#)

During 2014, regarding the advance of cooperation at national level a 37.7% of the projects awarded by the 6 programmes in 11 calls launched are being carried out in association with at least one partner from DC. That means a total of more than 150 initiatives in collaboration with donor countries partners out of more than 400 projects in implementation. This figure is a remarkable achievement and reflects the success of the bilateral activities directed to promote partnership carried out by POs in 2013.

It should be noticed the extended bilaterally of two programmes.

- The first one is ES06 managed by the Royal Embassy of Norway in Spain. Projects regarding cultural diversity have been developed with 100% on partnership, especially 8 of them between cultural institutions from Spain and Norway. Those cooperation projects are clear examples of collaborative projects that have contributed to strengthening international cooperation and networks between cultural operators. Institutions from Spain and the donor states have cooperated in planning and implementing the activities.
- The second one is ES07 managed by the Complutense University of Madrid. Every activity funded within this programme is a bilateral activity. Projects involving student's mobility need bilateral agreements to be signed in advance (within Erasmus + programme and research and advanced training activities are carried out within inter-institutional cooperation modality. Every funded project needs an agreement signed by partners from every participating country. This means that not only individuals but also institutions will be involved and develop a higher mutual knowledge and, hopefully, a higher future cooperation. We can estimate that about 34%

of Spanish higher education students (bachelor and master) outgoing to Norway, Iceland and Liechtenstein are being supported by the EEA grants through NILS programme, during academic year 2014-2015.

- **Shared results.**

The bilateral cooperation in projects and programmes represents a contribution to solving particular issues through sharing experience, knowledge, know-how and technology and working together for joint results such as the development of policies, laws, strategies or new knowledge or practice.

In that sense all programmes in Spain present this dimensions of sharing results but probably ES05 (Garcia Lorca centre) due to its particularity as mainly a single pre-defined project while is partially balance by an ambitious Bilateral relations plan at Programme Level.

These processes of working together are especially intense in ES03 at programme level and in ES04 at project level, included pre-defined projects. This difference of approach in the strengthening of bilateral relations comes from the different structure of both programmes but in both cases the input from institutions from Spain and DC is vital to reach the programme/projects outcomes.

- **Improved knowledge and mutual understanding**

Increased cooperation and joint initiatives bring people and institutions together and create space for improved knowledge and mutual understanding between individuals, institutions, states and the wider public. Such an outcome is an important characteristic of strengthened bilateral relations. This cooperation under EEA Grants is increasing knowledge of the donor states' contribution and policies to solving European challenges in Spain and understanding of each other country.

This process of mutual engagement that has been consolidated in all programmes during 2014 is foreseen to be the main challenge during 2015 and the first half of 2016 in Spain.

- **Wider effects**

Wider effects have happened as a result of institutions working together and finding common ground for extending their cooperation beyond the projects and programmes.

Those wider effects have ususally been carried out in parallel with the bilateral activities designed for the Programmes. We shall mention here:

- **Common sector-wide initiatives** as the meeting celebrated under the umbrella of ES02 Programme between the State Secretary of Science, Technology and Innovation, Mrs Maria Luisa Poncela, the Ministry of Foreign Affairs of Norway Mrs Ingvild Næss Stub and the General Director of CDTI, Mrs Elisa Robles-Fraga on 14th May 2014.

Main issues dealt during the meeting were among others the effects of the Programme in the areas of renewable energy and environmental technology in Spain, as well as the bilateral cooperation program derived and future opportunities of collaboration between Spain and Norway in the field of research, development and innovation.

- **Work to address common European challenges**, has its expression in the PdP 5 under ES04 Programme “*Exchange of Best practices GBV*” promoted by the Spanish Government delegation on Gender Based Violence. It consist on the exchange of best practices and existing legal instruments between Norway, Iceland and Spain to fight against gender based violence regarding the area of Justice in the framework of a comparative analysis on the law of ten countries of the European Union in this issue. A public presentation is foreseen in 2015. The Project will finish in June 2015.
- **Joint initiatives in inter-governmental organisations**, as for example the bilateral project from the Open Call under the programme ES03 DP-162 whose promoter is the FELGTB (State Federation of Lesbians, Gays, Transsexual and Bisexuals). The aim is the creation of a No Hate Network and is formed by prosecutors, security forces of the state, media, enterprises, administration and ONG, where two organizations involved come from donor countries: SAMTOKIN'78 (the National Queer Organization) from Iceland and LLH (Landsforenigen for lesbisk og homofil frijoring), from Norway. The participation of NGOs in Norway and Iceland has enabled sharing experiences on hate crimes between countries and promote the exchange of tools. In March-April 2015 the technical team of the project is going to visit Norway and Iceland

Aforementioned wider effects, as a result of activities carried out in 2014, already represent an important added value and are expected to have an important impact on bilateral relations. Those examples of bilateral cooperation are hoping to emerge as spin-offs from joint initiatives, and may have long-lasting effects

c) **Key events/meetings in the reporting period at national level between the Donor states and Spain that may have contributed to strengthened bilateral relations.**

Main events implemented by the Programmes are described in chapter 3.2 of this Strategic Report. Nevertheless, we should emphasise the importance of the International Conference “*Together Against Hate Speech and Hate Crime: Innovative partnership initiatives between governments, civil society and international organizations*” held on 27 November in Madrid and organised by ES03 programme Operator in collaboration with the Royal Norwegian Embassy in Spain and the Ministry of Health, Social Services and Equality⁸.

This Conference brought together around 200 high-level representatives from governments, civil society and international organisations including the Council of Europe and the EU Agency for Fundamental Rights, as well as Spanish government representatives and NGOs all active in combating hate speech and hate crime.

The conference served as a forum for sharing ideas and experience and for discussing practical initiatives to help prevent, raise awareness and take action on this issue.

⁸ You can visit the webpage of the conference for more information <http://www.plataformaong.org/conferencia/en/audiovisual-gallery/>

d) [An assessment of the cooperation with the Council of Europe.](#)

The cooperation with the Council of Europe during 2014 in the framework of EEA Grants was developed for the conference mentioned in the previous point “Togheter Against Hate Speech”. In Spain the impact of the conference in the media was great and in the political area it achieved two main objectives, according to the Programme Operator:

- The approval on 17th December 2014 of the protocol for the police to prosecute hate crimes
- The development of the legislation to protect victims of Hate Crime (this topic is being discussed actually in the Spanish Parliament)

e) [Summary of the main risks that the programmes will not contribute to this objective as well as the mitigating actions put in place/needed to address these risks.](#)

As aforementioned, all programmes in Spain are developing an excellent performance regarding bilateral relations, both included in the planning of bilateral funds at National level and at project or Programme levels. Of course there are always risks in the achievement of any objective (in this regard please see the attachment 7 of this report) but not really decisive risk that could jeopardised the bilateral relations of the Programmes. Only worth mentioning are the problems of ES05 programme in finding partner for its planned bilateral activity Romani Lives Exhibition. It has been impossible for the Programme Operator to find a suitable venue for this exhibition and its associated activities. It is highlighting the significant effort made by the LDO (ES04 Donor Programme Partner) collaborating with ES05 to contact with different institutions. The mitigating actions proposed face the replacement of this activity by a new bilateral activity in 2015 consisting on a series of Spanish-Norwegian films related with women. The Royal Norwegian Embassy in Spain has already contacted the Norsk Filminstitutt and introduced them the Director of “Mujeres de Cine”. Formal proposal of modification of the “Bilateral Relations Plan” will be sent to the FMO by April 2015.

f) [Fund for Bilateral Relations at National Level.](#)

During 2014, a total of 5 out of 6 planned activities were implemented under the Bilateral Relations fund at National Level. The activity on launching of the report on the challenges of European Welfare States, planned for October 2014, was postponed to 2015 (done on 24 March 2015).

*Bilateral Relations fund at National Level - Spain
 Work Plan for 2014 and beyond*

EVENTS PROPOSED		YEAR	BUDGET
		2014	
1	Study tour PO/DPP ES02		12,000.00
2	Equality bodies exchanges: intersectionality and multiple discrimination (ES04): 2 study visits PO/DPP April and October)		10,000.00
3	Study tour ES05 (Sept)		17,000.00
4	Launching of the report on the challenges of European Welfare States (ES04) (October)		10,000.00
5	No hate documentary (ES06) (November)		20,000.00
6	Closing event ES06 (December)		15,000.00
Total 2014			84,000.00
7	Equality bodies exchanges: intersectionality and multiple discrimination (final conference, March) (ES04)		11,000.00
8	Closing events other programmes and grants		22,907.54
Total 2015/2016			33,907.54

*Bilateral relations fund at National level - Spain
 Plan 2014 – Implementation
 Revised: 30 March 2015*

TOTAL BILATERAL FUND 229.250

	PROGRAMME	ACTIVITIES PROPOSED	ALLOCATED	SPENT	% BUDGET EXPENDED
1	ES02	Study tour PO/DPP June 2nd 6th 2014	12.000,00	8.582,10	72%
2	ES04	Equality bodies exchanges: intersectionality and multiple discrimination: 2 study visits PO/DDP April 2014 and 1Q 2015 Total budget: 10.000€ ⁹	3.479,28	3.479,28	100%
3	ES05	Cultural exchange with Norw entities (cinema, design...) Study Tour May and Sept 2014 Total budget: 17.000 € (**) ¹⁰	8.086,82	8.086,82	100%
4	ES06	No hate documentary - November 2014	20.000,00	16.722,20	84%
5	ES06	Closing Event- December 2014	15.000,00	8.632,87	58%
TOTAL 2014			58.566,10	45.503,27	78%
Implementation			26%	20%	

CUMULATED 2014	153.646,96	134.142,79	87%
Implementation	67%	59%	

TOTAL ALLOCATED 75.603,04

TOTAL REMAINING 95.107,21

NFP has managed the use of these funds and monitored the implementation of such activities according to its MCS, attending all activities developed in Spain and applying the established methodology for payment applications.

ES 02: Study tour PO/DPP, 2-6 June 2014.

A Competence Building Activity was developed with the aim to promote the bilateral relations within the «Environmental and Climate Change-related Research and Technology» Programme.

It has consisted in a field trip to Norway by five people from CDTI to meet relevant personnel from Innovation Norway and the Research Council of Norway (RCN) in Oslo in order to exchange knowledge

⁹ 1 study visit implemented in 2014. Remaining budget allocated for this activity in 2015 is €6,520.72

¹⁰ 1 study tour implemented in 2014. Remaining budget allocated for this activity in 2015 is €8,913.18

regarding R&D financing programmes and policies at National, European and International level with the goal to share best practices and improve the cooperation between the public agencies from Spain and Norway.

The people of CDTI involved in the study trip have been:

- Javier Ponce: Chief Financial Officer.
- Carlos de la Cruz. Managing Director of Technical Evaluation
- Juan Antonio Tébar. Head of Department of Societal Challenges
- José María Pérez. Head of Department of Energy, Transport, Manufacturing and Digital Society
- Luis Enrique San José. Head of Department of Analysis and Investments

The field trip has included a visit to Trondheim to study the activities developed by two of the main R&D centers in Norway, SINTEF and the Norwegian University of Science and Technology (NTNU) being both Donor States Partners within some of the projects financed by the 1st Call of the EEA Grants Programme.

[ES 04: Equality bodies exchanges: intersectionality and multiple discrimination. 1st study visit PO/DDP, April 2014.](#)

This first visit to Oslo was the kick off meeting of a bilateral exchange program between the Norwegian Equality and Anti-Discrimination Ombud (LDO) and the Spanish Council for the Promotion of Equal Treatment and Non-Discrimination on the Grounds of Racial or Ethnic Origin (the Council). After the three days visit that was held on 7th-9th May 2014 in Oslo, a second visit and a Final Conference have been programmed and budgeted.

The general objective of the proposed exchange program aimed at a better understanding of the creation process, organizational structure, legal mandate, objectives, functions and the most relevant activities and programmes developed by the LDO, taking in account the important role played as a national equality board.

The agenda for the first study visit was agreed with representatives from the LDO and the Spanish Council. The key issues to be discussed at this first meeting were focused on:

- Legal and institutional evolution process that lead to the establishment of the LDO
- Extension of the mandate: grounds of discrimination covered and spheres of intervention.
- Governance and independence (appointment of the director of the LDO, accountability, independence guarantees with regard to the government, relationship with the judiciary and the Parliamentary Ombudsman and with civil society organisations and NGO, etc.).
- Budget (allocation process, setting priorities, control) and financial management.
- Agenda setting (activities, priorities, etc.) and planning.
- Protocols and strategies to assist victims of discrimination
- Awareness raising campaigns and communication strategies.
- Information and training activities (internal and external).
- Gender mainstreaming (multiple or intersectional gender discrimination).

The delegation included 3 representatives of the Spanish State Administration: two people of the Ministry of Health, Social Services and Equality (MSSSI). These two persons, an Assistant Deputy Director

(Javier Fernández González) and a Technical Adviser (Rosario Maseda García), are directly engaged in the Council's programmes and specifically in the coordination of the working groups of the Council. The third person works as Technical Adviser (Félix Labrador) at the Centre for Educative Innovation and Research (CNIIE), of the Ministry of Education, Culture and Sport.

ES 05: Cultural exchange with Norwegian entities (cinema, design...) Study Tour May 2014.

As part of the complementary activities plan for the fostering of bilateral relations, the Spanish Ministry for Education, Culture and Sports (MED) organized a work meeting between the Spanish and Norwegian cultural delegations in Oslo the 4th and 5th of June, 2014, with the aim to establish contacts between subsectors and explore opportunities for collaboration.

By the Spanish delegation attended to the study tour Faustino Díaz Fortuny (Deputy Director of Cultural Industries), Benito Burgos Barrantes (Support Unit ICAA), Carlos Fernández Peinado (Support Unit INAEM), Rafael Carazo Rubio (Office of the Minister of Education, Culture and Sports) and Darío Tobes (EEA Grants coordinator). By the Norwegian Embassy in Spain attended Eva Puig Syversen.

After this experience, both countries will work simultaneously in the development of a plan to facilitate a bilateral approach through co-productions, artistic and academic conferences, as well as in designing together future projects in common.

Conclusions:

1. The cultural models of Norway and Spain are similar in terms of activity areas, so there are possibilities to increase the existing relationships once established the appropriate interlocutors.
2. The Norwegian model of cultural sector financing has a public funding statewide which is much more important than in the Spanish model. However, they are exploring new forms of mixed financing in which civil society can play a more important role.
3. Cultural industries are a strategic sector in both countries, so there are a lot of possibilities to share success stories and new business models to modernize, make the sector more competitive and create jobs.
4. The size of the cultural industries requires international collaboration between partners to achieve a sustainable sector in a global market.
5. There are many possibilities for bilateral and multilateral cooperation between authorities and cultural companies that will be explored at the sub-sectorial level.
6. Before the end of the year the possibility of making bilateral contacts between the two countries at the level of General Managers will be studied.
7. The state of the bilateral projects was reviewed, confirming that cultural industries forum and the Ibsen-Lorca exchange activities are progressing in the manner provided. On the other hand, the Romani Life's exhibition is having troubles to find a suitable space in Oslo. If this problem is not resolved the suitability of the activity will be posed.

After the meeting with the Norwegian Ministry of Culture, it was established the proposal to work on specific projects, like to include Norway, through the Arts Council Norway, in the Open Method of Coordination (OMC) working group on Cultural and Creative Industries.

ES 06: No hate documentary, November 2014.

The Programme Operator for ES03 (NGO Fund), in cooperation with the Programme Operator for ES04 (Gender), The Spanish Youth Institute (Injuve), Council of Europe (CoE) and the Norwegian Embassy in Madrid organised the No Hate Conference in Madrid in November 2014. In this environment, the Norwegian Embassy in Madrid planned and produced a short documentary promoting the No Hate Movement that was presented at the No Hate conference (<https://vimeo.com/112261718>).

The Embassy has been in contact with the Spanish reporter Jon Sistiaga, who has long experience as an in-depth journalist. He is known for his work as a foreign correspondent in conflicts such as Rwanda, Northern Ireland, Kosovo and Iraq. Additionally, he is known for his engagement in the No Hate Movement. One of his works is the documentary “The hunting of the homosexuals” (La caza del homosexual) (<http://canalplus.es/jon-sistiaga/videos/programas-completos/?id=1060822&media=AF938536&cc=PLTVPR>).

The idea was to produce a short documentary (maximum 15 minutes) where Jon Sistiaga analysed in depth this current European challenge and showed us the private matters of his journalist investigation sharing with the spectator the journalist experience at the same time that answer the arisen questions.

ES 06: Closing event, December 2014.

The Programme ES06 Cultural Diversity and Cultural Exchange received 500,000 Euro through the EEA Grants. The implementation period for the projects finalised by the end of September 2014 and the Embassy organised a closing seminar for the Programme in December 2014.

The aim of the seminar was not only to mark the end of the Programme by looking back at lessons learned, but also looking forward to possible cooperation projects in the future.

The objectives were both to celebrate the implementation of the funded projects, and to engage project promoters, donor state representatives and other stakeholders in active dialogue.



Main issues discussed included:

- Cultural work within the EEA Grants: the importance of the cultural sector for the EEA Grants, synergies between the 16 beneficiary countries, synergies with EUs cultural programmes and the case of Polish-Spanish cooperation.

- Cultural work within the Norwegian Embassy in Madrid: the catalyser for strengthening bilateral relations Norway-Spain.
- Possibilities for project funding within the Spanish Ministry of Education, Culture and Sport, presenting the Spanish programmes.
- Presentation of the European Union’s cultural programme: Creative Europe
- Presentation of the results in Spain within the programme “Cultural diversity and cultural exchange”
- The voice of the beneficiaries: presentation of two projects, facing the issues of objectives reached partnerships and sustainability.

Work Plan for Bilateral Relations fund at National Level.

The work plan for 2015 and beyond of activities under the Bilateral Relations fund at National Level was proposed and discussed during the Annual Meeting 2014, reaching the agreement of five bilateral activities as defined in the table below and in annex 5 of this Strategic Report.

*Bilateral Relations fund at National Level - Spain
 Work Plan for 2015 and beyond*

TOTAL REMAINING AT 01 January 2015 **95.107,21**

	PROGRAMME	ACTIVITIES PROPOSED 2015/2016	BUDGET (€)
1	ES04	ES04 – Equality bodies exchanges: a)2 study visits PO/DPP April and October (1st study visit done&paid in May 2014, 2nd one postponed to April-May 2015) b)final conference, postponed after the 2nd study visit	16.000,00
2	ES04	ES04 – Follow up on implementation recommendations of the study (2014/2015)	16.308,00
3	ES05	ES05 – Culture sector study visits (1st study visit done&paid in June 2014, 2nd one postponed to April 2015)	8.913,18
4	ES06	ES06 – Launching of the report on the challenges of European Welfare States (postponed to Q1 2015)	10.000,00
5	ES06	ES06 + NFP – EEA Grants Spain Closing Ceremony and Final Report	27.000,00
Closing events and other activities 2015/2016			16.886,03
TOTAL ALLOCATED 2015/2016			78.221,18

Two additional activities initially proposed:

- ES03 – Evaluation seminar on the Programme (2016) – 15.000,00 Euro

- ES07 – Study Trip. Building Sustainable Cooperation in Higher Education and Research (June 2015) – 12.000,00 Euro

Those activities were not approved in order to make budget available for the EEA Grants Spain Closing Ceremony. The remnant may be used to recover one or both of those activities

3 REPORTING ON PROGRAMMES

3.1 Overview of Programme Status

g) Progress in establishing agreed Programmes, including calls undertaken.

2014 has been a crucial year for EEA Grants 2009-2014 implementation, which has meant a huge activity in all programmes. Most of the programmes were approved in the summer of 2013, so now the programmes have been running for 14 months (some of them even less).

During this period, besides articulating administratively the programmes, Spanish Programme Operators have launched and closed 11 Open Calls. Adding the results of these calls to the predefined projects, up to December 2014, 413 projects were in progress.

The workload throughout these months is reflected in the timetable of activities related to each open call that the NFP has developed (see Annex 1).

Almost all the programmes have successfully exceeded the targets in record time. The analysis of the target indicators of achievement set in each Programme Agreement (see chapter 3.2) is different and to summarize:

ES02 Programme contains 7 target indicators of achievement. Up to December 2014, 85% of the indicators exceeded 100% accomplishment. The only one in 83% accomplishments is the *percentage of women in funded period* indicator.

ES03 Programme takes into account 10 target indicators of achievement. Most of them are linked to the achievements of the projects selected in the Open Call, barely starting in 2014. While it is too early for assessing achievements, 40% of the indicators reach a value equal to or exceeding 100%.

ES04 Programme includes nothing less than 16 target indicators of achievement. As stated in the previous Strategy Report, this is such a difficult programme that it may be questioned if it has the appropriate means for its implementation. However, 50% (8) of the indicators reaches a value equal to or exceeding 100%. The remaining indicators depend on the development of the projects currently in progress. The indicator *Number of municipalities implementing work-life balance plan* reaches 80% of its target indicator of achievement.

ES05 Programme includes 5 performance indicators. Up to December 2014, all of them are 0% achieved because they are linked to activities that should be developed after the first part of the PdP Equipment of García Lorca Centre. It is expected that they start to develop in the second half of 2015.

ES06 Programme includes 3 performance indicators. The projects were finished in September 2014 and the programme will be closed by July 2015. 100% of the performance indicators reaches values exceeding 100%.

ES07 Programme includes 10 performance indicators, which 50% reaches a value equal to or exceeding 100%. Many of the performance indicators refer to data of projects still in progress.

Bilateral activities developed by the Programme Operators through bilateral funds at programme level is included in next chapter. Although each programme has different kind of bilateral activities planned, one concern is certainly shared: the sustainability of the networks and relations created between Spanish and Donor Countries institutions beyond the EEA Grants 2009-2014 period.

h) Commitments and disbursements made by the Programmes

	BUDGET	PREVIOUS YEARS			2014			TOTAL TO 2014			
		INCURRED	DISBURSEMENTS FROM FMO	PAYED TO PO/PP	INCURRED	DISBURSEMENTS FROM FMO	PAYED TO PO/PP	INCURRED	DISBURSEMENTS FROM FMO	PAYED TO PO/PP	PAYED/ INCURRED
ES01	917.000	232.809	319.891	119.562	191.223	212.659	214.225	424.032	532.550	333.788	79%
ES02	18.215.000	452.467	4.264.077	0	4.292.270	490.033	4.703.593	4.744.737	4.754.110	4.703.593	99%
ES03	4.585.000	139.193	1.609.314	221.984	2.372.990	1.915.790	2.561.957	2.512.183	3.525.104	2.783.941	111%
ES04	10.191.250	1.458.028	5.086.849	3.981.849	5.831.028	51.000	1.150.000	7.289.056	5.137.849	5.131.849	70%
ES05	4.085.000	44.766	1.270.750	38.250	1.135.609	1.308.720	2.528.640	1.180.375	2.579.470	2.566.890	217%
ES06	500.000	294.853	397.500	n.a.	23.792	102.500	n.a.	318.645	500.000	n.a.	n.a.
ES07	3.918.000	37.559	1.544.675	1.462.258	2.321.103	1.517.456	1.598.189	2.358.662	3.062.131	3.060.447	130%

- In the case of **ES05**, data for 2014 are incomplete because had not presented yet IFR4 (December 2014) and the IFR3 is still provisional.
- In the case of **ES06**, data for 2014 are incomplete because had not presented (December 2014) IFR6.
- In payments data from 2014, the **interest generated during 2013** has been already discounted.
- In the total calculation, the differences between FMO disbursements and payments to PO are because some payments are carried out in 2015 or some expenditure not yet justified.

i) Problems related to absorption and/or disbursements, with suggested solutions

Not especial problems related to absorption or disbursement has arisen during the period.

3.2 Individual Programme summaries

ES 02: Environmental and Climate change-related Research and Technology.

Programme Approved on 10th June 2013.

a) Overall progress as regards implementation of the Programme (Open calls).

The first call was launched in 2013 but awarded at the beginning of 2014. At the same time, and due to the fact that the proposals approved for funding were insufficient to allocate all the Programme Funds a second Call was launched in the first quarter of 2014.

The results of the second call ratify the relevance of carrying out this programme, as they demonstrated also the results of the first call. There is a great interest by the Spanish companies to carry out research and development projects aimed at environmental improvement, energy efficiency, renewable energy and climate change. It is important to highlight that, within only eight months (from 2nd August 2013, when the first call was opened, to 10th April 2014, when the second call was closed) 339 project proposals, involving 377 Spanish companies, were submitted.

Three relevant aspects put on light the success on the implementation of this Programme.

- Spanish companies welcomed the EEA Grants programme, due to the economic crisis and lack of public financing.
- The large number of proposals submitted is largely due to the impressive communication and information campaign developed by CDTI and Innovation Norway. 41 dissemination events were held.
- The tremendous work carried out by CDTI with two consecutive Open Calls. Moreover, the management has been even tougher due to the special features in its design (loan + grant). It should be emphasised that the team in charge of the EEA Grants is quite small.

The management of 339 project proposals make it clear the great effort that the staff involved in this programme has been developing in their day-to-day activities.

ES02 FIRST CALL	ES02 SECOND CALL
F i v e C o Closed 2013. Projects awarded : 97 Projects signed: 83 Projects signed with partner: 34 (31 Norway – 3 Iceland)	Closed 10/04/2014 Projects awarded: 101 Projects signed: 91 Projects with partner: 16 (15 Norway – 1 Iceland) Remnant budget : 774,391.93€ ¹¹

¹¹ The figure now is 4.62% of the budget taking into account the current state of implementation to March 2015 (774,391.93 euros over 16,754,050), and also due to resignations.

companies have resigned for different reasons, and they finally don't develop the project. Considering that the number of companies involved is 184 (on 170 projects) we can consider a success the job carried out by the project promoters.

b) Progress towards expected outcomes.

All the objectives set are far fulfilled with the results of the two calls. The only indicator that is below the objective is the percentage of women in funded projects, which is 24.80%. Most of the projects belong to the field of engineering, systems development etc. which are usually occupied by men. Women, in the field of R&D, tend to have greater participation in sectors related to biotechnology.

INDICATOR	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
R&D Projects submitted (total)	100	339	339%
Share of Donor Partnership Projects submitted	10%	23.60%	236%
Eligible total budget in approved R&D Projects	80,000,000	111,830,161	140%
Eligible total budget in Donor Partnership Projects	8,000,000	36,167,126	452%
Percentage of women in funded projects	30%	24.80%	83%

c) Outputs achieved

The results obtained after the end of the signing period of the projects approved in the two calls are very satisfactory, exceeding the expectations.

OUTPUT	TARGET (SET IN PA)	MEASUREMENT	% OF FULFILLMENT
Increased number of enterprises producing innovation in the targeted sector	60	184	306%
Knowledge transfer from universities and research institutions.	10	147	1470%

It is particularly noteworthy the high number of projects with contracts in collaboration with universities and research centres. These projects clearly contribute to produce a transfer of knowledge from universities and research institutions to companies, and this transfer will materialize in new developments for the market increasing the effectiveness of R&D basic research investment.

d) Potential risks that may threaten the achievement of the objectives set out in the Programme.

Risks associated with this programme are both, described in the PO Annual Report 2014 and assessed at national level in Annex 7 of this document. Nevertheless, regarding this programme

two risks and measures are remarkable:

- Regarding the promptness and efficiency of the measures taken by the Programme Operator, the risk of having an insufficient number of good projects and, consequently, not being able to fully allocate the EEA-Grants budget, has to be mentioned.
During the assessment procedure of the first call, it was observed that the proposals presented in collaboration with EEA countries had different levels of cooperation (some of them of high technological relevance for the development of the projects, and others with minor or no technological relevance).
For the second call, CDTI took into account only the cooperation with a significant relevance. They made a significant effort giving form to an accurate definition to the term “bilateral cooperation” to introduce it as assessment criteria in project selection procedure.
It is a pity this experience and good practice can't have continuity due to the short time span of implementation of the programme in Spain (no more calls).
- The tight schedule of the Programme means that R&D projects approved in the second call only have a maximum of 17 months (see the graphic in point 3.2 a) of this document) to be developed, as the usual for a standard R&D project is 3 years. This means a very serious risk of increasing resignation of projects for no time enough to achieve results or not flexibility to face imponderables. Due to the lack of time no future projects are going to take advance of those remnants which mean we will lose definitively that unallocated money.

e) Major deviations from plan.

There haven't been major deviations from plan.

f) Need for adjustments of plan, including actions for risk mitigation.

CDTI is working in two new activities to allocate the funds not allocated with the calls, and in December 2014 they presented two alternative proposals:

- Launching of a Grant to fund the preparation and submission of proposals to European Union's Calls for proposals. Those proposals would have to involve Spanish and Donor Countries' partners
- Financing and promoting a Network between Spanish and Donor Countries' venture capital investors.

g) The use of funds for bilateral relations.

- CDTI has participated in 18 conferences-workshops in 2014, with 1,200 attendants, many of them with the participation of DPP Innovation Norway, with the aim of promoting the bilateral relations at project level within the second call.
- On February 2014 CDTI organized the event “*First Call Approved Projects and Launch of the second Call of the Environmental and Climate Change-related Research and Technology Programme*” in Madrid. More than 350 representatives from Spain and Donor Countries (especially Norwegian) entities interested in submitting a proposal in the second call

participated in the event.

- The second call approved projects launching event was celebrated in September 2014. Attended by around 150 companies and entities, three parallel sessions took place, in which companies with approved projects in the second call did a presentation of them.
- “*Expert Seminar on Policy Making and R&D in Energy Efficiency*” took place in October 2014 with the aim to:
 - Knowledge exchange between experts in Energy Efficiency from Spain and Donor Countries
 - Strengthen contacts between the Spanish and Donor’s institutions
 - Explore potential cooperation between the participants
 - Promote new R&D and business relations

Other bilateral relations activities:

- On May 2014 it was celebrated a meeting between the State Secretary of the Ministry of Foreign Affairs of Norway, Mrs. Ingvild Næss Stub and the President of the Centre for Industrial Technological Development (CDTI) and General Secretariat of Science, Technology and Innovation, Mrs. Maria Luisa Poncela, and the General Director of CDTI, Mrs. Elisa Robles-Fraga. The meeting was held together with a dinner in the Norwegian Ambassador's residence. The issues dealt during the meeting were the CDTI's experience as Programme Operator, the effects of the Programme in the areas of renewable energy and environmental technology in Spain, as well as the bilateral cooperation program derived and future opportunities of collaboration between Spain and Norway in the field of research, development and innovation.
- From 31st March to 2nd April 2014, the Communication Department of the Financial Mechanism Office visited Madrid and Bilbao in relation with the Programme ES02 “Research and Technology in Environment and Climate Change” to do a photo-shoot and interviews for the FMO Annual Report 2013.
- Cooperation Committee meetings have taken place on 2nd July and 23rd October 2014. In these Cooperation Committees it has been done a general monitoring with the DPP of the Programme and an analysis of the proposals submitted to the second call. In addition, the results of the bilateral activities carried out have been presented as well as the new activities to organize.

ES 03: NGO’s for social action. Active Citizenship.

Programme Approved 23 April 2013

a) Overall progress as regards implementation of the Programme (Open call).

ES03 OPEN CALL

Closed 2013.
Selection Committees: 28th January 2014 and 18th Mars 2014
Budget € 3,715,550
Projects awarded : 38
Projects with partner: 2 (1 Norway- 1 Iceland)
Remnant Budget 0

This Civil Society Programme aims at strengthening the role of the NGO in Spain. There are four categories of projects and the main objective is to increase the capacities of the NGOs, through networks, cross sectorial partners, raising awareness or increased involvement in policy making.

The projects have been grouped in four axes that coincide with the four outcomes designed for the programme and described in the Programme agreement.

After external evaluation of proposals under the call it was found that outcome-1 had both the most number of applications and the highest scoring. For these reasons and the budget availability for each outcome, it was considered necessary to ask for a reallocation of the funds transferring part from outcome-3, that was the outcome less demanded and with lower quality projects to outcome-1. Finally a total of 38 projects were selected and the distribution by outcome was:

13 for outcome 1;
9 for outcome 2;
5 for outcome 3;
11 for outcome 4.

Due to the fact that, by definition, the NGOs activities aim at most vulnerable groups in our society, we can say that the 38 projects selected within the open call of the Active Citizenship Programme are aimed at these groups, because stronger and more efficient NGOs will do a better job tackling poverty and exclusion. However, we have selected the projects more specifically designed to address the needs of the most disadvantaged groups, including Roma and immigrants.

ES03 OPEN CALL PROJECTS AIMED DIRECTLY AT VULNERABLE GROUPS, INCLUDING IMMIGRANTS	AXIS 1. ACTIVE CITIZENSHIP. 11 projects out of 13 awarded	<ul style="list-style-type: none"> • 4 of them aimed specifically at Roma and immigrants and other 2 at racism. • 5 of them are addressed to children and young people in risk of social exclusion.
	AXIS 2. INCREASING INVOLVEMENT OF NGOs IN POLICY 6 projects out of 9 awarded	<ul style="list-style-type: none"> • One of them is for Immigrant women from Latin America and Caribe and another is for political refugees. • One address Hate Crimes. • One aims at fighting poverty • One aims at helping victims of gender-based violence. • One is for children in risks of exclusion
	AXIS 3. CROSS SECTORIAL PARTNERSHIPS 4 projects out of 5 awarded	<ul style="list-style-type: none"> • 4 out of 5 projects selected in this category aimed specifically at vulnerable groups.
	AXIS 4. NETWORKS AND COALITIONS OF NGOs 11 projects awarded	<ul style="list-style-type: none"> • Projects selected in this category focuses on building networks and coalitions of NGOs, so the main activities are training, central purchasing bodies... There are not any project aimed specifically at vulnerable groups, although in the long-term, these activities will help to improve the social assistance to the most disadvantaged groups.

b) Progress towards expected outcomes.

In general it can be said that even with a few months of implementation, the projects are achieving the expected results and outputs because almost 160 entities started working together in 38 projects looking for the same results and adding efforts.

The outcomes are being achieved through the outputs agreed for the Programme through the development of the selected projects.

c) Outputs achieved

OUTCOME 1- ACTIVE CITIZENSHIP FOSTERED	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
OUTPUT 1.1 Awareness-raising campaigns on participation of civil society.	10	10	100%
OUTPUT 1.2 Number of cross cutting cooperation initiatives between NGOs of different sectors emerged at local level.	10	10	100%

Regarding Output 1.1: 10 campaigns have taken place, regarding local issues such as youth participation, multiculturalism, alternative economy, local development and participatory action, time banks, etc. The programme operator expects that during the remainder of the programme these numbers will double.

Regarding Output 1.2: Ten out of the thirteen projects are working in partnership with a total of twenty-six partners from different sectors. Furthermore, these same projects and others have engaged with new organisations and are working with them although the relationship is not institutionalised yet. Quantitatively, more than ten (10) agreements have been already signed. Qualitatively, the expected impacts the projects are having in cross-cutting issues is outstanding. The programme operator will

inform about these results in the following reports but at this stage we can highlight the impact on no hate activities and youth at risk of exclusion.

OUTCOME 2- INCREASED INVOLVEMENT ON NGOS IN POLICY AND DECISION MAKING PROCESSES WITH LOCAL, REGIONAL AND NATIONAL GOVERNMENTS.	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
OUTPUT 2.1 Increase in the number of policies, plans and legal initiatives assessed by networks.	1	1	100%
OUTPUT 2.2 Number of new cross-cutting coalitions created.	4	2	50%

More results regarding number of policies, plans and legal initiatives valued by the networks are expecting along 2015, but some progress can be underline some progress already. Within this outcome two main indicators will be achieved:

Regarding Output 2.1: In this case we can say that this output is already fulfilled, in particular, projects on specific policy measures affecting children and youth have been launched.

Regarding Output 2.2: During 2014 project promoters working in this outcome, have made a great effort, so we can find two coalitions created.

- The first example is a coalition that has the aim of fight against hate crime and which is composed of prosecutors, state security forces, media, companies and NGO. One of the challenges for next year is to get a greater involvement of the Spanish Public Administration.
- The second one is the creation of a crosscutting group for advocacy in defending the right of asylum and the rights of refugees in Catalonia.

OUTCOME 3 - CROSS SECTORIAL PARTNERSHIP DEVELOPED, PARTICULARLY WITH GOVERNMENT ORGANISATIONS AT LOCAL, REGIONAL AND/OR NATIONAL LEVEL.	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
OUTPUT 3.1 New initiatives emerge of cooperation between NGOs public bodies and other actors	4	5	125%
OUTPUT 3.2 Pre-defined project: Research on the composition, aims, links, challenges and strategic options of the Third Sector. Number of Publications	1	0	0%
OUTPUT 3.3 Creation of cross-sectorial institutional consultative bodies at regional and local level.			
3.3.1 Number of bodies created	5	2	40%
3.3.2 Number of cooperation agreements	4	0	0%

Regarding Output 3.1. 5 cross-sectorial initiatives have been created and signed in the fields of social inclusion, public policy innovation and hate crime.

Regarding Output 3.2: This output is articulated through a PdP that aims the study to identify the future challenges for the Third Social Sector in Spain. Since April 2014, the Programme Operator was drafting the final version of the PdP which was finally approved in August 2014.

The Programme Operator launched on 15 September the two tenders (covering the two aspects of the study, that is said Diagnostic and Prospective). Due to the low number of applications the PO launched again on 13 October the same two tenders to try to obtain a higher number of applications. Finally the contracts were signed on 18 December 2014 and the promoters are:

- For the diagnostic: Systeme Innovation and Consultancy S.L
- For the prospective: University of Alcalá

Information regarding both contracts has been updated in DoRIS on 29 December 2014

Regarding Output 3.3: 2 consultative bodies have been already created so far.

- One of these is formed by a regional government and an NGO that are working together generating a new model of intervention with vulnerable population and are systematizing this in a tool that will guide the NGOs in this field.
- The other one is being developed by a university-NGO partnership in order to become a national consultative body in the field of youth in shelters and the best intervention methods to apply in these cases. It is expected that 4 bodies will be created at the end of the programme as well as several cooperation agreements in this regard.

OUTCOME 4. DEVELOPED NETWORKS AND COALITIONS OF NGOS WORKING IN PARTNERSHIP.	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
OUTPUT 4.1 Coalition mechanisms created and competitiveness gained	5	3	60%
OUTPUT 4.2 Mergers of NGOs working in the same field (contracts)	4	0	0%

Regarding Output 4.1: We highlight three important developments in this direction:

- the first one, the creation of a central purchasing for disability,
- the second one, the development of coeducation in the schools and
- the third, the effort in strengthening regional networks for the processes of cohesion and networking of Solidarity Economy in Spain

Regarding Output 4.2: Although not achieved yet, the second indicator, based on the "merger" between organizations working in the same field to avoid duplication, we point out two developments:

- One, the creation of an alliance of four entities that have advanced especially in coordination, creating a communication department and the creation of a central purchasing
- And the second, a project that aims to create a methodology for analysing projects from a systemic approach.

d) Potential risks that may threaten the achievement of the objectives set out in the Programme.

In general, the main risks hindering the programme ability to achieve its expected outcomes are still being the same and they are operational, such as the need of guaranteeing the cash flow through the

programme lifetime or delays in the implementation of the projects. These kind of risks are mitigated with monitoring and controls by the Programme Operator EEA team.

e) Major deviations from plan.

After the external evaluation it was found that outcome 1 had both the most number of applications and the highest scoring. For these two reasons and the budget availability for each outcome, it was considered necessary to ask for a reallocation of the funds transferring part from outcome 3, that was the outcome less demanded and with lower quality projects, to outcome 1.

Programme Agreement was amended accordingly and the final version was approved in June 2014. You can check it in Doris.

f) Need for adjustments of plan, including actions for risk mitigation.

For 2014 it was expected to start with activities within Measure B: study visits and one thematic seminar (with an available budget of €43,000 and €30,000 respectively). However as the call for proposal and the selection process was delayed, during 2014 the only bilateral activity planned that was started was establishing the possibility of applying for study visits that was available for the project promoters from July 2014. They can apply for till July 2015. At this stage, while not having applications, there are 8 project promoters that have shown their interest to participate and it is expected that during 2015 all the visits will be carried out.

Regarding risk mitigation, some of the risks identified in the previous Strategy Report have been satisfactorily managed (for example the risk of conflict of interest in the selection of projects or the lack of experience for managing these kind of Funds).

In general it can be said that risk management on the Programme is being controlled due to the procedures established, for example the different levels of controls (officers, coordinator, financial controller and direction) and the channels of communication available between the projects promoters and the Programme Operator.

g) The use of funds for bilateral relations.

Bilateral Relations.

- For 2014 it was expected to start with activities within Measure B: study visits and one thematic seminar (with an available budget of €43,000 and €30,000 respectively). However as the call for proposal and the selection process was delayed, during 2014 the only bilateral activity planned that was started was establish the possibility of applying for study visits that was available for the project promoters from July 2014. See point f) above. The thematic seminar will be hold during 2015.
- During 2014, the bilateral relations have been developed through two projects in partnership with organizations from the Donor Countries.
 - CA-052 promoted by Siderurgia Integral Workers Foundation aims at diagnosing and generating tools to empower the local population through volunteering, especially elders in collaboration with Ideenbanken from Norway. The latter has prepared a thorough visit

to Oslo where the Project Promoter and the rest of the partnership shared different approaches to this field.

- DP-162 whose promoter is the FELGTB aims the creation of a No Hate Network and is formed by prosecutors, security forces of the state, media, enterprises, administration and NGO, where two organizations involved come from Donor Countries: SAMTOKIN'78 from Iceland and LLH (Landsforenigen for lesbik og homofil frijoring), from Norway. The participation of NGOs in Norway and Iceland has enabled sharing experiences on hate crimes between countries and promote the exchange of tools. In March-April 2015 the technical team of the project is going to visit Norway and Iceland.

Complementary actions.

During 2014 the Programme Operator attended the following events:

- Violence Against Woman-Our response FRA 5-6 March
- Annual Meeting in Brussels on 19-20 March
- Seminar on “How can EU Member States combat hate crime effectively? Encouraging reporting & improving recording.” 28-29 April 2014, Thessaloniki
- Mid-term evaluation in Warsaw on 26-27 June and in Brussels on 21-22 October

The activity planned for 2014 managed directly by the Programme Operator was the **International Conference “Together against Hate Speech and Hate Crime: Innovative partnership initiatives between governments, civil society and international organizations” held on 27 November in Madrid.** This Conference brought together around 200 high-level representatives from governments, civil society and international organisations including the Council of Europe and the EU Agency for Fundamental Rights, as well as Spanish government representatives and NGOs all active in combating hate speech and hate crime. <http://www.plataformaong.org/conferencia/en/audiovisual-gallery/>

In Spain the impact of the conference in the media was great and in the political area the conference achieved two main objectives:

- The approval on 17th December of the protocol for the police to prosecute hate crimes
- The development of the legislation to protect victims of Hate Crime (this topic is discussing actually on the Congress especially against LGTB)

To organize the Conference, the Programme Operator collaborated with the Royal Norwegian Embassy in Spain and the Spanish Ministry of Health, Social Services and Equality.

On 24 June 2014 it was held **Training for young bloggers about “No Hate Speech”**. This activity undertaken by the Programme Operator was not planned in the Programme proposal.

The aim of this training, in which thirty young people between 14 and 18 years old participated and was facilitating by two professionals from the Spanish Youth Council (CJE), was to develop their abilities and promote and defend the Human Rights online. It was developed in collaboration with the INJUVE (National Coordinator of the Campaign “No Hate”) and with the Spanish Children’s “Cibercorresponsables”.

http://www.plataformaong.org/ARCHIVO/documentos/ca/Folleto_Conclusiones_Activistas.pdf

ES 04: Gender Equality and Work Life Balance

Programme Approved on 31st May 2013.

- a) Overall progress as regards implementation of the Programme (2 Open calls including Small Grants Scheme, and 5 Pre-defined Projects).

ES04 CALL REGIONAL GOVERNMENTS GENDER VIOLENCE	ES04 OPEN CALL FOR PROPOSALS
Open 19/02/2014. Closed 21/04/2014. Selection Committee: 10 th July 2014 Budget: 1,021,201 € Projects presented: 8 Projects awarded: 6 Projects with partner: 0 Remnant budget : 0	Open 15/05/2014. Closed 27/05/2014 Selection Committee: September 2014 Budget : 5,422,454 € Projects presented: 232 Projects awarded: 61 Projects with partner:16 Remnant budget : 125.555,19 €

ES04 Call to Improve institutional coordination and implementation of an individualised plan of care for victims of domestic violence aims at improving public services assistance to women suffering from gender based violence, through the rationalization of services and the improvement of coordination activities between the competent public authorities at all levels. It also aims at progressing in the field of individualized care adapted to personal circumstances of victims and their children.

This call made available 1,021,201 EUR to be distributed throughout 2014 and 2015 for the implementation of projects proposed by the Autonomous Communities, the beneficiary entities under this call. 8 Autonomous Communities applied and after the selection process, 6 Autonomous Communities were granted and two dismissed due to insufficient budget.

The Autonomous Communities granted are: Murcia, Extremadura, Castilla León, Castilla la Mancha, Baleares and Andalucía. The project's implementation started in October 2014, and the final date for the implementation is 31/08/2015.

ES04 Open Call and Small Grants Scheme. Within the objective of promotion of equality between women and men in working life considered in the Programme, the realization of projects aimed at reducing the wage gap, the promotion of female entrepreneurship and self-employment and labour insertion of women from vulnerable groups were anticipated, so it was agreed to carry out a public call for subsidies on a competitive basis. This call is endowed with 5,422,454 Euros.

On 7th November 2014 took place a second Selection Committee meeting to ratify the final decision, after which, on the 18th of November the resolution letter was sent to the beneficiary entities.

Project implementation period starts on 1st January 2014 and ends on 15th October 2015. The second justification period will end on 31st October 2015, with a fifteen days non-extendable period in case the PP fails to submit the proof of expenditure, giving the opportunity to the PO to close the Programme on time.

26 out of 61 projects selected in the Gender Equality Programme general Open Call are aimed specifically at women in vulnerable groups, that is 43% of the total. The budget committed to those 26 projects is 1,427,117 million euros, 26% of the total budget of the Call (€ 5,422,454).

8 of them have partners, 31% of the total:

- One from Iceland (University of Bifrost)
- 7 from Norway
 - Odal Naeringsshage Utvikling AS. 5 projects
 - University of Bergen. 1 project
 - Oslo Krisesenter NO. 1 project

ES04 OPEN CALL PROJECTS AIMED AT “VULNERABLE WOMEN”	RURAL WOMEN. 12 projects (5 with donor partner: Odal and University of Bifrost)	<ul style="list-style-type: none"> • 5 million women lives in rural areas in Spain, 15% of the Spanish population, and the unemployment rate is 20 points higher than the national average. For that reason, this group is among the most vulnerable and marginalized. • 12 out of the 26 ‘vulnerable women’ projects are aimed at rural women. • Some of those projects are located in regions with even higher rates of population in rural areas and extreme difficulties (like Galicia or Teruel) and others are aimed at areas with high dependency ratio.
	SOCIAL EXCLUSION AND VULNERABILITY 9 projects (two with donor partner: Odal)	<ul style="list-style-type: none"> • Although all the target groups selected in this table are vulnerable and/or in risk of social exclusion, 9 of the projects are aimed at “vulnerable women” in general, that includes any of the referred groups, but also women suffering gender-based violence, mono-parental households... • The objective is to improve their employability skills in order to overcome the vulnerability.
	ROMA AND INMIGRANT 3 projects (one with donor partner: University of Bergen)	<ul style="list-style-type: none"> • Three projects are aimed at Roma and immigrant women, trying to encourage their employability.
	WOMEN IN PRISONS 1 project	<ul style="list-style-type: none"> • One of the projects selected focuses on intervention with women in prison environments, seeking to improve the possibilities of their social integration.
	MENTAL AND PHYSICAL DISABILITY 1 project	<ul style="list-style-type: none"> • One of the projects selected aims to improve the position of women with physical and organic disability in labour market.

ES04 Predefined Projects

ES04 PRE – DEFINED PROJECTS	<p>EQUALITY PLANS IN SCHOOLS. PROMOTER: Women’s Institute SPANISH PARTNER: Ministry of Education</p>	<ul style="list-style-type: none"> Phase 3, Monitoring and evaluation, and Phase 4, dissemination of preliminary results, are in progress. The project is based on the cooperation between schools. Two different seminars were held in Madrid during 2014. In those seminars, teachers exchanged their experiences and learned from each other important information about the more effective activities to perform with pupils.
	<p>EQUILIBRIO/BALANCE FOLLOW UP PROMOTER: Women's Institute, SPANISH PARTNER: FEMP. NORWEGIAN PARTNER: KS</p>	<ul style="list-style-type: none"> The 15 Spanish municipalities and the two Norwegian selected have completed during 2014 a diagnosis of the Work-Life Balance situation of the participant municipalities. During the second half of 2014 they have prepared their plans and implementing some of the agreed measures. Agreement with KS (DPP partner) has been signed at the beginning 2015 During 2014 the project promoter performed the visit to all municipalities that participate in the Project including the two Norwegian (Hamar and Kristiansand). In June 2014 a study visit to Norway was done by a Spanish delegation that included one representative from each of the three Spanish municipalities from the previous plan. Its main goal was to know in situ the results of the diagnosis process in the Norwegian municipalities. A project’s website with a public and a private part has been created. http://equilibriobalance.com/
	<p>WOMEN ENTREPRENEURSHIP IN EMERGING SECTORS AND NEW BUSINESS OPPORTUNITIES PROMOTER: Chamber of Commerce institute/INCYDE¹².</p>	<ul style="list-style-type: none"> In the First edition (between July 2013 and January 2014) 215 women participated in the training programs for business creation. 33 new companies were created in the first six months of the programme. The second edition started in October-November 2014 in 11 cities and finished in March 2015. The participating women have been 275. A third edition is expected to start in April-May 2015. 9 training programs for business creation have been completed and one will be closed in February 2015. Participation up to date has been 257 women out of the 222 expected. Out of the participants in 2013, 43 entrepreneurs have started their businesses and 19 of them have requested viability certificates in order to get easier access to funding. The data for 2014 is still being treated and results will be available soon. Under the framework of this project, it is also expected to establish a joint collaboration with a Norwegian commission in order to promote an exchange between a Norwegian and a Spanish Entrepreneurs organisation under an independent partnership agreement. A initiative is expected to be presented at the International Conference on Women Entrepreneur that will take place in early 2015 in Ciudad Real.

¹² INCYDE Foundation is an institute created by initiative of the Chambers of Commerce in Spain, devoted, among other things, to the fostering and development of entrepreneurship attitude.

	<p>PROMOTION OF WOMEN TO DECISION MAKING POSITIONS PROMOTER: The Spanish federation of business organisations, CEOE. “Project PROMOCIONA”</p>	<ul style="list-style-type: none"> • First edition of the training started in November 2013 and finished in May 2014 with the participation of 40 women selected. First edition closing event was held on 22 January 2015. 7 out of 40 women have already been promoted in their companies, fulfilling the project’ objective. • Second edition, the application process started on 5th September 2014 until 8th October 2014 and it started on November 2014. • As a particularity, this second edition has increased the number of participants above 40, because the participating companies were offered the opportunity to involve 2 women instead of one. Therefore, once the 40 scholarships were covered, additional women and companies were able to participate as long as they covered their own cost. As a result, in 2014 a second group of 70 women has been trained. Thus, there will be two training courses in 2014-2015, with 33 and 37 participants, respectively. • Norwegian lecturers will be included in the training program 2015
	<p>EXCHANGE OF BEST PRACTICES GBV PROMOTER: Government delegation on Gender Based Violence. ASPACIA (Association Awarded)</p>	<ul style="list-style-type: none"> • In November 2013 it was developed a preliminary study on the law of ten countries of the European Union in the fight against gender violence was analysed. • ASPACIA has made 2 study trips to Norway (February and October) and 1 to Iceland in February 2014. • in October 2014 a study regarding the remaining EU member States was delivered. • In October 2014 was delivered an early version of the study on the exchange of best practices and existing legal instruments between Norway and Spain to fight against gender based violence and in Iceland regarding the area of Justice. • These represent the most exhaustive work done so far in relation to the analysis of European legislation and policies to fight against gender based violence. • A public presentation of both mentioned studies is being considered to take place in 2015. • The Project will finish in June 2015.

b) Progress towards expected outcomes and outputs.

Regarding the expected outcomes, in relation to the Open Call and the Small Grants Scheme, is necessary to consider that the projects were selected at the end of 2014, therefore the implementation is in a very preliminary stage, and will be further developed along 2015.

Even in this scenario, 63% of the indicators were fulfilled at the end of 2014. That means 10 indicators out of the 16 defined in the Programme Agreement have achieved a level higher than(or equal to) 100%. Please find below a brief of the degree of fulfilment in every outcome and output for ES04 Programme.

OUTCOME 1. GENDER ISSUES ACROSS POLICIES AND PRACTICES MAINSTREAMED	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT	DESCRIPTION
OUTPUT 1.0. More actors involved in policy making incorporate gender equality perspective in their work/policies. INDICATOR: Number of policy makers sensitized to gender equality	5	13	260%	13 Autonomous Communities and the Ministry of Education involved in the Programme.
OUTPUT 1.2 Schools in the primary educative level practice better gender equality. INDICATOR: Number of schools with equality models designed, implemented and evaluated.	6	9	150%	9 schools implicated in "Equality Plans in Schools"
OUTPUT 1.3. Conditions for female entrepreneurship improved INDICATOR: Number of training modules to promote female entrepreneurship developed and implemented	25	20	80%	9 in 2013 and 11 in 2014 Pre-defined project "Female entrepreneurship in emerging sectors"
INDICATOR: Number of municipalities with improved conditions for female entrepreneurship	5	7	140%	Municipalities that resulted beneficiaries in the Open call
OUTPUT 1.4. Female entrepreneurial activity increased INDICATOR: Number of initiatives for identifying, selecting and assessing business opportunities addressed to increase women entrepreneurship	30	20	67%	(9 in 2013 and 11 in 2014)"Female entrepreneurship in emerging sectors"
OUTPUT 1.5 Labour market accessibility for women in vulnerable groups (mainly Roma and immigrant women) improved INDICATOR: Number of training modules to promote labour market accessibility for women in vulnerable groups developed and implemented	15	25	166%	25 beneficiary entities related to this issue in the Open call
INDICATOR: Number of women from vulnerable groups participating in activities to improve their labour market accessibility	15	0	0%	Projects from the open call starting its implementation at the end of December 2014. No results yet.

OUTCOME 2. GENDER BALANCE ON COMPANY BOARDS IMPROVED	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT	DESCRIPTION
OUTPUT 2.1 Initiatives to improve gender balance in managerial positions and company boards developed and implemented INDICATOR: Number of training modules to improve women's managerial skills developed and implemented	3	3	100%	PdP: "Promotion of women to decision making positions"

Implementation of the EEA Financial Mechanism 2009-14
Spain – Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

OUTPUT 2.2 Company boards with gender balance improved INDICATOR: Number of company boards with improved gender balance	50	73	150%	73 companies signed a voluntary agreement to increase the number of women in managerial positions. 30 of these companies are participating in the Promociona project.
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OUTCOME 3. BALANCE BETWEEN WORK, LIFE AND FAMILY LIFE IMPROVED	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT	DESCRIPTION
OUTPUT 3.1 Work life balance at local level improved INDICATOR: Number of municipalities implementing work life balance plans. Baseline 10	20	16	80%	PdP: “Equilibrio Balance continuation project”
OUTPUT 3.2 Flexible working arrangements for women and men improved INDICATOR: Number of flexible working arrangements introduced	20	0	0%	PdP: “Equilibrio Balance continuation project”

OUTCOME 4. SUCCESSFUL NATIONAL POLICIES AND BEST PRACTICES ON GENDER EQUALITY EXCHANGED	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT	DESCRIPTION
OUTPUT 4.1 Good practices and knowledge on policies related to gender-based violence exchanged between Spain and Norway INDICATOR: Number of good practices transferred	2	2	100%	PdP: “Exchange of good practices on Gender Based Violence”
OUTPUT 4.2 Good practices and knowledge on policies related to gender-based violence implemented INDICATOR: Number of self-governing regions implementing good practices and knowledge on policies related to gender-based violence	3	0	0%	PdP: “Exchange of good practices on Gender Based Violence”

OUTCOME 5. GENDER PAY GAP REDUCED	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT	DESCRIPTION
OUTPUT 5.1 Raised awareness on the need of reducing pay gap within the companies and promoting equal pay INDICATOR: Number of awareness raising initiatives on the gender pay gap implemented	8	9	112%	Open Call Project documentation, annual reports
OUTPUT 5.2 Best practices, measures and initiatives on reducing the gender pay gap, exchanged between Norway and Spain INDICATOR: Number of best practices transferred	3	0	0%	Open Call Project documentation, annual reports

INDICATOR: Number of peer reviews organised	3	0	0%	Open Call Project documentation, annual reports
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c) Potential risks that may threaten the achievement of the objectives set out in the Programme.

Risks associated with this programme are both described in the PO Annual Report 2014 and assessed at national level in Annex 7 of this document.

Nevertheless regarding this programme in light of the progress done during 2014, with the launching of the Open Call and all the projects under way, it is confirmed that the risks considered in 2013 (lack of funding and difficulty to find potential partners from donor countries) have been successfully mitigated. The 60% of the advanced payments have been done to all the beneficiaries of the two calls; therefore all the project partners have been able to start the implementation of the projects. As for the donor project partners, there are 16 entities from the Open Call with at least one partner from a donor country.

d) Major deviations from plan.

There haven't been major deviations from plan.

e) Need for adjustments of plan, including actions for risk mitigation.

- On October 23rd 2014 the FMO approved an amendment to the Programme ES04 "Gender Equality and Work Life Balance" requested by the NFP, in which Annexes I and II to the EEA Financial Mechanism Programme Agreement for the financing of the Programme were modified. More precisely the proposal consisted of a reallocation of funds within the framework of "Equality and Work Balance" Pre-defined Project and stemmed from the fact that the goals set in the Programme for the Pre-defined Project could be achieved with a budget 1,347,035.6 €. The initial budget for the Project was 1,492,354€. Four new actions are going to be launched with this remained budget within the framework of strengthening bilateral relationships:
 1. "Exchange of good practices in the field of awareness and integration of women who have suffered gender-based violence between Spain and Norway". (2014-2015)
 2. "Seminar for the exchange of good practices regarding measures for the integration of gypsy women" (2015)
 3. "Seminar for the exchange of good practices organized by the promoters of the Equality and Work-Life Balance Programme" (2015).
 4. "Dissemination of the projects selected under the call for projects to improve institutional coordination and implementation of an individualized plan of care for victims of domestic violence, regarding actions carried out by the Autonomous Communities". (2015)
- As described in point a) of this report, it has not been possible to allocate the whole available amount for grants under the Open Call on a competitive basis, and the Programme Operator is

working with the DPP (LDO) in order to find out a way to reallocate that money. This fact will probably lead to another amendment of the Programme Agreement in 2015.

f) The use of funds for bilateral relations.

The cooperation between the PO and the Donor Programme Partner (LDO) continues to contribute and to strengthen the bilateral relations, particularly in sharing knowledge, experience, know-how and networking on the main programme objective: the promotion of gender equality and work-life balance. Fluent communication between the two bodies, including several meetings, have allowed LDO to develop their supporting and monitoring roles, and have facilitated them to act as a resource partner, identifying experts and potential partners for the projects, collaborating with other programmes especially ES05, as well as facilitating the communication between the project promoters and the project partners.

The following activities under the bilateral relations at Programme level have taken place during 2014:

- *“Best practices exchanged in presence of women on boards’ workshop”*, 27th May (ICA Seminar, Madrid).
Policies and best practices that are carried out in Europe were exposed, with particular focus to those of Norway, the UK, Germany and Spain, in order to move towards a more balanced participation in this area.
- Seminar *“Women and Enterprise”*. Menéndez Pelayo International University. 4th and 5th August 2014 (Santander). In this seminar, the following issues were addressed: the need to increase the economic participation of women and to achieve effective equality in the workplace, how to promote balanced participation in decision-making roles, how to integrate measures of reconciliation for men and women to benefit and promote the shared responsibility and how to reduce wage gap between women and men.
- *“Leadership, Diversity and Work life Balance Seminar”*, organized by IESE, 20th and 21st October 2014. (Madrid) in collaboration with IESE Business School. This seminar was a meeting place for reflection on business leadership and its importance, necessary changes in organizations to promote the reconciliation of work and family life and how this contribute to shaping a society with a balanced allocation of responsibility.
- Seminar on *“Exchange of good practices in the field of awareness and integration of women who have suffered gender-based violence between Spain and Norway”*. December 2014 (Madrid). This is the first of the meetings of the main governmental institutions responsible for GBV from Norway and Spain explaining the policies that are being developed in Spain in order to foster the economic and social participation of victims of GBV.

Furthermore, bilateral relations between Norwegian organisms and Spanish Women’s Institute have been strengthened by means of permanent contact between institutions of both countries. A noteworthy effort has been done by Likestillingssenteret, the Norwegian Centre for Equality, which among other tasks promotes equality in kindergardens. This centre has provided the PO with valuable and complete information about Norwegian best practices on this issue.

ES 05: Conservation and Revitalisation of Cultural and Natural Heritage

Programme Approved on 23rd September 2013

- a) Overall progress as regards implementation of the Programme (Pre-defined Project Garcia Lorca Centre).

PRE –DEFINED PROJECT.	EQUIPMENT	<p>Consortium Garcia Lorca published the terms of the contract in 2014. The lacking of funds that was about to block the process at the beginning of 2014 has been overcome.</p> <p>In 2014 the Consortium of the CFGL has approved all contracting proceedings necessities to equip the Centre.</p> <p>The Governing Council, the Executive Commission and the Contracting Board of the Consortium of the CFGL met on December 15th, 2014.</p>
	ACTIVITIES	<p>Activities are currently planned but unscheduled. The activity plan has been approved by the Governing Council on January 26th, 2015.</p> <p>It aims to give a wide overview of Lorca’s work (from poetry to music, theatre, cinema, etc.).The PP has approached to the public schools of the city, collaborating with them and the literature teachers of the schools building a pedagogical programme for the students</p>

- b) Progress towards expected outcomes and outputs.

All the indicators of the Programme defined by the PO in the Programme Agreement (PA) are focused on the audience and the effects of the Programme in this audience. As far as CFGL is not already fully equipped and the official opening will take place in June 2015, the level of achievement cannot already be measured. Under these circumstances, by the end of April 2015 all contracts will be executed and the Activity Plan made public to the media and citizens.

OUTCOME : CULTURAL HERITAGE MADE ACCESSIBLE TO THE PUBLIC	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
OUTPUT 1. New museums and cultural centres created INDICATOR: Number of new cultural centres developed providing access to Spanish cultural heritage	1	0	0%
OUTPUT 2. Objects of cultural heritage value made accessible to the public INDICATOR: Number of objects of cultural heritage value made accessible provided by the Programme Operator to the public	2,000	0	0%
OUTPUT 3. Increased access to cultural heritage INDICATOR: Number of annual visits to the Federico Garcia Lorca Centre provided by the Programme.	300,000	0	0%

OUTPUT 4. New pedagogical programmes developed for children INDICATOR: Number of new pedagogical programmes developed for children.	12	0	0%
OUTPUT 5. Cultural activities developed and presented INDICATOR: Number of cultural activities developed and presented	12	0	0%

Regarding Horizontal Concerns, the ES05 Programme itself is a contribution to horizontal concerns as far as Lorca’s work is a great example of promotion of fundamental values such as tolerance, multicultural understanding, respect for the rights of minorities, etc.

c) Potential risks that may threaten the achievement of the objectives set out in the Programme.

Risks associated with this programme are both, described in the PO Annual Report 2014 and assessed at national level in Annex 7 of this document. Nevertheless regarding this programme two risks and measures are remarkable:

- Regarding the PdP, the opening of the Garcia Lorca Centre has been delayed from November 2014 to June 2015. Although the contracts for equipment are on time to be accomplished, this fact can affect Output 3: Number of annual visits provided by the programme,
- Initially the duration of the Activities Plan was a year. The opening in March may reduce the indicator associated to this part of the PdP.

d) Major deviations from plan.

The PO has not made use of the possibility to modify the Programme during the reporting period. Due to the issues in 2014, PO will prepare a formal proposal to modify the Bilateral Relations Plan.

e) Need for adjustments of plan, including actions for risk mitigation.

Review of indicators: In December 2014, the PO has taken the opportunity given by the FMO to review the Programme Indicators. The PO has proposed first to classify previous indicators by gender and on the other hand, to include new indicators to measure the impact in the press and on the internet.

f) The use of funds for bilateral relations.

Activities foreseen under Bilateral Relations in ES05 Programme are:

BILATERAL ACTIVITIES.	ROMANI EXHIBITION	Problems finding Partner still in place. Possible alternative Bilateral Activity presented. Delayed until August 2015. Possible Partner: Oslo City Hall.
	HENRY IBSEN/GARCIA LORCA	Activity initially foreseen in 2015. Partner: Dramatikkens hus. (Previously it was the Centre for Ibsen Studies).
	CULTURAL INDUSTRIES FORUM	Finished. First Forum in Barcelona June 25 th -27 th and Second in Oslo on 16 th -17 th October. Risk of lacking of funds overcome.

Regarding the **“Cultural Industries Forum”**, this bilateral activity has fully achieved the objectives of the Bilateral Relations Plan by establishing relations between game developers in Spain and Norway and building a network of exchange of best practices. Therefore, both partners are willing to keep on developing in the future this relationship of clearly mutual interest.

The first part of the activity took place at Gamelab Barcelona (June 25-27, 2014). During the fair, six Norwegian companies (Mattis Delerud from DOS Studios, Natascha Rösli from Rock Pocket Games, Ole Helland, Antagonist AS, André Lincoln, Read from Asio AS / Process DA, Tom Jøran Rønning from Working Mill A/S and Erlend Sogge Heggen from WeWantToKnow) were invited by both partners (Gamelab and Spillmakerlauget) and visited several Spanish video games companies in order to build a network of exchange between them. The Norwegian meeting took place in Bergen at Konsoll#14 (October 16-17, 2014). A delegation of Spanish videogame companies coordinated by Gamelab took part in this fair. Though the Norwegian game industry is relatively young, efforts of associations such as Spillmakerlauget and events as Konsoll have achieved to encourage success and attract foreign investment.

Henrik Ibsen / Federico García Lorca Exchange

Due to the extremely high number of requests from Beneficiary States received by the Centre for Ibsen Studies to be DpP of their projects, and after initiating the approach in autumn 2013, the Project Promoter is now in contact with the Dramatikkens hus. This institution is going to be the DpP of this project planned as a festival of two-three days that will take place in the Litteraturhuset, Oslo, Norway in 2015. Formal proposal of modification will be sent by the PO by the beginning of March 2015.

Romani Lives Exhibition

Due to difficulties to find a venue for “Romani Lives” in Norway, this activity is not going to be implemented and the PO is proposing this to be replaced by another one. The PO plans to propose the project “Mujeres de Cine” as activity to replace “Romani Lives”. This project born in 2010 aims to promote public interest towards Spanish movies made by women, contributing to increase its spectators’ figures and creating an alternative cultural channel for the cinematographic industry, which could bet on new models. “Mujeres de Cine” includes a one week showcase in Oslo and two other cities in Norway, an online showcase only available in Norway, and a sales pitching to be developed in May or September 2015.

Participation in other Bilateral Activities

The ES05 Programme Operator, The State Secretary for Culture, has also participated in the Closing Conference of the Programme ES06 “Exploring possibilities for future cultural cooperation – Spain and Norway, Iceland and Liechtenstein” organized by the Royal Norwegian Embassy in Spain, PO of the Programme ES06 Cultural Diversity and Cultural Exchange, and held on December 11th, 2014, in the Auditorium of the State Secretary for Culture.

ES 06: Cultural Diversity and Cultural Exchange

This was the first programme approved in April 2013 and the first to be closed in July 2015 (Initially the closing was foreseen in March 2015). The implementation period for the projects were from September 2013 to September 2014.

The Closing Conference of the Programme ES06 “Exploring possibilities for future cultural cooperation – Spain and Norway, Iceland and Liechtenstein” organized by the Royal Norwegian Embassy in Spain, was held on December 11th, 2014, in the Auditorium of the State Secretary for Culture in Madrid.

a) Overall progress as regards implementation of the Programme (Open call).

ES06 OVERVIEW OF THE CALL Closed in 2013	ES06 CATEGORY ONE: SUPPORT TO INSTITUTIONS FOR CULTURAL COOPERATION PROJECTS	ES06 CATEGORY TWO: SUPPORT TO INDIVIDUALS FOR CULTURAL MOBILITY
<p>Projects selected 29. Applications received: 141 Applications with bilateral partnership received: 98</p> <p>Grant applied for: € 5,185,509 Total budget € 422,500 (approx. 8% of grant amount applied for).</p> <p>Projects signed with partner: 8 (5 Norway – 2 Iceland – 1 Liechtenstein) 21 persons received funds for cultural mobility (9 travelled to Norway – 7 travelled to Iceland- 1 to Liechtenstein and 4 travelled from Norway to Spain).</p>	<p>Projects selected 8. Applications received: 105 Applications with bilateral partnership received: 62</p> <p>Grant applied for: € 4,971,183 Total budget: € 342,500 (approx. 7 % of grant amount applied for).</p> <p>Only Spanish entities could apply for funds in this category. 60 % of all applications received had a partner form one of the Donor States.</p>	<p>Projects selected 21. Applications received: 36</p> <p>Grant amount applied for: € 214,326 Total budget: € 80,000 (approx. 37 % of grant amount applied for). Legal residents in Spain and the Donor States could apply for funds in this category. The Embassy received 29 applications from Spanish artists and 7 applications from Norwegian artists. Remnant budget : 5,500€¹³</p>

The programme has fulfilled the overall objectives of the EEA Grants by contributing to the reduction of economic and social disparities in the European Economic Area by granting € 422,500 to contemporary art and culture projects. Promoting cultural diversity is essential in order to strengthen mutual understanding in Europe and to contribute to greater social inclusion, cohesion and economic development (growth and jobs) as set out in the Europe 2020 Strategy. Additionally, the programme has

¹³ The funds from one of the terminated projects (ES06-0024) were reallocated to projects promoters in the same funding category (category 2).

strengthened bilateral relations between Spain and the Donor Countries by focusing on collaborative projects between cultural operators in these countries.

The programme has contributed to build contacts and networks between institutions and artists from Spain and from the Donors. One challenge in Spain has been the lack of education opportunities within the cultural field. The programme has facilitated access to non-official education and training, as well as intercultural contacts. The mutual learning process will benefit both Spanish and Donors entities and artists. The artists can bring this experience into new projects in the future.

b) Progress towards expected outcomes.

Under the programme objective, “cultural dialogue increased and European identity fostered through understanding of cultural diversity”, one expected outcome was identified in the programme proposal: “Contemporary art and culture presented and reaching a broader audience”.

OUTCOME : CONTEMPORARY ART AND CULTURE PRESENTED AND REACHING A BROADER AUDIENCE	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT	DESCRIPTION
INDICATOR: Number of cultural performances held	10	70	700%	Cultural performances include music, dance, drama, etc. They may be free or paid, and taking place in a concert hall, open space, or other.”

The programme aimed at spurring cross-border cooperation, increasing access to culture and promoting cultural diversity. The programme’s limited budget required the Embassy to use strategic implementation criteria and emphasise the selection of those projects that offered the best scope in terms of contributing to its objectives.

c) Outputs achieved

Outputs and output indicators defined in the programme proposal and the achievement on these:

OUTCOME CONTEMPORARY ART AND CULTURE PRESENTED AND REACHING A BROADER AUDIENCE.	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
OUTPUT 1 Strengthened international cooperation and networks between cultural operators INDICATOR: Number of collaborative projects in the framework of the Programme	12	27	225%
OUTPUT 2 Strengthened knowledge transfer between Spanish and EU/EEA entities and individuals. INDICATOR Number of training and exchange between cultural entities, associations and mobility in the framework of the Programme.	12	27	225%

All implemented projects delivered outstanding results in reference to both output indicators. Both the cooperation projects and the individual mobility projects have contributed to enhance mutual

understanding and to strengthening international cooperation. Two projects were terminated because the project promoters were forced to cancel the projects (ES06-0018 and ES06-0024) and the achievement of the indicators is as a consequence 27 instead of 29.

The strong bilateral dimension in all projects incorporate training and exchange between cultural entities, associations and workers mobility. This has contributed to reaching the second output; strengthening mutual understanding and the transfer of knowledge between Spanish and EU/EEA entities and individuals. The termination of two of the mobility projects illustrates the crucial importance that the bilateral dimension had in these; they could not be implemented without their partners' involvement.

d) Potential risks that may threaten the achievement of the objectives set out in the Programme.

Three risks were identified in the programme proposal:

- 1) Lack of self-financing due to the economic crisis in Spain,
- 2) Low participation in the call, and
- 3) Difficulty in finding donor partners.

The result of the selection process shows that the second and third risk was mitigated through the Mitigation Plan presented with the Programme Proposal.

Regarding the first risk, self-financing, all eight institutions in category one signed a contract with the Embassy stating their obligations to contribute with 15 % of the project costs.

An additional risk was identified in 2013, i.e. the risk of not being able to complete the projects on time because of the short implementation period. The Embassy mitigated the risk by selecting short-term projects that could run for a maximum of one year. By the end of October 2014, all projects that had received funds had finished their activity and submitted a final report to the Embassy (with exception of the two cancelled projects).

To detect new risks during the implementation period, the Embassy, in cooperation with PricewaterhouseCoopers (PwC), applied the monitoring plan to prevent, detect and nullify any major risks.

e) Major deviations from plan.

No major deviations have been produced during the Programme's period.

f) Need for adjustments of plan, including actions for risk mitigation.

The programme has not been modified. However, it should be noted that the final date for the closure of the programme is changed from 31 March to 15 July 2015.

g) The use of funds for bilateral relations.

The funds for bilateral relations at programme level (€ 7,500) were divided into two activities.

Activity 1: Bilateral seminar for selected projects held on 10 October 2013 in Madrid.

Devoted to the PP, it was very useful to get an introduction to the financial reporting and have an opportunity to ask questions regarding their specific project. Additionally, they used the informal event to broaden their network, both in Spain and in the donor states. The Embassy has observed at later events that project promoters have kept in touch and that new relationships and project ideas have been developed.

Activity 2: Press trip to Norway from 5 to 7 March 2014

The Embassy, in collaboration with the project promoter for Contemporary Theatre Speaking (ES06-0004) organized a press trip to Norway for three selected Spanish journalists. The purpose of the press trip was to promote the project; a Spanish - Norwegian theatre exchange where the Spanish theatre Meine Seele (Draft. Inn) cooperated with the Norwegian House of Drama (Dramatikkens Hus). The press trip had a great media impact in Spain and further to this, the exchanges with the Norwegian cultural agents also provided outcomes on the starting of a cultural network between institutions of both countries. Therefore the PO considers this press trip to be very successful in strengthening the bilateral relations and increasing the knowledge about Norwegian culture in Spain.

Under this Programme, extensive bilateral relations have been established between entities and individual artists in Spain and the donor states. Several of the projects funded in the programme have a great potential to grow into larger projects that will reach a broader audience. How to raise money for these projects is though a challenge for the Spanish stakeholders, among other things because Spain will not receive funds from the EEA Grants in the coming financial mechanism. During the closing seminar (in December 2014) the Embassy assisted project promoters and other stakeholders to search for alternative ways to fund their bilateral activities. Spanish national mechanisms, **Creative Europe** and the **Polish cultural programme within the EEA Grants** were presented as some of the alternatives.

Even though the programme will end, the Embassy will continue its work to promote bilateral cooperation.

Further to this, the specific ES06 - Cultural diversity and cultural exchange information brochure contributes to spreading the results of the funded projects after the closure of the programme and thus make the EEA Grants better known in Spain and the Donor Countries.

ES 07: NILS Science and Sustainability

Programme Approved 4th June 2013.

In hardly one year and a half the PO has launched 5 calls regarding mobility (2 in 2013 and 3 in 2014) awarding a total of 106 projects (including the awarded call in January 2015). One call regarding preparatory visits and second regarding Universities with Erasmus+ agreements were launched in 2014 and 2013 respectively. Those data give an idea of the effort carried out by the PO in this period.

a) Overall progress as regards implementation of the Programme (Open calls).

ES07 ABEL IM-CM 2013	ES07 ABEL IM-CM 2014	ES07 ABEL IM-2 nd 2014
Closed 2013. Selection Committee : 16 th January 2014 Projects awarded IM : 24 Projects awarded CM:18 Projects with partner: All Budget IM:€ 330,305 Budget CM: € 938,223	Open 01/01/2014 Closed 28/02/2014. Selection Committee : 12 th June 2014 Projects awarded IM : 26 Projects awarded CM: 11 Projects with partner: All Budget IM: €420,720 Budget CM:€473,444	Open 04/07/2014 Closed 20/09/2014. Selection Committee: 14 th January 2015 Projects awarded IM: 27 Projects with partner: All Remnant budget : on going

Regarding bachelor and master students awarded by Spanish institutions within NILS programme and linked to Erasmus + programme (STUD-INSTIT-2013 call, measure 2), face to the aim of 100 students moving within this measure, there has been 219 students awarded, with a total of 1276 months spent in Donors Countries. During 2014, with the eleven awarded project agreements already signed, the granted Spanish institutions have launched calls addressed to their bachelor and master students, in connection with the Erasmus + programme, and have conducted the application, evaluation and selection procedures. Calls were published in the respective institutions' websites.

From a gender prospective within NILS 1 programme, implemented from 2009 to 2011, womens' participation was quite low, 22%. With NILS Science and Sustainability programme, projects being implemented in 2014 and 2015, we can reach more than 250 researchers' mobility, tripling NILS 1 figures with only double budget and more than doubling donor states institutions involved. Furthermore we find improvements from the gender perspective, as participation of women is now higher, with 47% of individual mobilities and 30% of those involved in coordinated mobility scheme being women (although only 7 out of the 26 coordinated mobility projects are leaded by women from Spanish institutions). Stronger institutional level cooperation is also achieved, especially with the involvement of research teams (and not only individuals).

b) Progress towards expected outcomes.

Considering the first outcome defined in the PA: **Increased higher education student and staff mobility between Beneficiary and EEA EFTA States** and bearing in mind the strong crisis situation in our country, 219 grantees expected to perform stays in donor countries must be considered an excellent result as it allows maintaining the mobility figures from Spain to such countries, despite their higher cost of living. The programme has achieved to involve the Spanish institutions which are responsible for a great part of the Erasmus mobility in our country: five of the first 20 European higher education institutions in the "Top 100 higher education institutions sending students on mobility in 2011-2012" are involved in NILS programme, and that eight of them are in this top 100 list. On the other side, 35 institutions from donor countries are involved in these mobilities: 28 in Norway, 6 in Iceland and one in Liechtenstein.

Regarding the second outcome: **Increased and strengthened institutional cooperation at all levels of the education sector (higher education) between Beneficiary and EEA EFTA States**, cooperation for research, up to December 2014 NILS has achieved to get 127 applications from 29 different Spanish

promoters, involving as first partners 35 institutions from Donor Countries (7 in Iceland and 28 in Norway). 90 projects have been approved, 76 for individual mobility and 29 for coordinated mobility. A wide range of topics, related to the strategic focus of the programme, are being faced by granted institutions and researchers: biomedicine, ecology, energy, renewables and sustainability, general sciences, economics and social issues, food technology, and climate change.

c) Outputs achieved

OUTCOME 1. INCREASED HIGHER EDUCATION STUDENT AND STAFF MOBILITY BETWEEN BENEFICIARY AND EEA EFTA STATES	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
OUTPUT 1.1. HE mobility programme promoted effectively among institutions and beneficiaries selected on a competitive basis.			
INDICATOR: Increased awareness among HE institutions	40	ND	ND
INDICATOR: Number of mobility project applications received by PO	10	11	110%
INDICATOR: Number of promotional events where EEA/NRW Grants scholarship programme was presented.	3	3	100%
OUTPUT 1.2 Agreements for HE student and staff mobility formalized / existing agreements enhanced INDICATOR: Number of mobile students as part of new or existing mobility agreements.	100	219	219%

OUTCOME 2 INCREASED AND STRENGTHENED INSTITUTIONAL COOPERATION AT ALL LEVELS OF THE EDUCATION SECTOR (HIGHER EDUCATION) BETWEEN BENEFICIARY AND EEA EFTA STATES	OBJECTIVE	MEASUREMENT	% OF FULFILLMENT
OUTPUT 2.1 Joint projects identified and implemented by partner institutions			
INDICATOR: Number of bilateral partnership agreements	40	127	317%
INDICATOR: Number of projects	40	78 ¹⁴	195%
OUTPUT 2.2 Mobility programme for institutional cooperation effectively implemented			
INDICATOR: Number of institutional cooperation project applications received by PO	50	33	66%
INDICATOR: Number of promotional events where EEA/NRW Grants scholarship programme was presented.	3	3	100%
INDICATOR: Number of education faculty/teaching staff.	90	ND	
INDICATOR: Number of collaborative research groups.	10	29 ¹⁵	290%

d) Potential risks that may threaten the achievement of the objectives set out in the Programme.

¹⁴ In January 2015, 27 new individual mobility projects have been approved

¹⁵ 29 projects awarded involving at least one or two collaborative groups.

At this stage of the programme development some of the risks reported on the previous strategy report have been overcome especially those regarding outcome 1 related to grant to students vinculated to Erasmus plus programme.

Operational issues considered as risks are common with the rest of the Programmes and are mainly described as:

- Some projects won't use 100% of awarded funds. For those unused funds a monitoring plan on projects for early detection of unused funds and putting in place, if possible, reallocation procedures has been designed.
- Low quality of reporting from promoters. To solve this risk the PO has issued a Guidelines for reporting and a seminar on reporting is being offered.

e) Major deviations from plan.

- The summer course at the Complutense University in El Escorial on *Science and Gender* organised by the PO under Complementary Actions planned for 2014 was delayed to 2015.
- As in 2013, funds remaining from measure 6 calls were used to fund projects within simultaneous measure 10 calls.

f) Need for adjustments of plan, including actions for risk mitigation.

During 2014 the following modification of the PA referring to bilateral relations funds were applied and consists of:

Unused funds from preparatory visits call were transferred to the bilateral relations activities call. Bilateral relations activities call was modified in order to include new applicants and possible activities (specifically, awarded project partners from Donor states and applicants from Donor states to join events organized by the programme operator).

g) The use of funds for bilateral relations.

In general terms, the extent of cooperation is high both at the programme and at the project level, and it should obtain shared results, from a scientific and academic point of view, but hopefully from an institutional point of view too. Technical reports to be received from researchers shall allow better assessing the further cooperation expectations and plans of NLS awarded institutions and staffing.

Concerning the **funds for bilateral relations** at the programme level: only two preparatory visit applications were submitted during 2014 (plus one in 2013); this is a pity as very likely such visits would help produce not only better previous knowledge among participants but also better applications. On the other hand, the bilateral relations call was launched during 2014 and three applications have already been awarded the three of them to be carried out in 2015 and jointly organized by Spanish and Norwegian partners as activities that complement project activities granted within measures 6 and 10. The bilateral relations activities call remains open until end of March 2015. Five new applications have been received up to January 30, 2015. Awarded applicants from all calls are being encouraged to apply for such funds in order to organize complementary activities as well as meetings to explore further cooperation and funding opportunities (such as H2020).

Regarding **complementary actions**, one activity has been developed and two additional ones are forecasted. In 2014, UCM has organized a meeting of the programme operators, national focal points, donor programme partners and financial mechanism office, held in October, in Madrid. For 2015, the PO has planned to organize a summer school on “Science and Women”, as a part, also, of its gender approach within the programme. Possibly, another workshop should be organized, from a scientific and institutional perspective, allowing exchange results of NILS awarded projects, to identify further cooperation opportunities, and to exchange on public science and education systems and policies in involved countries.

The main concern at this point regards the sustainability of the cooperation activities started or fostered thanks to NILS programme. This concern was treated during the Cooperation Committee meeting held in Madrid in October 2014. In that meeting, it was agreed that the PO would contact the involved ministries as well as the Norwegian Embassy in Madrid in order to explore further cooperation opportunities, and that the DPPs would support such initiatives.

4 MANAGEMENT AND IMPLEMENTATION

4.1 Management and control systems

a) National Focal Point Management and Control System

The description of the management and control system for the implementation and audit of the EEA Financial Mechanism 2009-2014 in Spain had the clearance of the FMO on 10 October 2013 over the final revised version on 9 October 2013.

However the proposed organization chart¹⁶ capacity and resources set aside to implement the grants were clearly insufficient lacking a reasonable coherence, concentration and dedication.

A new design of staff organisation was proposed in December 2013 and was included in the Strategy Report 2013 hoping it will provide the NFP with the necessary human resources to be able to carry out its work in a more effective and competitive way.

However due to budget constrictions and national policies, this structure has been implemented very slowly. The calendar has been as follows:

December 2013 to Mars 2014	April 2014 to May 2014	June 2014 until now
One single person working on NFP 100%	Three people working on NFP 100%. Activities on communication start.	Four people working on NFP 100%. No more staff is foreseen.
Executive Director	Executive Director. Administrative Assistant Communication Officer	Executive Director. Administrative Assistant Technical Counselor Communication Officer

¹⁶ See the organigram in page 15 of the ES01 Management and Control Systems – October 2013, approved by the AA on 2nd April 2013 and by FMO on 10th October 2013.

Thus, six months have been required to implement the organization chart proposed in December 2013¹⁷. As a consequence the implementation of the Communication Strategy in Spain was delayed until April 2014.

An External Monitoring Agent (Audit Expert) to carry out the task of verification, monitoring and quality control has been already contracted for this service in July 2014. Work is scheduled to be completed on November 2014.

b) Programmes Management and Control Systems

Year 2014 was the period of development and approval at the national level of the detailed descriptions on Management and Control Systems for all Programme Operators. A combined effort of AA, CA, NFP and POs for this starting period of implementation of the programmes made possible to obtain the five MCS documents to be delivered to the FMO between May and October 2014. These processes were followed according to the calendar stated in the Regulation and in the PIAs:

4.8 Regulation : *Within six months from the submission of the first interim financial report, the National Focal Point shall submit to the FMC a detailed description of the management and control systems of the Programme Operator and their functions, covering in particular:..... The report ... shall be drawn up by the Audit Authority.*

PIA: Programme operator Obligations. *Send for acceptance of the NFP the MCS and audit trails for the Programme, within 4 months from the date of submitting the first IFR by the Programme Operator to the NFP*

	MCS PO – Art 4.8 2.Regulation			In NFP	Delivered to AA	Last meeting AA-PO	AA report	English version	Delivered to FMO
	IFR#1	Limit in NFP	Limit in FMO						
ES02	04-11-2013	04-03-2014	04-05-2014	06-03-2014	06-03-2014	14-03-2014	05-05-2014	23-05-2014	27-05-2014
ES03	04-11-2013	04-03-2014	04-05-2014	20-01-2014	19-02-2014	07-03-2014	05-05-2014	02-06-2014	04-06-2014
ES04	15-11-2013	15-03-2014	15-05-2014	17-02-2014	06-03-2014	17-03-2014	16-05-2014	06-06-2014	06-06-2014
ES05	17-04-2014	17-08-2014	17-10-2014	04-03-2014	05-03-2014	23-06-2014	20-10-2014	20-10-2014	20-10-2014
ES06	-	-	-	-	-	-	-	-	-
ES07	13-11-2013	13-03-2014	13-05-2014	14-02-2014	19-02-2014	06-03-2014	12-05-2014	25-06-2014	25-06-2014

Special remark shall be made dealing ES05 deadlines; IFR#1 was approved by CA on 17/02/2014, but it was not by the FMO until the approval of their Bilateral Relations plan (as stated in the Regulation). Final date of approval was 17/04/2014 and this is the date considered for the MCS drafting process deadlines.

In addition, as live documents, some changes and amendments were necessary to better define the MCS and adapt to the actual situation:

¹⁷ See the proposed organigram on the Strategic Report 2013 point 3.1. Management and Control Systems.

Programme/ Organism	Changes proposed	Comments
ES01/ NFP, CA, AA	Annexes I, II and III of the MCS. Addition of a description of the management of National Focal Point, Certifying Authority and Audit Authority dealing with Technical Assistance and Bilateral Relations at National Level.	Approved by AA in their audit report, December 2014
ES01/ NFP, CA, AA	Amendment to the MCS. Changes to the NFP functional structure.	Approved by FMO in the Annual Meeting, November 2014
ES04/ State Secretariat of Equality	Law 15/2014 of 16 September of Public Sector rationalization and other administrative reforms, eliminates the Equality of Opportunities General Directorate that was the body designed as Programme Operator and its tasks are taken up by the Women's Institute and for the equality of Opportunities	Verbally agreed on a NFP-CA-AA-PO meeting. AA formal approval pending on their 2015 audit.

In order to assess the efficiency and the effectiveness of the management and control systems established in Spain, two different processes were carried out: at national level and at programme level.

At national level, the AA carried out the system audit of the MCS and activities carried out by the NFP. At programme level, the NFP contracted the services of the company Grant Thornton to assess the efficiency and the effectiveness of the procedures and activities implemented by the POs up to 31 December 2013. Although these monitoring processes will be deeper exposed in point 4.3 of this report, it can be said that the results of the assessments demonstrated that the development and implementation of the different MCSs during 2014 made possible to detect and correct some of the irregularities made during the starting implementation period, lasting until the beginning of 2014. Making a comparative study, most of the findings arisen during the NFP audit and the POs evaluations were already solved with the procedures included in the MCSs. Some of them were also considered for amending the MCSs in order to walk in the way of continuous improvement.

In particular, a template and a procedure were established in July 2014 in the MCS for the BS TA for managing the bilateral relations at national level: as a result, the certification of the activities implemented was standardized. In order to assess the implementation of the BRNL Plan, it was defined in Annex I to the MCS that the NFP will monitor the activities carried out in accordance with the BRNL Work Plan as follows:

- The PO will provide the NFP with a report describing the activity performed, covering 100% of the BRNL.
- On-the-spot verification by attending 100% of BRNLs in Madrid, where the POs are based and all bilateral relations implemented in Spain were held.

4.2 Compliance with EU legislation, national legislation and the MoU

a) Compliance with EU legislation, national legislation and the MoU

As a result of the Regulation consultation process driven by the FMO, an amended version was developed in July 2014. This new version was notified by the NFP to the POs with the aim of reviewing their own procedures for any change needed.

The MoU was amended in its Annex A –according to Article 2.1 paragraph 3 of the Regulation- through an exchange of letters between the NFP and the FMC (FMO) in October 2014, and approved in the Annual Meeting in November 2014. This amendment (version 22-October-2014) includes minor changes dealing with the name of the organisms within the structure of the Ministry of Finance and Public Administrations.

Although the TA Agreement at country level was not modified, a proposal for reallocations between budget headings was started in October 2014. These changes continued to be better defined in the beginning of 2015, always under the provisions of Article 2.8 paragraph 2 of the TA Agreement, without the Donor's prior approval needed. This process is developed in the Attachment 8 for annual reporting under the TA Agreement.

The compliance with Community Policy and national regulations on environmental issues was assessed during the POs evaluation process carried out by the company contracted by the NFP. Public procurements are monitored ex-ante by the control bodies of the administration and ex-post by the Audit Authority in their audits on expenditure carried out for all programmes (except ES06) for the period 2012-2013.

At the national level, a new anti-corruption regulation has been developed by the Government and the Parliament has approved the Law of Transparency, access to public information and good governance (Law 19/2013 of 9 December)¹⁸.

The provisions of the law on transparency and good governance have come into force on 11 December 2013; the other provisions will come into force on 11 December 2014. This regulation is binding on regional and local institutions.

The Law provides:

- What information Public Administration must give for knowledge of citizens, see <http://transparencia.gob.es/en>
- How citizens can request information
- What are the rules of good governance to be met by senior people working in administration
- Penalties for people who do not comply with the law.

The Transparency and Public Information Office has been launched in July 29. This Office will be the responsible of the implementation of the aforementioned Law of Transparency in the Public Administration.

It has also been created the Spanish independent fiscal institution (Autoridad Independiente de Responsabilidad Fiscal, AIReF, www.airef.es) with the aim of a continuous assessment of the budget and public debt.

Furthermore, it is highlighted that the National Anti-Fraud Coordination Service was recently created in Spain, introduced by the Royal Decree 802/2014, of 19 September (Spanish Official Gazette, BOE, of 26 September 2014). This service aims to channel the relations of European Anti-Fraud Office with national

¹⁸ See the Spanish Official Gazette, BOE: https://www.boe.es/diario_boe/txt.php?id=BOE-A-2013-12887

authorities with jurisdiction in this matter and is driven by Regulation (EU, Euratom) No. 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF).

The National Anti-Fraud Coordination Service has, without prejudice to the powers of the State Tax Administration Agency, the following functions:

1. Lead the creation and implementation of national strategies and promote legislative and administrative changes necessary to protect the financial interests of the European Union.
2. Identify possible deficiencies of national systems for the management of EU funds.
3. Establish channels for coordination and information on irregularities and suspected fraud between national institutions and the European Anti-Fraud Office.
4. Promote training for fraud prevention and fighting.

Dealing with the two possible conflicts in the compliance with the regulatory framework of the financial mechanism in Spain identified in last Strategic Report 2013:

- The first one had to do with national regulation about compromise of funds for future financial years in public administrations and could have affected the call on ES04 Gender Equality programme. In this regard budgetary regulation establish that compromises of public funds for future financial years (or what is the same to write the line in the next year budget) can't exceed 70% of the budget of the department in the current financial year. If so, to raise this "roof" the procedure to follow is long and complicated. The mentioned call extends the project payments until the end of 2015. As that fact needs to open a line on the budget 2015 previously to the launching of the call, it is probable to face this procedure. Finally it meant a delay in the launching of the call, made by the Women Institute, but the budgetary issue was technically solved and the call was approved.
- The second one had to do with EEA Grants regulation and affects the implementation of ES05 Culture programme. Condition 11 of the PA establishes that a detailed budget and details on the plan for the fund for bilateral relations needs to be approved by the FMC to authorize any payment to the pre-defined project "Centro Federico Garcia Lorca". Finding partners for two out of the three planned bilateral activities prevented from getting a detailed bilateral activities plan, and delayed payments to the project promoter would delay the project delivery and may compromise the whole Programme. In the first quarter of 2014 it was solved, the bilateral relations plan was approved and the IFR had the clearance from the FMO in April 2014.

Another conflict arisen between the Regulation and the national legislation was related to Article 7.13 paragraph 3:

3. A report by an independent and certified auditor, certifying that the claimed costs are incurred in accordance with this Regulation, the national law and accounting practices of the project partner's country, shall, subject to paragraph 5, be seen as sufficient proof of costs incurred by a Project Promoter or a project partner whose primary location is in a Donor State or a Beneficiary State or inter-governmental organisations. (...)

It was detected during the discussions between ES04 PO and the Norwegian DpP, KS. The national legislation in Spain does not accept any expenditure to be covered by national funds if it is not authorised by the legal department and audited by the financial controller. The most interesting option for both sides (Norwegian and Spanish partners) for this particular bilateral agreement involved the consideration of the funds to be paid to KS as Spanish national funds. In this situation, although the Norwegian partner had the right to call for the application of the abovementioned paragraph, they agreed to accept the Spanish National legislation to make this cooperation feasible. The successful agreement was signed in January 2015.

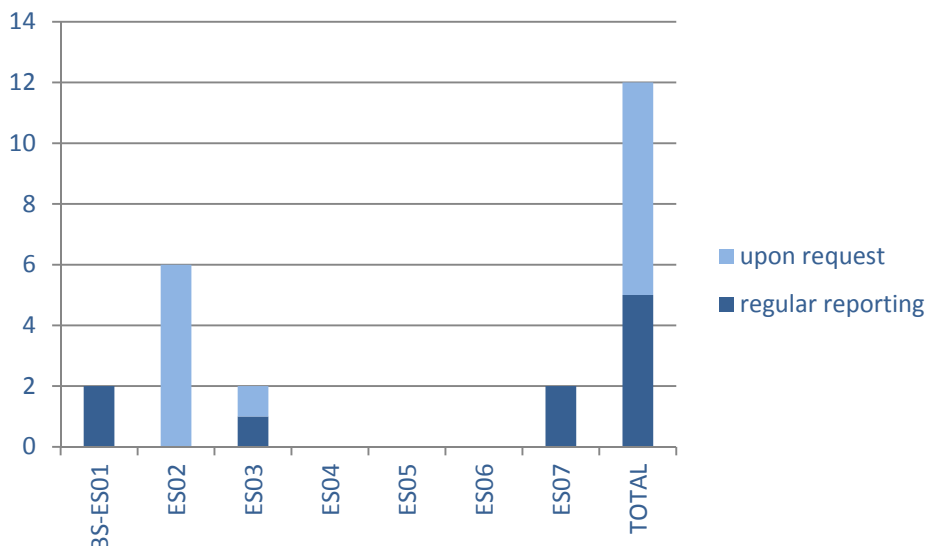
b) Irregularities

In 2014 it was started the reporting activities of the responsible national public entity, the National Focal Point.

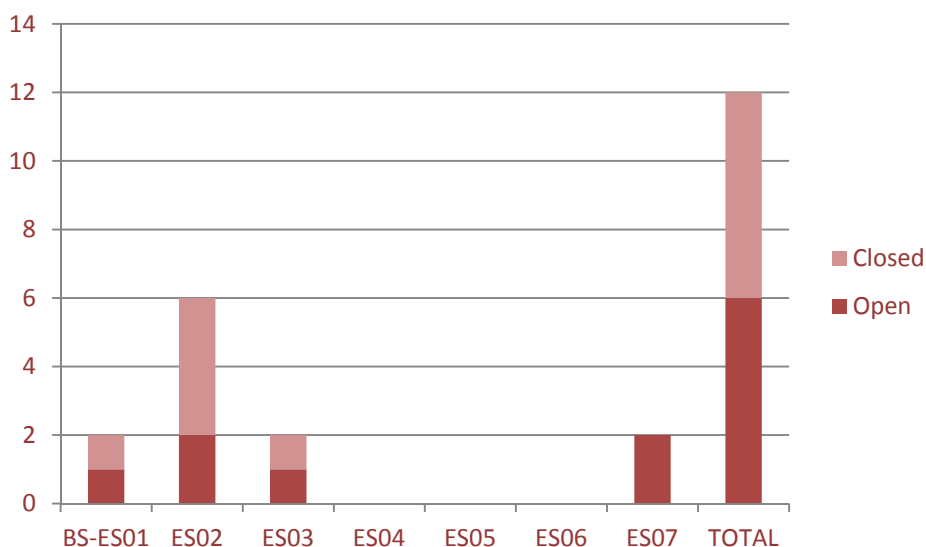
As a first consideration, there was a misunderstanding in the reporting level for irregularities concerning the TA at the BS level –see reported irregularities # IR-0063 and IR-0140-. The FMO criterion is that irregularities concerning the BS technical assistance shall be identified as Country level, while the initial criterion of the Spanish NFP was that the ES01 Programme level for reporting such irregularities could be more accurate, reserving the Country level for another irregularities out of the scope of the technical assistance or bilateral funds –such i.e. a conflict between a specific national regulation and the EEA Grants Regulation, or any other issue that exceeds the technical assistance activities and responsibilities-. As a result of this discussion, the NFP proposed the FMO to delete from DoRIS the option of “ES01 - Technical assistance to the Beneficiary State & Fund for bilateral relations at national level” for irregularities reporting in order to avoid future misunderstandings.

A total of 12 irregularities were detected during 2014 (no irregularities detected in 2013), divided as follows:

- Reporting: 5 irregularities under regular reporting (Art. 11.5 of the Regulation), 7 irregularities to be reported upon request (Art. 11.7)
- Level: 2 irregularities at Beneficiary State level, 4 irregularities at Programme level, 6 irregularities at Project level.
- Status: 6 irregularities are open and 6 have been closed. Those reported to the FMO, although corrective and/or preventive measures have been taken, only are considered as closed when the FMO confirms so.



Irregularities reporting policy according to articles 11.4 to 11.7 of the Regulation: immediate, regular, upon request.



Status of irregularities per Programme.

Most of the irregularities implied financial corrections, assumed as recovering funds in the Interim Financial Report following the detection and study of each irregularity. Highest amounts in financial corrections were those related to ES02 irregularities -due to the highest grant management within this programme-, reaching a maximum of 27k Euro for irregularity ir-01. Particulars on each irregularity and their financial effects can be checked in attachments 4 and 5 to this Strategic Report.

Looking for trends of irregularities for the different Programmes and at BS level, we can assess some common causes of irregularities:

- Period of eligibility: irregularities has been detected at the different levels –BS, Programme, Project- caused by the declaration in first IFR of eligible costs that were incurred before the start date for

eligibility. These irregularities were detected by the AA and the costs were recovered. They are not likely to be repeated.

- Eligible costs: three irregularities at Programme level were detected dealing with the criterion to consider a cost as eligible or the way of declaring it in IFRs. The detection was made by the AA or the PO.
- Project Promoters: 5 out of 6 irregularities detected in ES02 were caused by bankruptcy or resignation of the PP. These data are already taken into account as a risk for the implementation of this Programme, and corrective measures are being studied between PO, DPP, NFP and FMO to find the best solution to implement the extra funds available.

4.3 Audit, monitoring, review and evaluation.

The **Audit** Authority performed the activities planned in their “Audit Strategy of the European Economic Area (EEA) Financial Mechanism 2009-2014” (see Attachment 6). According to their procedures, the audits are referred to the period July 2013 to June 2014, although in this case they are the first audits so they covered from the beginning of the 2009-2014 Financial Mechanism:

- System Audits (on the implementation of the Management and Control Systems): ES01 TA and BRNL Fund
- Audits of expenditure declared: ES01 TA, ES02 Climate Change, ES03 NGO’s Funds, ES04 Gender Equality, ES05 Cultural Heritage, ES07 Exchange Scholarships.

The general result of the audits was favourable (favourable with reservations for ES07 due to indirect costs declaration, already corrected), with the remarks already considered for corrective and preventive measures by the POs, and reported as irregularities when appropriate. Looking deeper:

- **ES01, System Audit:** the check lists designed for checking the eligibility and accuracy of the information included in the IFRs were considered as incomplete, and the previous verification by the Inspection and Control services was enforced. These items were already faced by the NFP in the Annex I of the MCS, and amended to better align with the AA advice. The specific computerized system for accounting was not developed, although having in mind the limited period of implementation and the proportionality to the workload, this situation is acceptable.
- **ES01, Financial Audit:** a non-eligible expense was detected, amounting of € 3,103.40, in view of its date (November 16th, 2011), in line with the provisions contained in article 7.12.7 of the Regulation as the last signature on the MoU was placed on November 18th, 2011. It was registered as irregularity IR-0063 –already closed by the FMO- and the financial correction was made in IFR#3.
- **ES02, Financial Audit:** in the sample, the scope was Bilateral Relations expenditures, and there were no findings.
- **ES03, Financial Audit:** Expenditure in the amount of 1,143.45 Euro corresponding to the purchase of 3 computers must be considered not eligible (only depreciation would be eligible). It was registered as irregularity IR-0139 and the financial correction was made in IFR#5.

- **ES04, Financial Audit:** The declared expenditure corresponding to the sample was 200,000 euros and corresponds to an advance, so the control of the real declared expenditure should be done in later years.
- **ES05, Financial Audit:** No audit was carried out as there was no declared expenditure in the year of reference.
- **ES07, Financial Audit:** Two findings were highlighted, one dealing with the initial date of eligibility and the second one dealing with the indirect costs to be declared. Firstly, the earliest expense eligibility date is June 4th, 2013, the date of the approval of the Programme by the FMC (Article 7.10), but the PO included ineligible expenditures in the amount of 87.91 Euro by including salaries from June 1st to June 3rd, 2013. Secondly, an irregularity in the amount of indirect costs attributed was identified. The audit authority established the criteria of declaring the overheads as a flat rate of the declared direct costs in each IFR. The PO had declared such overheads in another way, and always respecting the flat rate agreed in the programme agreement. As a result, these two findings were registered as irregularities IR-0141 and IR-0142 and the financial correction will be made in following IFR#6.

The annual report and opinion of the AA based on audit activities implemented during the reporting period 2014 can be found in Annex 3.

Resulting from continuous **monitoring** activities from the NFP, some trends were identified in different Programmes, mainly:

- Short implementing time: having in mind that most projects have started along 2014, the implementation time is between 1 and 2 years, which introduce extra pressure to their developments and let no room for the error.
- Calls: most of the calls were launched during 2014. That demanded an intensive work by the NFP to assess them and to take part as observer in the selection committees. Common concern to all of them was the mechanisms to better ensure the full application of available funds, facing the uncertainty of projects that could withdraw combined with the need of a certain amount granted in compliance with national granting law.
- High attractiveness of EEA Grants schemes: both potential future applicants and POs missed continuity in the Financial Mechanism after 2015, although new post-EEA Grants cooperation measures are being explored at project, programme and national-Donors level.
- Procurement processes: nor the AA nor the evaluation process by NFP has detected irregularities on this issue. Public procurement procedures are held at national level institutions and the control measures in place were successful up to now (see Attachment 8, section 3).

Monitoring activities are also implemented on-the-spot by visiting Projects and attending Bilateral Relations at National Level. During 2014, 37 visits were done.

Having in mind the crucial final period of implementation facing in Spain for 2015, an extra monitoring measure has been established by the NFP in order to hold at least **one meeting with all POs every two months**.

Review and evaluation activities under the responsibility of the NFP were outsourced by the contracting of an audit and consulting company, Grant Thornton (see Attachment 8 for procurement process). This evaluation was held between July and December 2014. The work plan was scheduled in three steps:

- 1 Initial period for definition of the work plan, the scope and the procedures, in close cooperation between NFP and the company. July to September 2014. As a result, a check list reflecting the objectives of the Financial Mechanism was agreed.
- 2 Evaluation period for on-the-spot evaluations of the Programme Operators: September to October 2014.
- 3 Reporting period, including an allegations period for the POs and the final reports issued. November to December 2014.

The final reports can be found as Annex 4 to this Strategic Report.

A clear pattern on this evaluation process was the short implementation period to be assessed, since the POs started their operations in 2013 and that was the year covered by the evaluation. In the absence of a specific MCS (nor approved, nor developed) some operational irregularities were detected, but they were solved and have no recurrence afterwards in 2014, with the MCS in place.

The evaluation and recommendations were made based on the principle of proportionality: some findings considered as fair, implemented to an acceptable stage, have no any recommendation for improvement if it is assessed that the available resources at PO level and the remaining implementing period make such recommendations inefficient.

An overview for the activities implemented at programme level in 2014 and for those planned both at national and programme level for the next period, is described in following tables.

NATIONAL LEVEL AUTHORITIES	2015 AUDIT PLAN	In the second semester 2015, all Financial Mechanism expenditures of the second semester 2014 and first semester 2015 (except ES06 programme) will be evaluated under the Audit Plan 2015. Audit tasks will be performed by the Audit Authority (Ministry of Finance, IGAE)
	2015 MONITORING PLAN	Following the foreseen plan, evaluation of the activities implemented during the year 2014 will be carried out by an External Auditor. It is expected to be contracted in September 2015

ES02 ENVIRONMENTAL AND CLIMATE CHANGE-RELATED RESEARCH AND TECHNOLOGY	2014 MONITORING	<p>Programme Monitoring, main activities carried out:</p> <ul style="list-style-type: none"> • Cooperation Committee meetings with representatives from CDTI and Innovation Norway and with the National Focal Point, Royal Norwegian Embassy and FMO participating as observers. These meetings have taken place on 2nd July and 23rd October 2014. • Annual Programme Report (year 2013) <p>Project Monitoring: monitoring of all approved projects conducted in December (both the first and the second call). Companies with approved project and contract signed, 189. Monitoring questionnaire sent to 189 companies, answered 170 in time. Results:</p> <ul style="list-style-type: none"> • The average score to the question “Is your Project being developed successfully?” is 4.24 (being 1 the lowest score and 5 the highest one). • 65% of the companies answered that its projects hasn’t had any deviation from the plan. Of the other 35%, which answered it does, selected implementation delays is pointed as main deviation. • 113 companies have answered that the project hasn’t created, at least yet, employment. 49 have answered that it has created it. • 99 companies have signed contracts with universities or research centers; 60 haven’t done it, at least yet. • 41 companies have answered they have bilateral cooperation with entities from donor countries.
	2015 MONITORING PLAN	<p>Programme Monitoring, through 3 main instruments:</p> <ul style="list-style-type: none"> • Cooperation Committee with representatives from CDTI and Innovation Norway and with the National Focal Point, Royal Norwegian Embassy and FMO participating as observers. The Cooperation Committee maintains a fluent communication to assure the accomplishment of the Programme’s objectives, as well as the reporting and management requirements of the Programme. • Annual Programme Reports • Final Programme Report <p>Project Monitoring: administrative checks, assessment of submitted reports on project progress and fulfilment of the proposed technical activities, as well as on-site monitoring visits</p>
ES03 PLATFORM OF NGO’S FOR SOCIAL ACTION. ACTIVE CITIZENSHIP	2014 MONITORING	<p>NGO’s Platform is responsible for monitoring the projects.</p> <p>On 8 May 2014, before the beginning of the projects the Programme Operator held a meeting with all the project promoters to explain the monitoring and reporting system. Quarterly reports submitted by the PP are verified at different levels: by two officers in charge of the projects, the coordinator, the financial controller and finally by the Managing Director.</p> <p>Furthermore, it has been hired an external audit (PwC) both for auditing the implementation of the Monitoring and Control System of the Programme Operator and for auditing a sample of projects. Both audits have been carried out during 2014. The same company will do the financial auditory of the Programme Operator too.</p> <p>On-site monitoring:</p> <p>All the projects have been visited by the officers of the programme and a sample of projects have been visited by the financial controller following the procedures established in the Management and Control System. The external audit, PwC, has visited a sample of projects.</p>
	2015 MONITORING PLAN	<p>Project monitoring will be carried out based on the report system set up comprising quarterly and final reports.</p>

ES04 GENDER EQUALITY AND WORK LIFE BALANCE	2014 MONITORING	<p>PO of GENDER shall conduct annual monitoring of a sample of projects</p> <p>In 2013 the On-Site Monitoring Guide was established and the 2014 Plan of Visits was defined. This Plan was accomplished.</p> <p>2014 Plan of Visits:</p> <p>Applying the criteria set out in the On-site Monitoring Guide of the PO, the projects selected for 2014 were: "Equality in Schools" "Entrepreneur women in selected economic sectors" and "Good practices exchanged in the fight against gender based violence".</p> <p>These visits were scheduled for November and December 2014.</p> <p>Since the Open Call and Small Grant Scheme were resolved at the end of 2014 and there was barely any time to start the projects, the 2014 Plan of Visits does not include any of the projects selected through these lines.</p>
	2015 MONITORING PLAN	The On-Site Monitoring Guide will be followed to establish 2015 Plan of Visits.
ES 05: CULTURAL HERITAGE.	2014 MONITORING	<p>PO has delegated the monitoring and evaluation tasks to an external company, "unamásuna".</p> <p>The monitoring and evaluation tasks have been structured in four strands: monitoring of the PO, Pre-defined Project, Bilateral Relations and Visibility of the Donor States and the EEA Financial Mechanism. This answers to a logical structure for 2014 as the Programme was in initial implementation phases and it was necessary to collect the information from the PO before monitoring the other activities.</p> <p>Operational Monitoring process has been carried out in a fourth-month scope, and the reports have been delivered in January, May, September 2014 and in January 2015.</p>
	2015 MONITORING PLAN	During 2014, the monitoring team has made more efforts to collect information and findings from the agents involved than to monitor the activities. The expected progress in 2015 drives to an emphasis on the pre-defined Project (its opening is scheduled for June 2015, therefore, a higher number of on-the-spot verifications has been foreseen) and to monitor and supervise the process of the other two bilateral activities.
ES 06: CULTURAL DIVERSITY AND CULTURAL EXCHANGE.	2014 MONITORING	A monitoring plan was developed to cover both the horizontal aspect (the programme) and the vertical aspect (the projects) of the monitoring. It also ensured a control of all activities (financial and physical). PO was assisted by PricewaterhouseCoopers (PwC). A 100% desk review of incurred expenditures has been carried out by the PO.
ES 07: NILS- SCIENCE AND SUSTAINABILITY	2014 MONITORING	<p>Programme Operator structure was involved, at different levels, in monitoring and in deciding on measures to be taken following monitoring results.</p> <p>Main general monitoring methods during 2014 have been: review of written reports submitted by project promoters both financial and technical, review of administrative documentation, statistical analysis.</p> <p>Main finding is that many PP failed submitting the Interim financial reports in time and correctly fulfilled, although they are clearly stated in the project agreements. In order to facilitate their work, the programme operator elaborated a guidelines document on how to fulfil the interim financial reports. Main challenge for this is that the Spanish Audit Authority started to audit the programmes at the end of 2014, and new and unexpected criteria has been required. This criteria is in contradiction with those set up by the Certification Authority in previous meetings, and agreed with this PO. This means that a second version of these guidelines has to be prepared in order to allow promoters to meet the new requirements set up by the auditor.</p>
	2015 MONITORING PLAN	Technical and financial verification are described in chapter E3 of the MCS of NILS programme . The general monitoring and verification system of the projects is separated in two areas: financial monitoring and technical monitoring of the activities. The Management Unit and Control Unit are in charge of the financial monitoring and the Direction/Programming Unit makes the technical monitoring of the activities. Financial monitoring includes ex-ante and on-the-spot verifications.

4.4 Information and publicity

The Publicity and Communication Strategy of the Spanish National Focal Point, approved in 2013, describes a plan of measures to be taken with the general objective of enhancing knowledge of the EEA Grants (programmes, projects and results), reaching its potential stakeholders. With this goal in mind, during 2014, the National Focal Point has implemented the following information and publicity activities:

- Website. www.eeagrants.es



Launched in May 2014, the website contains all the information related to the EEA Grants in Spain but also stories about the projects, gathered on regular visits of the Communication Officer to projects and interviews with people beneficiary of the grants all over Spain.

The number of visits exceeds 3,000 and the number of page views, more than 19,000, according to the data obtained from Google Analytics.

- Newsletter.

On September 2014, the NFP started to send a monthly newsletter to online subscribers to disseminate all the information related to the EEA Grants in Spain (open calls, stories, events...). The subscribers cover all the target audiences and stakeholders.

- NFP Corporate Image Design.

In order to raise brand awareness of the EEA Grants in Spain and of the Spanish National Focal Point as the body entrusted with the important role of ensuring transparency and accessibility in the EEA Grants management, the NFP has developed a specific corporate image applied in the following elements:

Logo



Respecting the EEA Grants colors (red and blue), the NFP have designed a logo that symbolizes the link between the three donor countries (Iceland, Norway and Liechtenstein) and Spain. We have included also our web address. This logo is always accompanied by the EEA Grants general logo.

Business Cards



Notebooks



- Video

The visuals are a key element of the 21th century communication strategies, for that reason the NFP developed a video about the EEA Grants in Spain.



The NFP wanted to make a video that not only gave figures but especially tell some of the personal stories behind the EEA Grants projects. We hired a video maker and the result was extremely positive. It was published in our website, included in the Newsletter, uploaded in Vimeo and disseminated through Social Media (EEA Grants Twitter).

<https://vimeo.com/11348073>

- Media appearances

The NFP spreads the benefits of the EEA Grants in Spain through press releases and media contacts, sometimes providing a wide picture and sometimes supporting the Programme Operators communication activities. The result of the Programme Operators and NFP' communication work is that the EEA Grants in Spain receives wide media coverage, not only taking into consideration the number of appearances but also the quality and circulation of the media (at national, regional and local level). To follow the appearances of EEA Grants in Spanish media:

<http://www.eeagrants.es/sitios/eeagrants/en-GB/Paginas/eeagrantsprensa.aspx>

Regarding the Programme Operators, all of them have their Communication Strategy implemented. Please find below the assessment of the information and publicity activities implemented by the Programme Operators:

ES 02: Environmental and Climate change-related Research and Technology.

CDTI is extremely active in their communication activities. During 2014, 19 infodays were celebrated with a total of 1,200 participants in different Spanish cities. Moreover, three big public events were organized: the presentation and the first call approved projects and launch of the second in February; the presentation of the second call approved projects in September; and an expert seminar on policy making and R&D in energy efficiency in October. Overall, more than 600 participants. Press was also invited so the news appeared in several media.

Regarding the website <https://www.cdti.es/index.asp?MP=7&MS=704&MN=3>, the EEA Grants information is included in a page within the general CDTI website, taking advantage of the huge number of visits usually received. During 2014 new sections have been added, such as projects' examples –provided by the National Focal Point-, news and links.

ES 03: Active Citizenship.

The NGO Platform of Social Action communication activities benefits from the fact that 26 NGOs are included in the platform, so the results are widely spread and extremely positive.

The official website of the Active Citizenship Programme follows the recommendations of the Communication Manual, and also includes project' stories, had a total of 5,109 users and 8,913 visits. Regarding Social Media, Facebook has a total of 150 followers and Twitter, 454 followers. Their monthly newsletter has 3,700 subscribers.
<http://www.plataformaong.org/ciudadaniaactiva/>

Most noteworthy was the huge media repercussion of the International Conference “Together against Hate Speech and Hate Crime” that had 217 articles and was also a theme on the nationwide Spanish Radio SER, considering to have reached a total audience of 18,143,400.

ES 04: Gender Equality and Work-Life Balance.

ES04 is, undoubtedly, one of the Programmes that is having more impact on media not only because of the enormous amount of interest in the gender issues, but also because of the big number of projects financed (71), most of them with very active Project Promoters in terms of communication.

Moreover, during 2014 the Programme Operator presented the Programme in two important events in Spain related to issues such as gender equality or entrepreneurship: *Salón Mi Empresa* and Madrid Women's Week.

They have a complete website, although not very attractive, and each of the pre-defined projects has their own website and has organized several promotion events.

<http://www.eeagrants.spain.msssi.gob.es/>

ES 05: Cultural Heritage.

Despite the difficulties that face this programme, the interest in Federico García Lorca figure makes that each event organized by the Programme Operator is widely followed by the media. The public presentation of the Centre in December 15th 2014 was covered by regional and national press, as it has been the launch event (2013), and an even greater repercussion is expected following the official opening on June 5th 2015.

The PO has an attractive website of the programme and they follow the recommendations of the Communication Manual in terms of logos and information about the EEA Grants.

<http://www.eegrants.spain.cfglgranada.es/proyecto-centro-garcia-lorca/>

ES 06: Cultural Diversity and Cultural Exchange.

The Norwegian Embassy has developed an intense communication activity during 2014. Their website offered updated information about all the projects within the Programme and also about other programmes. The EEA Grants information is included within the general Embassy web page that has approximately 30,000 visits per month. The Embassy's Twitter account has 662 followers.

http://www.noruega.es/News_and_events/Mecanismos-de-financiacion-EEE/

On the other hand, they have organized and attended several events, included a press trip to Norway related to one of the project. The result of the Embassy and promoters' intense work is that the projects have been reviewed by most of the most important media both visual and written, not only Spanish but also Norwegian.

ES 07: NILS Science and Sustainability.

The communication policy followed by the Programme Operator is focused on the website, the mailing lists and the network created with the DPPs. These have allowed ensuring that the opportunities were available for all potential beneficiaries.

The NILS website is the most complete of the Programmes websites, with exhaustive information about the calls and resolutions. It is very operational but not visually attractive.

<http://www.nilsmobilityproject.es/>

The awarded applicants are also carrying out communication activities and the National Focal Point has helped the Programme Operator to disseminate some of the programme results among media specialized in science information.

4.5 Work plan

The coming year 2015 in Spain means at the same time:

- **Main implementing period** at project level: most of the calls for proposals were awarded between the end of 2013 and the end of 2014. Therefore, 2015 is the period in which the number of implementing projects reaches a maximum. Furthermore, the expected increasing number of events, workshops and bilateral relations on exchanging of lessons learned stresses a tighter 2015 calendar. On-the-spot verifications will also demand increasing time-consuming.
- **Closing time for projects:** time limit for implementing the projects and for their eligible costs is **31 December 2015** (or before when the call/contract states so). All project activities shall be completed and the objectives reached at that time.

Therefore, 2015 is expected to represent a big challenge for NFP close monitoring of all POs to ensure their proper monitoring of projects in order to address the outcomes of the EEA Grants in time by the end of the year. Both NFP and FMO are aware of this high challenging upcoming period and have formally agreed during last Annual Meeting 2014 to maintain the closest cooperation. As a first example, the General Director for European Funds has sent a formal letter to General Director of the Ministry of Culture responsible for ES05 implementation emphasizing the risk of the time limit and the need of a common effort and fluid communication between NFP, PO and PdP Promoter. Regular meetings on the projects implementation status have been planned by the NFP with all POs on a bi-monthly basis.

The Bilateral Relations fund at National Level work plan is described in chapter 2.2 and annex 5 of this Strategic Report.

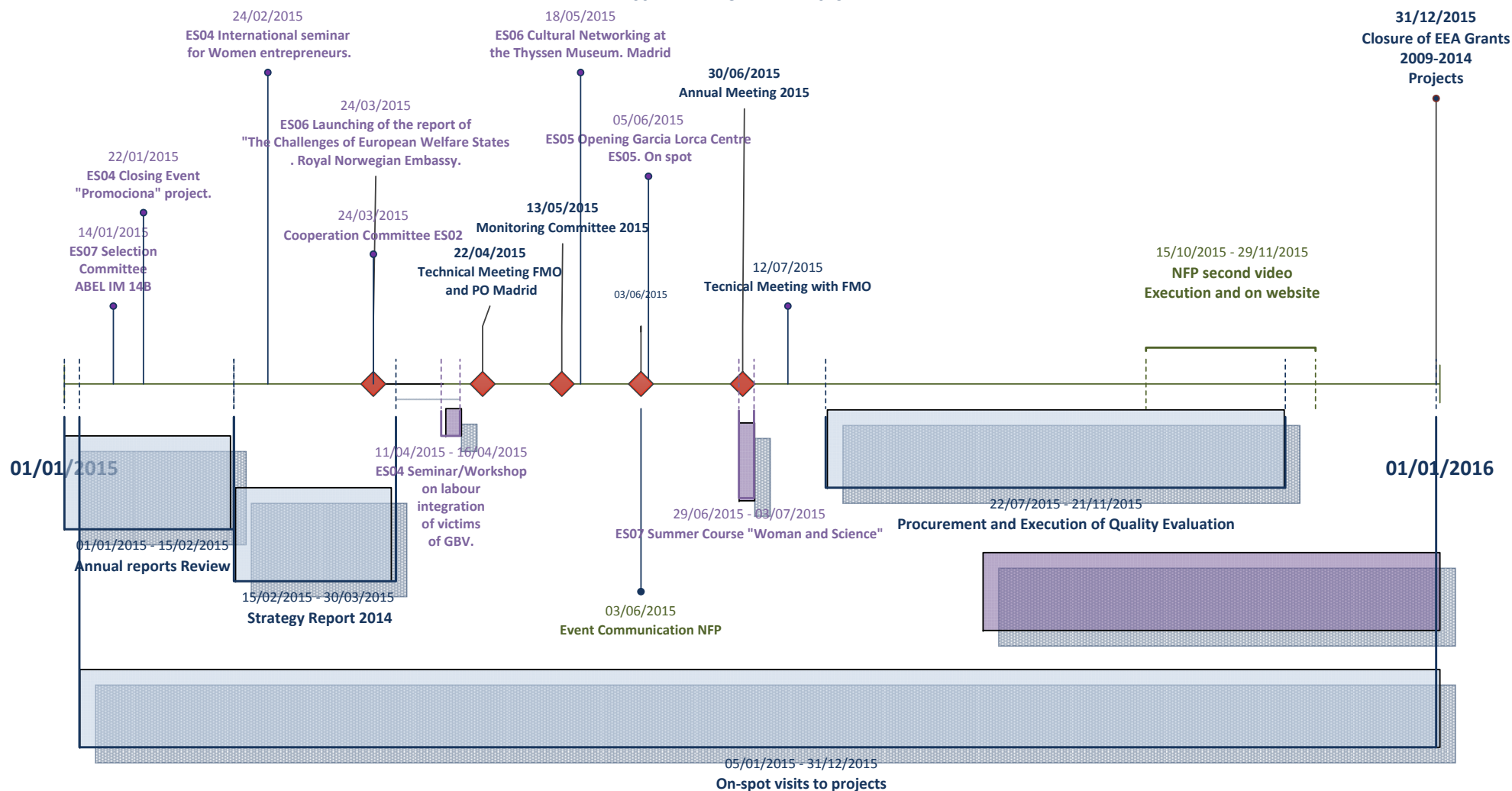
The following drawing represents main milestones for the coming year 2015, including:

- Calls: ES07 Selection Committee ABEL IM 14B, 14 January.
- Monitoring Committee: meeting scheduled for 13 May.
- Annual Meeting: scheduled in June.
- Cooperation Committees: ES02 on 24 March.
- Information activities: NFP second communication event, 3 June.

Please see the drawing in next page.

Implementation of the EEA Financial Mechanism 2009-14
 Spain – Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

ES01- NFP- WORK PLAN 2015



Actividades programadas organizadas NFP
 Actividades programadas organizadas por NFP relativas a Comunicación
 Actividades programadas organizadas PO (con participación NFP)

5 SUMMARY LIST OF ISSUES AND RECOMMENDATIONS

Although the implementation of the EEA Grants has been proved as satisfactory during 2014 despite initial problems, the short time for programmes' implementation, particularly significant in the design of EEA Grants 2009-2014 in Spain, is being a significant problem that will persist during the first half of 2015 and beyond. The main consequences are:

- The time for the actual programmes implementation and distribution of grants (organization of call of proposals, projects selection, payments, monitoring, reports, capacity building activities, etc.) has been significantly reduced.

This situation puts a lot of pressure on the Programme Operators and Project Promoters to achieve the results agreed at Programme level.

A longer period for projects implementation would have created more opportunities for increasing capacity and sustainability of projects in the long term, consolidating relationships with donor partners, etc.

In this sense it is remarkable the excellent work carried out by all agents implicated: Donor Programme Partners, Cooperation Committees, Programme Operators, Financial Mechanism Office, etc.

- The short implementation period also has a significant effect on achieving the bilateral objective. These schedule restrictions affect the capacity of Donor's institutions to establish a partnership on an acceptable framework. This fact is affecting really seriously to the Bilateral Actions Plan of ES05 Programme (particularly the cancellation of the Project Romani Exhibition) and it hasn't been overcome. It is necessary to mention it because during the first half of 2014 it has challenged the whole Programme. The solution to this problem has come from an exercise of intense implication and collaboration among the PO, the FMO, the NFP and the Donor Partner of ES04 Programme (LDO), but the activity hasn't been replaced yet.

From the point of view of the NFP, several good practices are being carried out within the Spanish Programmes, but the main one is:

A high level of synergy between the Programmes. That implies a continuous cooperation and an intense exchange of experiences, knowledge and resources between the different Programme Operators. Enhancing and optimizing this synergy is one of the main objectives of the NFP. On the other hand, the cooperation is not limited to the Spanish entities involved in the EEA Grants 2009-2014. The collaboration between DPPs and the support of a DPP from a Programme to a different programme (which don't have DPP) is more than remarkable.

Two examples of synergies between the Spanish Programmes:

-**LDO** (the Norwegian Ombud for Equality and Against Discrimination), DPP in ES04 Programme, has been actively engaged in the search for a partner for one of the ES05 Programme bilateral activities. This has led to a close relationship between the Spanish Ministry of Education, Culture and Sport and LDO. The Spanish Ministry of Health, Social Services and Equality has also cooperated with the ES05 programme through proposing funding the Romani exhibition venue in Oslo and planning some complementary activities to the exhibition. Despite the fact that the activity ultimately will not take place, the three institutions are working together to design a new activity, what implies a consolidation of the network which is expected to last beyond the EEA Grants.

-**The International Conference “United against Hate Speech and Hate Crime”**, jointly organized by ES03, ES04 and ES06 Programme Operators in November 2014. It is very likely that this collaboration will be reedited in a Seminar about Roma that the ES03 Programme is planning for the second half of 2015.

Lastly, regarding recommendations and main issues, it should be stressed the problems some programmes are having related to the reallocation of funds remaining from the Open Calls (and failed projects), previously mentioned in this document. It would had been interesting that this eventuality could have been envisaged in the Programmes Agreement, in order to avoid the problems stemmed from the long procedures needed to change the PAs, aggravated by the short period of implementation in Spain.

6 ATTACHMENTS TO THE STRATEGIC REPORT

1. For each Programme, a table showing the breakdown in respect of applications received and projects selected / contracted, as well as the types of intervention supported.
2. For each Programme, a table providing information in respect of donor partnership projects (names of Donor State entities, number and proportion of partnership projects).
3. A summary table on Donor partnership projects on the Beneficiary State level.
4. A list of irregularities detected at the Beneficiary State level and at Programme level during the reporting period and financial corrections made. Provide an update on previously reported irregularities.
5. For each Programme, a list of irregularities detected at project level during the reporting period and financial corrections made. Provide an update on previously reported irregularities.
6. A plan setting out the monitoring and audit activities in the Beneficiary State for the coming reporting period. (This is a non-public attachment)
7. A risk assessment at the national and programme levels (This is a non-public attachment).

7 ANNEXES TO THE STRATEGIC REPORT

- Annex 1 – For each Programme, NFP graphs showing the Chronogram of Calls/ Activities carried out in 2014.
- Annex 2 – For each Programme, NFP Analysis of Donor Countries' Partnership at Project Level.
- Annex 3 – Audit Authority's Annual Report and Opinion 2014.
- Annex 4 – Programmes Evaluation Report covering 2013 by NFP. Outsourced 2014.
- Annex 5 – Bilateral Relations fund at National level – Spain. Work Plan 2015/2016.

Attachment 1 - Strategic report 2014

Open Calls- Applications/ Contracted- Types of intervention supported *(Source- Doris)*

- **ES02 Environmental and Climate Change-related Research and Technology - Calls for Proposals** Two Open Calls- Applications/ Contracted- Types of intervention supported

Calls for proposals	2013			2014			Total		
	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted
Open call 1	185	55	0			78	185	55	78
Additional call under Open call 1				154	25	91	154	25	91
TOTAL	185	55	0	339	80	169	339	80	169

The initial number of projects signed was 174. Later on 5 projects resigned due to different causes. 47 projects are being developed with collaboration agreements or contracts with entities from donor countries (43 from Norway and 4 from Iceland).

Open call related outcomes:

- Increased development and application of technology that benefits the environment

- **ES03 NGO Fund “Active Citizenship Programme”**
One Open Call- Applications/ Contracted- Types of intervention supported

Calls for proposals	2013			2014			Total		
	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted
Predefined in Programme Proposal			0			2			2
Grants for NGO's projects EEA NGO Fund	236	9	0	0	0	38	236	9	38
TOTAL	236	9	0	0	0	40	236	9	40

Open call related outcomes:

- Active citizenship fostered
- Increased involvement of NGOs in policy and decision-making processes with local, regional and national governments
- Cross-sectoral partnerships developed, particularly with government organisations at local, regional and / or national level
- Developed networks and coalitions of NGOs working in partnership

Predefined project measures:

- Information and awareness rising.

- **ES04 Gender equality and work-life balance**
Open Calls- Applications/ Contracted- Types of intervention supported

Calls for proposals	2013			2014			Total		
	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted
Predefined in Programme Proposal			5		2	5		2	5
Activities addressing women in vulnerable groups and women from rural areas	0	0	0	108	7	25	108	7	25
Activities for promoting women's entrepreneurial attitude	0	0	0	83	8	26	83	8	26
Implementation of good practices to improve coordination of services for victims of gender based violence	0	0	0	8	0	6	8	0	6
Reducing pay gaps within companies	0	0	0	41	1	9	41	1	9
TOTAL	0	0	5	240	18	71	240	18	71

- Open call related outcomes:
 - Gender issues across policies and practices mainstreamed
 - Successful national policies and best practices on gender equality exchanged
 - Gender pay gap reduced
- Predefined project measures:
 - Advocacy
 - Capacity-building
 - Education and training
 - Information and awareness raising
 - Provision of services
 - Research

- **ES05 Conservation and Revitalisation of Cultural and Natural Heritage**
Contracted- Types of intervention supported

Calls for proposals	2013			2014			Total		
	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted
Predefined in Programme Proposal	0	0	0	1	0	1	1	0	1
TOTAL	0	0	0	1	0	1	1	0	1

- Predefined project measures:
 - Education and training
 - Infrastructure development and provision of equipment
 - Provision of services

- **ES06 Cultural diversity and Cultural exchange**
Open Calls- Applications- Types of intervention supported

Calls for proposals	2013			2014			Total		
	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted
Open call: Cultural diversity and cultural exchange	141	98	29	0	0	0	141	98	29
TOTAL	141	98	29	0	0	0	141	98	29

- Open call related outcomes:
 - Contemporary art and culture presented and reaching a broader audience

- **ES07 EEA Scholarship Programme**
Open Calls- Applications- Types of intervention supported

Calls for proposals	2013			2014			Total		
	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted
Abel - CM- 2013	21	21	0	0	0	18	21	21	18
Abel - CM- 2014	0	0	0	12	12	11	12	12	11
Abel - IM- 2013	26	26	0	0	0	23	26	26	23
Abel - IM- 2014A	0	0	0	29	29	26	29	29	26
Abel - IM-2014 B	0	0	0	43	43	0	43	43	0
EEA Grants for Spanish students in Norway, Iceland and Liechtenstein	11	11	11	0	0	0	11	11	11
TOTAL	58	58	11	84	84	78	142	142	89

- Open call related outcomes:
 - Increased higher education student and staff mobility between Beneficiary and EEA EFTA States
 - Increased and strengthened institutional cooperation at all levels of the education sector (school education, higher education, vocational training/education and adult education) between Beneficiary and EEA EFTA States

Bilateral Calls for proposals	2013			2014			Total		
	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted	Received	Partnership	Projects Contracted
Preparatory visits	1	0	0	3	3	3	4	3	3
Call for applications. Bilateral relations	0	0	0	7	7	2	7	7	2
TOTAL	1	0	0	10	10	5	11	10	5

Attachment 2 - Strategic report 2014

Donor Partnership Projects at Programme level. (Source- Doris)

Projects with donor project partners in Spain

- **ES02 Environmental and Climate Change-related Research and Technology – All projects from calls for Proposals**

The entities from donor countries that participate in, at least, one of the projects under implementation (some of them participating in some of them, as SINTEF) are the following:

P-ID	Project Name	PDP	Donor state	Donor project partner	Type of organisation
ES02-0001	IMPROVE OF ANAEROBIC DIGESTIÓN PROCESS THROUGH THERMAL HYDROLYSIS TECHNOLOGY PERFORMANCE	No	Norway	CAMBI AS	Large enterprise
ES02-0006	ENERGY SYSTEM TO ACHIEVE OPTIMIZATION FROM RENEWABLE ENERGY SELF-CONSUMPTION	No	Norway	Scandinavian Electric AS	Large enterprise
ES02-0007	NEW CONCEPT OF MARINE FLOATING PLATFORM FOR WIND TURBINES	No	Norway	DET NORSKE VERITAS ESPAÑA, S.L.	Large enterprise
ES02-0018	DEVELOPMENT OF HIGH RESOLUTION SONAR TECHNOLOGIES FOR THE FISHING DISCRIMINATION AND SUSTAINABLE EXPLOITATION OF MARINE WORLD	No	Norway	SIMRAD TECHNOLOGY FOR SUSTAINABLE FISHERIES	Large enterprise
ES02-0039	HIGH EFFICIENT ELECTRIC DISTRIBUTION SYSTEM FOR MARINE APPLICATIONS	No	Norway	ULSTEIN POWER & CONTROL, A.S.	Large enterprise
ES02-0076	DEVELOPMENT AND ASSEMENT SYSTEMS OF REPOWERING SOLUTIONS FOR WIND FARMS	No	Norway	MAMMOET NORGE AS	Large enterprise
ES02-0077	DEVELOPMENT OF A NEW WIND TOWER SOLUTION FOR GREATER HEIGHTS WITH NOVEL FOUNDATION FIXED FOR EVERY WIND TOWER TYPE	No	Norway	MAMMOET NORGE AS	Large enterprise
ES02-0083	OFFSHORE INTELLIGENT BEARING: SENSORIZATION, MONITORING AND DIAGNOSIS	No	Norway	NORMEC	Large enterprise
ES02-0084	SDK WAVES TURBINE. SYSTEMS VALIDATION: 1:5 PROTOTYPE & AUTONOMOUS BUOYS	No	Norway	FUGRO OCEANOR AS	Large enterprise
ES02-0096	WINE-MAKING ADAPTATION TO CLIMATE CHANGE BY AN EFFICIENT AND SUSTAINABLE WAY	No	Norway	WORLD WINES AS	Large enterprise
ES02-0122	RECOVERY AND USE ENERGY USE FROM RAILWAYS VIBRATIONS	No	Norway	Stiftelsen SINTEF	Large enterprise
ES02-0168	INDUSTRIAL RESEARCH AND DEVELOPMENT ORIENTED TO THE MANUFACTURING OF INNOVATIVE PRODUCTS FOR THE ENERGY SECTOR	No	Norway	DRESSER RAND	Large enterprise
ES02-0169	DESIGN AND CONSTRUCTION OF A ROTARY PENDULUM WAVE ENERGY CONVERTER FOR INTEGRATION IN METOCEAN BUOYS	No	Norway	FUGRO OCEANOR AS	Large enterprise
ES02-0173			Norway	MOVATION AS	Micro-enterprise
ES02-0002	RESEARCH AND DEVELOPMENT OF AN NEW ECOLOGICAL PROCESS BASED ON XET ENZYME TECHNOLOGY FOR FUNCTIONALITATION OF RECYCLED COTTON	No	Iceland	INNOVATION CENTER ICELAND	National agency
ES02-0133	FIREPROOFING JACQUARD FABRICS TECHNOLOGY RESEARCH FOR DEVELOPING AN ENVIRONMENTALLY SUSTAINABLE SYSTEM FOR THE TEXTILE INDUSTRY	No	Iceland	INNOVATION CENTER ICELAND	National agency
ES02-0069	ENERGY EFFICIENCY IN TUNNELS	No	Norway	Norwegian Public Roads Administration	National agency

Implementation of the EEA Financial Mechanism 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

ES02-0020	RESEARCH AND TECHNOLOGICAL DEVELOPMENT OF A INTELLIGENT CO2 CAPTURE SYSTEM FOR SMALL INDUSTRIES AND RESIDENTIAL AREAS	No	Norway	NORSK INSTITUT FOR VANNFORSKNING (NIVA)	Other
ES02-0058	EXPERT SYSTEM FOR THE EFFICIENT OPERATION AND MAINTENANCE OF HVAC WITH PHOTOVOLTAIC ENERGY	No	Norway	ARENA SMART GRID SERVICES	Other
ES02-0059	EXPERT SYSTEM FOR THE EFFICIENT OPERATION AND MAINTENANCE OF HVAC WITH PHOTOVOLTAIC ENERGY	No	Norway	ARENA SMART GRID SERVICES	Other
ES02-0065	DEVELOPMENT OF A NEW AND INNOVATIVE ENVIRONMENTAL TECHNOLOGY OF DENITRIFICATION BASED ON THE PROCESS OF AUTOTROPHIC ANAEROBIC OXIDATION	No	Norway	VESTFORSK	Other
ES02-0066	DEVELOPMENT OF A INNOVATIVE DESALINATION PROCESS FOR THE REDUCTION OF ENERGY CONSUMPTION WITH FORWARD OSMOSIS	No	Norway	VESTFORSK	Other
ES02-0086	INTEGRATED ONLINE MAPPING SYSTEMS AND FOREST INVENTORY ON LARGE SURFACES BASED ON LIDAR INFORMATION	No	Norway	Norwegian Forest and Landscape Institute	Other
ES02-0117	NEW SUSTAINABLE PACKAGING SOLUTIONS FOR FISH PROCESSING INDUSTRY	No	Norway	NOFIMA	Other
ES02-0118	NEW SUSTAINABLE PACKAGING SOLUTIONS FOR FISH PROCESSING INDUSTRY	No	Norway	NOFIMA	Other
ES02-0126	SMART WIND ESS-SMART ENERGY STORAGE SYSTEMS FOR WIND POWER INTEGRATION AND QUALITY IMPROVEMENT	No	Norway	SINTEF ENERGI AS	Other
ES02-0127	SMART WIND ENERGY STORAGE SYSTEMS - SMART ENERGY STORAGE SYSTEMS FOR WIND POWER INTEGRATION AND QUALITY IMPROVEMENT	No	Norway	SINTEF ENERGI AS	Other
ES02-0178	VULNERABILITY MANAGEMENT OF CRITICAL HYDRAULIC INFRASTRUCTURES	No	Norway	NORSK INSTITUT FOR VANNFORSKNING (NIVA)	Other
ES02-0005	DEVELOPMENT OF A PROTOTYPE OF CO2 SUPERCRITICAL FOR TANNING	No	Iceland	ATLANTIC LEATHER LODSKINN SAUDSKINN	Small or medium sized enterprise (SME)
ES02-0015	ARPA PORTS (Project Resigned)	No	Norway	PELAGIC POWER AS	Small or medium sized enterprise (SME)
ES02-0016	ARPA PORTS (Project Resigned)	No	Norway	PELAGIC POWER AS	Small or medium sized enterprise (SME)
ES02-0056	DEFORESTATION ENVIRONMENTAL IMPACT ESTIMATION IN TROPICAL COUNTRIES THROUGH SYSTEMATIC SATELLITE MONITORING	No	Norway	Kongsberg Satellite (KSAT)	Small or medium sized enterprise (SME)
ES02-0087	MAGNETIC ADVANCED SMALL POWER WIND TURBINE	No	Norway	POWER BOOST AS	Small or medium sized enterprise (SME)
ES02-0125	DESING AND DEVELOPMENT OF A NEW ENERGETIC TECHNOLOGY BASED ON DEEP GEOTHERMICAL EXCHANGERS WITH ADVANCED MATERIALS AND MORTARS	No	Norway	NORWEGIAN GRAPHITE, AS	Small or medium sized enterprise (SME)
ES02-0153	INTEGRATED SYSTEM OF HOT GREYWATER ENERGETIC RECYCLING	No	Norway	CERPOTECH AS	Small or medium sized enterprise (SME)
ES02-0173	ENERLOUD: A SMART GRID INTEROPERABILITY SYSTEM FOR THE ENERGY CONSUMPTION OPTIMIZATION	No	Norway	eSmart Systems AS	Small or medium sized enterprise (SME)
ES02-0189	DEVELOPMENT OF A CATALYZED EXHAUST SYSTEM ADAPTED TO COMBUSTION CONTROL FOR REDUCING EMISSIONS IN MOTORCYCLE FOUR-STROKE ENGINES	No	Norway	SPEED OPTIONS AS	Small or medium sized enterprise (SME)
ES02-0019	GRID INTEGRATION OF LARGE PHOTOVOLTAIC PLANTS SUPPORTED WITH ENERGY STORAGE	No	Norway	SINTEF Energy Research	University, college or other teaching

Implementation of the EEA Financial Mechanism 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

	UNITS				institution, research institute or think-tank
ES02-0024	DEVELOPMENT OF INNOVATIVE GEOTHERMAL SYSTEM TO REMOVE THE BRINE DISCHARGED ON THE ROADS IN ICY SEASONS	No	Norway	SINTEF Energy Research	University, college or other teaching institution, research institute or think-tank
ES02-0037	HIGH EFFICIENT POWER CONVERTERS FOR MIDDLE-VOLTAGE MULTI-MEGAWATT OFFSHORE WIND ENERGY GENERATION WITH 4,5MW MODULES	No	Norway	Norwegian University of Science and Technology (NTNU)	University, college or other teaching institution, research institute or think-tank
ES02-0038	ADVANCED ZINC-AIR FLOW BATTERIES FOR LARGE-SCALE RENEWABLE ENERGY STORAGE	No	Norway	SINTEF Energy Research	University, college or other teaching institution, research institute or think-tank
ES02-0040	NEW TECHNOLOGIES 'FULL-CONVERSION' FOR THE INCREASE OF THE ENERGY DENSITY AND OF THE RATIO POWER- COST IN WIND GENERATION OFFSHORE	No	Norway	Norwegian University of Science and Technology (NTNU)	University, college or other teaching institution, research institute or think-tank
ES02-0049	BIOSURFACTANT SYNTHESIS BASED ON LINEAR ALKYL BENZENE FROM BIO SOURCES BY MEANS OF MORE ENERGY-EFFICIENT PROCESSES	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES02-0049			Norway	UNIVERSITY OF OSLO	University, college or other teaching institution, research institute or think-tank
ES02-0050	APPLIED RESEARCH ON NEW HIGH-DURABLE AND LOW-COST OFFSHORE FOUNDATIONS	No	Norway	SINTEF Energy Research	University, college or other teaching institution, research institute or think-tank
ES02-0051	APPLIED RESEARCH ON NEW HIGH-DURABLE AND LOW-COST OFFSHORE FOUNDATIONS	No	Norway	SINTEF Energy Research	University, college or other teaching institution, research institute or think-tank
ES02-0062	CHARACTERIZATION AND SYNTHESIS OF PIEZOELECTRIC MATERIALS FOR ENERGY HARVESTING APPLICATIONS	No	Norway	SINTEF Energy Research	University, college or other teaching institution, research institute or think-tank
ES02-0070	INTEGRAL MANAGEMENT OF THE ENERGETIC RESOURCES AND ENVIRONMENTAL POLLUTION OF THE CITY	No	Norway	Norwegian Institute for Air Research	University, college or other teaching institution, research institute or think-tank
ES02-0081	MEMBRANE EFFICIENCY MONITORING FOR IMPROVEMENT OF ENERGY EFFICIENCY AND REDUCTION OF ENVIRONMENTAL IMPACTS OF THE REVERSE OSMOSIS PROCESS IN DESALINATION PLANTS	No	Norway	Telemark University College	University, college or other teaching institution, research institute or think-tank
ES02-0109	HTF PIPE TEMPERATURE DISTRIBUTED MONITORING SYSTEM IN SOLAR THERMAL POWER PLANTS	No	Norway	SINTEF Energy Research	University, college or other teaching institution, research institute or think-tank
ES02-0148	INCORPORATION OF A NEW DECONTAMINATING TECHNOLOGY IN CONCRETE PREFABRICATED TO IMPROVE ENVIRONMENT AND COMBATE CLIMATE CHANGE	No	Norway	SINTEF Energy Research	University, college or other teaching institution, research institute or think-tank

Planned grant amount for projects with donor project partners € 4,981,025.
Projects with donor project partners 46 out of 183 projects signed. (25.13%)

The final number of contracts signed that have agreements with entities from donor countries is 50 (34 from the first call and 16 from the second) of which 46 are Norwegian and 4 Icelandic. Since the two companies of the first call that don't develop finally the project had an agreement with a Norwegian company and that other company from the second call communicated that they will not sign the contract with the Norwegian company, the number of projects being developed in collaboration with entities from donor countries is 47 (43 Norwegian and 4 Icelandic).

Project ES02-81 has integrated collaboration with a Norwegian entity after the evaluation of the project made by CDTI. Thus, this project with donor country partner was included in Doris by the PO after having submitted the Annual Report in February 2015.

- **ES03 NGO Fund “Active Citizenship Programme”**

P-ID	Project Name	PDP	Donor state	Donor project partner	Type of organisation
ES03-0016	NO HATE SPEECH NETWORK	No	Norway	Landsforeningen for Lesbisk og Homofil FRIGJØRING (LLH)	Other type of NGO
			Iceland	SAMTÖKIN '78 - The National Queer Organization of Iceland	Other type of NGO
ES03-0033	e-CITIZEN	No	Norway	The Ideas Bank Foundation	Foundation

Planned grant amount for projects with donor project partners € 249,906.
Projects with donor project partners 2 out of 40 (5.0%)

- **ES04 Gender equality and work-life balance**

P-ID	Project Name	PDP	Donor state	Donor project partner	Type of organisation
ES04-0039	Comprehensive attention for immigrant women: training itineraries for the social and labour integration "AIMISOLA"	N	Norway	Bergen University	University, college or other teaching institution, research institute or think-tan
ES04-0066	Spanish network of rural entrepreneur women	N	Iceland	Bifröst University (Islandia)	University, college or other teaching institution, research institute or think-tan
ES04-0043	DAME Project	N	Norway	Entity Oslo and Akershus University College of Applied Sciences	University, college or other teaching institution, research institute or think-tan
ES04-0046	Cádiz: Women entrepreneur from equality and conciliation	N	Iceland	Feig Kvinnai Atvinnulifine (Iceland)	Other
ES04-0046	Cádiz: Women entrepreneur from equality and conciliation	N	Norway	Odal Naeringshage Utvikling AS	Service provision organization (NGO)
ES04-	MESS, women entrepreneur	N	Norway	Kvinder I Business	Employer´s

Implementation of the EEA Financial Mechanism 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

0030	for sustainable companies				Organisation
ES04-0018	ACTIOON EQUAL PAY	N	Norway	LO Norway	Trade Union
ES04-0035	Programme for the promotion of women entrepreneurship	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0026	Threading for the promotion of women	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0037	WOMEN BUSINESS MODELS	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0025	Be an entrepreneur	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0055	Empowered women	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0067	RURALNET	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0069	REACTIVAS - For the employment promotion for women entering the labour market	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0049	Undertaking Together	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0060	Empleat. Undertaking I establish my identity	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)
ES04-0053	Emple@ Rural-Europ@	N	Norway	Oslo Krisesenter	Advocacy organization (NGO)
ES04-0002	Equilibrio Balance	Y	Norway	Norwegian Association of Local and regional authorities	Other
ES04-0006	Exchange of good practices and legal instruments in the fight against gender based violence	Y	Norway	The Norwegian Equality and Anti-discrimination Ombud	National Agency
ES04-0039	Comprehensive attention for immigrant women: training itineraries for the social and labour integration "AIMISOLA"	N	Norway	Bergen University	University, college or other teaching institution, research institute or think-tan
ES04-0066	Spanish network of rural entrepreneur women	N	Iceland	Bifröst University (Islandia)	University, college or other teaching institution, research institute or think-tan
ES04-0043	DAME Project	N	Norway	Entity Oslo and Akershus University College of Applied Sciences	University, college or other teaching institution, research institute or think-tan
ES04-0046	Cádiz: Women entrepreneur from equality and conciliation	N	Iceland	Feig Kvinnai Atvinnulifine (Iceland)	Other
ES04-0046	Cádiz: Women entrepreneur from equality and conciliation	N	Norway	Odal Naeringsshage Utvikling AS	Service provision organization (NGO)

Planned grant amount for projects with donor project partners € 2,266,749.00

Projects with donor project partners 18 out of 71 (25.3%)

- **ES05 Conservation and Revitalisation of Cultural and Natural Heritage**

This Programme consists on one Predefined project with no participation of Donor partners.

- **ES06 Cultural diversity and Cultural exchange**

P-ID	Project Name	PDP	Donor state	Donor project partner	Type of organisation
ES06-0001	THE PRINCESS KRISTINA AND "THE GOBLIN"	No	Iceland	Kristinn R. Olafsson	Other
ES06-0002	INSIDE	No	Iceland	Solheimar	Other
ES06-0003	CINEMA AND LGBT PEOPLE TO PROMOTE SOCIAL EQUALITY IN EEA	No	Norway	Oslo Gay and Lesbian Film Festival	Other
ES06-0004	CONTEMPORARY THEATRE SPEAKING	No	Norway	House of Drama	Other
ES06-0005	EL REY DE ICOD	No	Norway	The Arnold Haukeland Collection	Other
ES06-0006	HER/STORY. TWO WOMEN BEHIND THE CAMERA	No	Norway	Lotte Konow Lund	Other
ES06-0007	ENCOUNTER BETWEEN NORTH AND SOUTH THROUGH MUSIC	No	Norway	Music Norway	National agency
ES06-0008	BLACK BOX / WHITE CUBE	No	Liechtenstein	Liechtenstein Museum of Art	Other
ES06-0010	LUCKY MALICE SPAIN TOUR 2014	No	Norway	Anna Karine Brække	None
ES06-0011	LUCKY MALICE SPAIN TOUR 2014	No	Norway	Hanna Fauske	None
ES06-0012	LUCKY MALICE SPAIN TOUR 2014	No	Norway	Linda Elise Haug	None
ES06-0023	ART EXHIBITION WITH IVAN IZQUIERDO	No	Norway	Anders Grønlien	None

Planned grant amount for projects with donor project partners € 359,500

Projects with donor project partners 12 out of 29 (41.4%)

• **ES07 EEA Scholarship Programme**

P-ID	Project Name	PDP	Donor state	Donor project partner	Type of organisation
ES07-0012	ROBOTICS FOR SUSTAINABLE FARMING OF HIGH-VALUE CROPS IN NORWAY: A CASE STUDY ON SUGAR PEA HARVESTING	No	Norway	Norwegian Institute for Agricultural and Environmental Research	Other
ES07-0013	RETINAL DISEASE SCREENING THROUGH LOCAL BINARY PATTERNS	No	Norway	University of Stavanger	University, college or other teaching institution, research institute or think-tank
ES07-0014	FORMAL METHODS FOR THE DEVELOPMENT AND EVALUATION OF SUSTAINABLE SYSTEMS	No	Iceland	Reykjavik University	University, college or other teaching institution, research institute or think-tank
ES07-0015	MODELLING OF OXIDATIVE DEGRADATION OF ORGANIC COMPOUNDS BY SUPEROXIDE ANION.	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0016	NUMERICAL SIMULATION IN DEFORMABLE POROUS MEDIA. APPLICATION TO CARBON DIOXIDE STORAGE.	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0017	DEVELOPMENT OF NOVEL COATING STRATEGIES OF MEDICAL DEVICES FOR IMPROVED OSSEO INTEGRATION (OSSEONET)	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0018	SUSTAINABLE OXIDE MATERIALS AND NANO-STRUCTURES FOR ENERGY RELATED APPLICATIONS (SUSOX)	No	Norway	Institute for Energy Technology	University, college or other teaching institution, research institute or think-tank
ES07-0019	QUANTUM TRANSPORT IN TERAHERTZ DETECTORS	No	Iceland	University of Iceland	University, college or other teaching institution, research institute or think-tank
ES07-0020	AUTOMATED SEGMENTATION AND DISEASE PROGRESSION ANALYSIS OF FOCAL BRAIN PATHOLOGY USING NOVEL KNOWLEDGE BASED ALGORITHMS	No	Norway	Oslo University Hospital	University, college or other teaching institution, research institute or think-tank
ES07-0021	THE EFFECT OF REDUCING THE EXPRESSION LEVEL OF PENICILLIN-BINDING PROTEINS ON THE PNEUMOCOCCAL SURFACE PROTEOME	No	Norway	Norwegian University of Life Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0022	ACTIVE CONTROL OF VIBRATIONS IN STRUCTURES SUBJECT TO MULTIDIRECTIONAL DYNAMIC EXCITATIONS: APPLICATION TO FLOATING WIND TURBINES	No	Norway	The University of Agder	University, college or other teaching institution, research institute or think-tank
ES07-0023	LAMINATIONS BY COMPLEX MANIFOLDS WITH SINGULARITIES	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0024	TEACHERS' PROFESSIONAL KNOWLEDGE: ASPECTS OF AFFECT AND MATHEMATICAL MODELLING PROCESSES	No	Norway	Universitetet i Agder	University, college or other teaching institution,

Implementation of the EEA Financial Mechanism 2009-14
 Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

					research institute or think-tank
ES07-0025	USING FIELD EXPERIMENTS TO DESIGN EFFECTIVE CLIMATE AND FOREST POLICIES IN DEVELOPING COUNTRIES	No	Norway	Norwegian University of Life Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0026	MODELLING PRECIPITATION IN A MOUNTAIN ENVIRONMENT USING AN OROGRAPHIC PRECIPITATION MODEL. TOWARDS A BETTER UNDERSTANDING, ASSESSMENT AND PREDICTION OF WATER RESOURCES IN SIERRA DE GUADARRAMA NATIONAL PARK.	No	Norway	Uni Research	Large enterprise
ES07-0027	BIODIESEL PRODUCTION FOR AVIATION (BIOPROAV)	No	Norway	Norwegian University of Life Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0028	MICROBIAL COMMUNITIES OF INTERTIDAL GEOTHERMAL EXTREME HABITATS: NEW RESERVOIRS OF NATURAL RESOURCES	No	Iceland	Matis Biotech	National agency
ES07-0029	GENOMIC SELECTION APPLICATIONS UNDER SIMULATION	No	Norway	Norwegian University of Life Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0030	DEBUGGING RELATIONAL DATABASE QUERIES WITH MULTISSET CONSTRAINTS	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0031	IMPLEMENTATION OF ANALOG SEARCHING METHODOLOGY TO GENERATE NEW MEMBERS IN AN ENSEMBLE PREDICTION SYSTEM. APPLICATION TO WIND EXTREMES IN THE RENEWABLE ENERGY FRAMEWORK.	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0032	RETINAL DISEASE SCREENING THROUGH LEARNING DICTIONARIES	No	Norway	University of Stavanger	University, college or other teaching institution, research institute or think-tank
ES07-0033	ARCHETYPE-BASED DATA QUERYING FOR ELECTRONIC HEALTH RECORD DATA RETRIEVAL	No	Norway	Norwegian Centre for Integrated Care and Telemedicine	Other
ES07-0034	APPLICATION OF GENERALIZED MIXED MODEL FOR SELECTION OF INDICATOR EFFECTS OF AQUACULTURE ON WILD FISH	No	Norway	Norwegian Institute for Nature Research (NINA)	Other
ES07-0035	DATA MINING FOR MODELLING AQUACULTURE FISHERIES SYNERGIES OVER WILD FISH ASSEMBLAGES	No	Norway	Norwegian Institute for Nature Research (NINA)	Other
ES07-0036	COMPARISON OF HEAT LOSSES MODEL OF A NUMBER STATE-OF-THE-ART CHEMICAL VAPOUR DEPOSITION (CVD) REACTORS FOR SOLAR GRADE SILICON (SOGSI) PRODUCTION FOR THE PHOTOVOLTAICS' INDUSTRY.	No	Norway	Institute for Energy Technology	University, college or other teaching institution, research institute or think-tank
ES07-0037	EVOLUTIONARY GENOMICS OF ATLANTIC COD	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0038	SOLVING DYNAMIC AND STOCHASTIC ROUTING AND SCHEDULING PROBLEMS IN MARITIME TRANSPORTATION	No	Norway	Norwegian University of Science and Technology- Department of Production and Quality Engineering (IPK), Organisation Number:974767880	University, college or other teaching institution, research institute or think-tank

Implementation of the EEA Financial Mechanism 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

ES07-0039	UNDERSTANDING MULTIDECADAL MODULATIONS OF ATLANTIC AND PACIFIC INTER ANNUAL IMPACTS	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0040	THINNIA: NANO-SIZED PROTON CONDUCTORS FOR THE NEXT GENERATION OF ENVIRONMENTALLY FRIENDLY FUEL CELLS	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0041	HEALTH RISKS OF CYANOBACTERIA AND CYANOTOXINS IN NORWAY AND SPAIN	No	Norway	Telemark University College	University, college or other teaching institution, research institute or think-tank
ES07-0042	STOCHASTIC BIO ECONOMIC AND POPULATION DYNAMICS MODELLING OF COLLAPSED FISHERIES.	No	Norway	NHH Norwegian School of Economics	University, college or other teaching institution, research institute or think-tank
ES07-0043	MULTISCALE DESCRIPTION OF BIOFILMS IN FLOWS	No	Iceland	University of Iceland	University, college or other teaching institution, research institute or think-tank
ES07-0044	SIMULATION OF THE THREE PHOSPHORYLATION STEPS OF SEVERAL NUCLEOSIDE REVERSE TRANSCRIPTASE INHIBITORS OF HIV VIRUS BY MP2 AB INITIO METHOD AND M06-L AND M06-2X DFT QUANTUM CHEMICAL METHODS. EXPERIMENTAL INTERPRETATION OF THESE STEPS BY INFRARED AND LASER RAMAN VIBRATIONAL SPECTROSCOPY.	No	Norway	Norwegian Institute of Food, Fisheries and Aquaculture Research	Government ministry
ES07-0045	THINKING EMOTIONS MINDFULLY: A DIALOGIC AND MINDFULNESS-BASED EMOTIONAL PROGRAM FOR PRIMARY SCHOOL CHILDREN	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0046	CHECKING THE ACTUAL SUSTAINABILITY OF RENEWABLES AND DEVELOPING OF NEW TOOLS (SURETOOL)	No	Norway	Institute for Energy Technology	University, college or other teaching institution, research institute or think-tank
ES07-0047	SUSTAINABILITY OF CARDIOLOGY SERVICES: ECONOMIC EVALUATION AND COMMUNICATION IN REMOTE MONITORING OF PEOPLE WITH PACEMAKERS	No	Norway	University of Tromsø	University, college or other teaching institution, research institute or think-tank
ES07-0048	DISCRETE MECHANICS, GEOMETRIC INTEGRATION, AND LIE-BUTCHER SERIES (DMGILBS)	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0049	INTEGRATIVE ANALYSIS OF EXTREMOPHILES IN SEARCH FOR NEW BIOTECHNOLOGICAL SOLUTIONS	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0050	ASSESSMENT OF THE TOXICITY OF SEDIMENTS FROM THE MEDITERRANEAN BASIN: AN –OMIC APPROACH	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0051	SEA-ICE CHANGES AND IMPLICATIONS FOR ARCTIC ATMOSPHERIC CHEMISTRY AND RADIATIVE FORCING	No	Norway	Norwegian Institute for Air Research (NILU)	Other

Implementation of the EEA Financial Mechanism 2009-14
 Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

ES07-0052	MOLECULAR INTERACTIONS MODULATING GUT MICROBIOTA THAT INFLUENCE THE HOST'S HEALTH	No	Norway	Norwegian University of Life Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0053	EFFICIENT MANAGEMENT OF ENERGY RESOURCES	No	Norway	Norwegian University of Science and Technology (NTNU)	University, college or other teaching institution, research institute or think-tank
ES07-0054	COGNITIVE RADIO WITH MEDIUM RESERVATION IN HOSPITAL ENVIRONMENTS	No	Norway	Oslo University Hospital	University, college or other teaching institution, research institute or think-tank
ES07-0055	WORK-LIFE BALANCE STRATEGIES IN A CONTEXT OF CRISIS	No	Norway	University of Bergen, Faculty of Social Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0056	THE SPECIFICITY OF THE PROTEIN PHOSPHATASE 2A HETEROTRIMER IN PLANT SIGNALLING	No	Norway	University of Stavanger	University, college or other teaching institution, research institute or think-tank
ES07-0057	NEW PERSPECTIVES FOR RETHINKING CLIMATE CHANGE FROM GRASSROOTS SOCIAL INNOVATION. A THEORETICAL AND METHODOLOGICAL APPROACH FROM THE IDEAS OF HUMAN DEVELOPMENT, ETHICS AND LEARNING TO ANALYSE INNOVATIVE EXPERIENCES WITH A TECHNOLOGICAL DIMENSION	No	Norway	Centre for International Climate and Environmental Research	University, college or other teaching institution, research institute or think-tank
ES07-0058	STOCHASTIC DYNAMICS IN ECOLOGY	No	Norway	Norwegian university of Science and Technology	University, college or other teaching institution, research institute or think-tank
ES07-0058			Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0059	EVOLVABLE HARDWARE-BASED DIGITAL FILTER TO HANDLE PATIENT AND SENSOR VARIABILITY IN CONTINUOUS GLUCOSE SENSOR MEASUREMENTS OF ARTIFICIAL PANCREAS	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0060	FUZZY MATHEMATICS FOR EVALUATING ENVIRONMENTAL IMPACTS IN WEARING APPAREL COMPANIES	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0061	INTERACTIONS BETWEEN NATURAL STRESSORS AND POLLUTANT EXPOSURE IN NESTLING BIRDS OF PREY	No	Norway	Norwegian University of Science and Technology (NTNU)	University, college or other teaching institution, research institute or think-tank
ES07-0062	FLAWS AND BLOWS OF THE ICELANDIC PAST: APPLICATION OF ROCK MAGNETISM TO UNRAVEL TRANSPORT DYNAMICS OF NEOGENE VOLCANIC ERUPTIONS IN EASTERN ICELAND	No	Iceland	University of Iceland	University, college or other teaching institution, research institute or think-tank
ES07-0063	B- CLL-OMICS: DECIPHERING THE RELEVANCE OF INTRACELLULAR SIGNALLING PATHWAYS IN THE PATHOGENESIS OF CHRONIC LYMPHOCYTIC LEUKAEMIA	No	Norway	Oslo University Hospital	University, college or other teaching institution, research institute or think-tank

Implementation of the EEA Financial Mechanism 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

ES07-0064	DISCOVERY OF NOVEL BLOOD ANTICOAGULANTS USING HYBRID ARTIFICIAL INTELLIGENCE TECHNIQUES	No	Iceland	University of Iceland/ Nordic High Performance Centre	University, college or other teaching institution, research institute or think-tank
ES07-0065	SUSTAINABLE DEVELOPMENT AS AN INNOVATION OPPORTUNITY IN THE MANAGEMENT MODEL OF PUBLIC ORGANIZATIONS	No	Norway	UiT-The Arctic University of Norway	University, college or other teaching institution, research institute or think-tank
ES07-0066	MODELLING THE IMPACT OF CLIMATE CHANGE ON THE CRYOSPHERE IN TWO CONTRASTED MOUNTAINS TROLLASKAGI (ICELAND) AND THE PYRENEES (SPAIN): EXPLORE THE PAST	No	Iceland	The Icelandic Institute of Natural History	Government ministry
ES07-0067	MODELLING THE IMPACT OF CLIMATE CHANGE ON THE CRYOSPHERE IN TWO CONTRASTED MOUNTAINS TROLLASKAGI (ICELAND) AND CENTRAL RANGE (SPAIN): PREVENT THE FUTURE	No	Iceland	The Icelandic Institute of Natural History	Government ministry
ES07-0068	THE USE OF TREATED AGGREGATES IN PAVEMENTS TO REDUCE THE CHALLENGES OF SNOW AND ICE IN WINTER TIME	No	Norway	Norwegian University of Science and Technology (NTNU)	University, college or other teaching institution, research institute or think-tank
ES07-0069	LAMINATIONS BY COMPLEX MANIFOLDS WITH SINGULARITIES	No	Norway	University of Oslo	University, college or other teaching institution, research institute or think-tank
ES07-0070	DYNAMIC ROUTING AND SCHEDULING IN TRAMP SHIPPING WITH STOCHASTIC CUSTOMERS AND TRAVEL TIMES	No	Norway	Norwegian University of Science and Technology (NTNU)	University, college or other teaching institution, research institute or think-tank
ES07-0071	THE EXPLOITATION OF HYDROCARBONS IN NORWAY: LESSONS ABOUT CHALLENGES AND ACHIEVEMENTS OF SPECIALIZING IN NON-RENEWABLE RESOURCES	No	Norway	UNIVERSITY OF OSLO	University, college or other teaching institution, research institute or think-tank
ES07-0072	IMPACT OF PACIFIC SEA SURFACE TEMPERATURE ANOMALIES ON THE TROPICAL ATLANTIC AND ROLE OF THE BACKGROUND MEAN STATE	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0073	A NEW HYPOTHESIS TESTING APPROACH BASED ON MATHEMATICAL PARAMETERS TO DETECT FAMILY RELATIONSHIPS	No	Norway	Norwegian University of Life Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0074	ENVIRONMENT, GAMES, AND ENDOWMENT EXCHANGE	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0075	MAPPING CULTURAL ECOSYSTEM SERVICES AT COMMUNITY LEVEL IN OSLO MUNICIPALITY	No	Norway	Norwegian Institute for Nature Research (NINA)	Other
ES07-0076	THE RELEVANCE OF OSLO'S GREEN-BLUE INFRASTRUCTURE FOR LOCAL PERCEPTIONS OF LOW CARBON DEVELOPMENT AND 'GREEN CITY' BRANDING	No	Norway	Norwegian Institute for Nature Research (NINA)	Other
ES07-0077	DEVELOPMENT OF BIOACTIVE GELS BASED ON PROTEIN BY-PRODUCTS FROM CRAYFISH-PROCESSING INDUSTRY	No	Norway	Norwegian University of Science and Technology (NTNU)	University, college or other teaching institution, research institute or think-tank

Implementation of the EEA Financial Mechanism 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

ES07-0078	SUB LETHAL EFFECTS OF MARINE DIESEL ON ARCTIC SCALLOP FITNESS: AN INNOVATIVE INVESTIGATION ON ENDOCRINE ALTERATION	No	Norway	AKVAPLAN-NIVA AS	Government ministry
ES07-0079	BIOMASS ESTIMATIONS BY LIDAR AND MULTI ANGULAR INFORMATION FROM MISR SENSOR DATA	No	Norway	Norwegian University of Life Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0080	MODELLING SEA TROUT POPULATIONS INFECTED BY SEA LICE FROM FISH FARMS IN NORWEGIAN FJORDS	No	Norway	Norwegian Institute for Nature Research (NINA)	Other
ES07-0081	LABOUR SOCIAL RIGHTS IN ECONOMIC LIBERALISM. EFFECTS OF LABOUR REGULATION ON OLD AGE PENSIONS: A COMPARATIVE STUDY FROM NORWAY AND SPAIN CASES.	No	Norway	UNIVERSITY OF OSLO	University, college or other teaching institution, research institute or think-tank
ES07-0082	INTEGRATION OF WAVE AND WIND MARINE ENERGY FARMS IN ELECTRIC POWER NETWORKS	No	Norway	Norwegian University of Science and Technology (NTNU)	University, college or other teaching institution, research institute or think-tank
ES07-0083	AUTOMATIC DETECTION OF BEHAVIOURAL PATTERNS IN HERRING FROM SONAR DATA IN RESPONSE TO EXTERNAL STIMULUS	No	Norway	INSTITUTE FOR MARINE RESEARCH	Government ministry
ES07-0084	REGULATION OF GENE EXPRESSION IN EPIGENETICALLY CONTRASTED CONIFER EPITYPES BY RNA-SEQ	No	Norway	Norwegian Forest and Landscape Institute	Other
ES07-0085	CLIMATE CHANGE IMPACT ON THE OCCURRENCE OF PAH TRANSFORMATION PRODUCTS IN ARCTIC SOILS	No	Norway	Norwegian University of Life Sciences	University, college or other teaching institution, research institute or think-tank
ES07-0087	ROLE OF MICRORNAS IN CHONDROGENIC DIFFERENTIATION OF MESENCHYMAL STEM CELLS TO REPAIR CARTILAGE INJURIES	No	Norway	Oslo Hospital University	National agency
ES07-0088	LONG-TERM FORWARD THINKING FOR A GREEN ECONOMY. A MULTI-STAKEHOLDER BASED STUDY IN THE AREA OF ENGINEERING	No	Norway	UNIVERSITETET I NORDLAND	University, college or other teaching institution, research institute or think-tank
ES07-0093	THE USE OF QUANTITATIVE SCIENCE FOR GOVERNANCE: HOW TO ASSESS PROMISES OF A SUSTAINABLE FUTURE	No	Norway	University of Bergen	University, college or other teaching institution, research institute or think-tank
ES07-0094	ASSOCIATIONS BETWEEN FISH AND THREE-DIMENSIONAL SEABED HABITATS WITHIN ICELANDIC WATERS AND PREPARATION OF A HABITAT MAPPING FRAMEWORK FOR RÍA OF VIGO	No	Iceland	Marine Research Institute of Iceland	Government ministry

Projects with donor project partners 78 out of 89 (87.6%)

Planned grant amount for projects with donor project partners € 2,157,512

Attachment 3 - Strategic report 2014 Donor Partnership on the Beneficiary State level. *(Source- Doris)*

Projects with donor project partners in Spain.

Spain – Summary 2013- 2014	
Project grant amount total	€ 30.881.178
Number of projects	413
Number of projects with donor project partners	156
Proportion of projects with donor project partners	37,77%
Number of programmes *	6
EEA and Norway grants committed	€ 42.410.911
<i>* Excluding Technical assistance programmes and PA22</i>	

Attachment 4 - Strategic report 2014

Irregularities detected at the Beneficiary State level and at Programme level. *(Source- NFP and Doris)*

Implementation of the EEA Financial Mechanism 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

Irregularities reported to FMO 2014.

# ▲	Reporting level	Reported for	Created by	Case opened	Status	Type	Period
IR-0063	Programme	ES01 - Technical assistance to the Beneficiary State & Fund for bilateral relations at national level	DE	16/06/2014	Closed	Quarterly	Q2 2014
IR-0139	Programme	ES03 - NGO Fund	DE	02/03/2015	In Review	Quarterly	Q4 2014
IR-0140	Country	Spain	DE	02/03/2015	In Review	Quarterly	Q4 2014
IR-0141	Programme	ES07 - EEA Scholarship Programme	DE	02/03/2015	In Review	Quarterly	Q4 2014
IR-0142	Programme	ES07 - EEA Scholarship Programme	DE	02/03/2015	In Review	Quarterly	Q4 2014

Showing 1 to 5 of 5 entries

First Previous 1 Next Last

* IR-0063 was wrongfully reported as ES01-TA Programme level, according to FMO criterion it is BS level.

Irregularities detected at the Beneficiary State and at Programme level-2014 (See the table in next page).

Not reported irregularity
Reported irregularity, OPEN
Reported irregularity, CLOSED

Irreg. NFP #	Irreg. FMO #	Status	Report (no-rR-IR)	Period	Progr. ID	Provisions infringed	Irregularity description	Financial effect (€)	Period/date committed	Date of detection	Who detected	Measures Taken
ir-01	-	Open PO. Close NFP 07/2014	no	2014 Q2	ES02	MCS: 4.a) Procedures for registration and accounting of programme expenditures.	There has been a different criterion in the calculation of staff costs of CDTI	TA: -27604,44; BR: +1873,78	02/2013 to 04/2014	June 2014	PO (CDTI)	New calculation of staff costs implemented and deployed between staff. Financial corrections have been deducted in IFR3.
ir-02	IR-0063	Close FMO 10/2014	rR	2014 Q2	Country level	Regulation: 8.3.5, Interim Financial Report deadlines	IFR#2 delivered on July 14, after the eight-month time deadline	-	04/2014 to 07/2014	July 2014	NFP	New alert system is defined and implemented as alarms set on MS Outlook agenda
ir-07	IR-0139	Open AA	rR	2014 Q4	ES03	Regulation: 7.10, Eligibility of management cost incurred by Programme Operator, and 7.3.1.c)	Personal Computers (3) included as eligible costs	TA: -1143,45	04/2013 to 08/2013	16/12/2014	AA	Budget recovered in IFR#5 (Sep-Dec 2014). As a preventive measure, management team and accounting responsible were instructed.
ir-08	IR-0140	Open AA. Close NFP 25/2/15	rR	2014 Q4	Country level	Regulation: 7.12.7, Technical assistance to the Beneficiary State.	Invoice of translation services for the MoU, included in IFR#1, dated before the last signature of the MoU, makes it non-eligible	TA: -3103,4	16/11/2011	29/12/2014	AA	The budget wrongfully allocated is recovered in IFR#4 (Sep-Dec 2014). The irregularity is not expected to be recurrent since there are no new invoices previous to the eligibility period.
ir-09	IR-0141	Open AA	rR	2014 Q4	ES07	Regulation: 7.10.1, Eligibility of management cost incurred by Programme Operator	The staff costs for the month of June 2013 included days from 1 to 3 June. The programme start date was 4 June.	TA: -87,91	1- 3/06/2013	December 2014	AA	Budget to be recovered in next IFR#6 (Jan-Apr 2015)
ir-10	IR-0142	Open AA	rR	2014 Q4	ES07	Regulation: 7.4.1.b, Indirect costs in projects (overheads).	The audit authority established the criteria of declaring the overheads as a flat rate of the declared direct costs in each IFR. The PO had declared such overheads in another way, and always respecting the flat rate agreed in the programme agreement. For the calculation of the indirect costs, the UCM has opted, pursuant to Clause 1.3 "Special rules on cost eligibility" in Appendix 2 of the Programme Agreement (PA), for the proportional system reflected in article 7.4.1.b of the Regulations, where the percentage set in the said rule is 20% of the total direct costs. The verified direct costs come to € 8,139.78 so the indirect costs to be attributed would be € 1,627.96.	TA: -1372,04	06 to 08/2013	December 2014	AA	Budget to be recovered in next IFR#6 (Jan-Apr 2015). The method for declaring the overheads imposed by the audit authority is being used.

Attachment 5 - Strategic report 2014

Irregularities detected at project level 2014. *(Source- NFP)*

See the table in next page.

Not reported irregularity
Reported irregularity, OPEN
Reported irregularity, CLOSED

ES02 CDTI - Project Irregularities- 2014

Irreg. NFP #	Irreg. FMO #	Status	Report (no-rR-IR)	Period	Progr ID	Project	Provisions infringed	Irregularity description	Financial effect (€)	Period/date committed	Date of detection	Who detected	Measures Taken	Monitoring
ir-04	-	Open PO	no	2014 Q3	ES02	IDI-20140068. CYES INFRAESTRUCTURAS	Article 11.7 (a) of the Regulation	The project promoter will not implement the project because of bankruptcy	BUDGET FOR PROJECTS: -79.829,23 (EEA Grants budget) Amount already paid: 99.786,54 (19.957,31 is the EEA Grant corresponding budget)	5/09/2014 (date in which CDTI received the bankruptcy information about CYES)	September 2014	PO (CDTI)	CDTI has sent, on 23/09/14 a letter of termination of the contract. The company has been required to pay back the advance payment within 30 days. The amount of 19.957,31 was certified in IFR3 and reduced in IFR5.	The Legal Department sends the letter of termination of the contract. Afterwards, it is the Reimbursements Department which monitors that the payment is done. If it is not done, it sends the project again to the Legal Department, which takes legal action.
ir-05	-	Open PO	no	2014 Q3	ES02	IDI-20140069. IBERPORT CONSULTING	Article 11.7 (a) of the Regulation	The company developed the project in consortium with the company CYES INFRAESTRUCTURAS (IDI-20140068), in bankruptcy.	BUDGET FOR PROJECTS: -49.816,20 (EEA Grant budget) Amount already paid: 70.572,95 (12.454,05 is the EEA Grant corresponding budget)	5/09/2014 (date in which CDTI received the bankruptcy information about CYES, IBERPORT partner)	September 2014	PO (CDTI)	CDTI has sent, on 7/01/15 a letter of termination of the contract. The company has been required to pay back the advance payment within 30 days. The amount of 12.454,05 was certified in IFR3 and reduced in IFR5.	The Legal Department sends the letter of termination of the contract. Afterwards, it is the Reimbursements Department which monitors that the payment is done. If it is not done, it sends the project again to the Legal Department, which takes legal action.
ir-06	-	Open PO. Close NFP 25/02/2015	no	2014 Q3	ES02	IDI-20140014. PROYECTOS TECNOLOGICOS DE NAVARRA	Article 11.7 (b) of the Regulation	The project promoter has renounced to the aid because it has obtained an incompatible aid from other public administration.	BUDGET FOR PROJECTS: -46.864,65 (EEA Grant budget) Amount already paid: 0	04/09/2014 (date of the resignation letter)	September 2014	PP communicated it	CDTI has sent, on 26/01/15 a letter of termination of the contract.	
ir-11	-	Open PO. Close NFP 25/02/2015	no	2014 Q4	ES02	IDI-20140107. MONDRAGON SISTEMAS DE INFORMACION	Article 11.7 (b) of the Regulation	The project promoter has renounced to the aid due to delays in obtaining data needed for the project, which can't be recovered because of the impossibility to get a deadline extension in the EEA Grants Programme, as well as due to financial difficulties.	BUDGET FOR PROJECTS: -45.107,25 (EEA Grant budget) Amount already paid: 0	18/12/2014 (date of the resignation letter)	December 2014	PP communicated it	CDTI has sent, on 10/02/15 a letter of termination of the contract.	
ir-12	-	Open PO. Close NFP 25/02/2015	no	2014 Q4	ES02	IDI-20140082. SENDEKIA	Article 11.7 (b) of the Regulation	The project promoter has renounced to the aid due to financial issues and to the results obtained from the testing carried out.	BUDGET FOR PROJECTS: -43.672,65 (EEA Grant budget) Amount already paid: 0	11/11/2014 (date of the resignation letter)	November 2014	PP communicated it	CDTI has sent, on 18/11/14 a letter of termination of the contract.	
ir-14	-	Open PO	no	2015 Q1	ES02	IDI-20140019. CONSULTORIA TECNOLOGICA PARA EL COMERCIO	Article 11.7 (a) of the Regulation	The project promoter will not implement the project because of bankruptcy and non-payment of loans from other projects signed with CDTI.	BUDGET FOR PROJECTS: -98.532,60 (EEA Grant budget) Amount already paid: 139.587,85 (24.633,15 is the EEA Grant corresponding budget)	14/01/2015 (date in which the CDTI Legal Department took over the company's project because of non-payments of other projects signed with CDTI)	January 2015	PO (CDTI)	CDTI has sent, on 11/02/2015 a letter of termination of the contract. The company has been required to pay back the advance payment within 30 days. The amount of 24.633,15 was certified in IFR3 and reduced in IFR5.	The Legal Department sends the letter of termination of the contract. Afterwards, it is the Reimbursements Department which monitors that the payment is done. If it is not done, it sends the project again to the Legal Department, which takes legal action.
ir-15	-	Open PO. Close NFP 25/02/2015	no	2015 Q1	ES02	IDI-20140052. ABACCUS SOLUCIONES E INNOVACION	Article 11.7 (a) of the Regulation	The project promoter will not implement the project because of bankruptcy	BUDGET FOR PROJECTS: -60.869,70 (EEA Grants budget) Amount already paid: 0	21/01/2015 (date in which CDTI received the bankruptcy information about ABACCUS)	January 2015	PO (CDTI)	CDTI has sent, on 29/01/15 a letter of termination of the contract.	

* included two irregularities (ir-14 and ir-15) of 2015, only for information.

ES03 NGO Platform - Project Irregularities-2014

Irregularity NFP #	Irregularity FMO #	Status	Reporting (no-rR-IR)	Period	Progr. ID	Project	Provisions infringed	Irregularity description	Financial effect (€)	Period/date committed	Date of detection	Who detected	Measures Taken	Monitoring
ir-03	-	Open PO 24/11/2014. Close NFP 02/2014	no	2014 Q3	ES03	¡Actívate! Si te paran, no te pares. Facilitando la participación política de jóvenes en riesgo de exclusión social	Regulation Article 11.7.1.(c)	Procurement of services for the implementation of an activity. When reviewing first financial report (to 31/7/2014), no expenditures were declared while there is documentation about the awarding and contracts signed. To follow up.	Suspected, 32.549,18€ divided in two procurement procedures of: 11.099,18 and 21.450.	09/2014 to 12/2014	November 2014	PO (NGO's). Technical officer in charge of project monitoring	Monitoring and internal requirement according to MCS, followed by an external audit. 1. four-monthly internal control by technical officer, financial controller and coordination (24/9/2014). 2. requirement and answer review (09/10/14). 3. External audit of the file (13/11/14) and on-the-spot verification (09/12/14).	17/10: PO and PP agree on the dates for corrective measures and on-the-spot verification. 12-13/11 External audit and report for corrections to be made. 09/12 on-the-spot verification favourable (costs are eligible and no irregularities). The NGO Platform will closely monitor next four-monthly financial report.

ES04 Equality - project irregularities -2014

There were no irregularities detected in 2014. See below an irregularity of 2015, only for information.

Irreg. NFP #	Irreg. FMO #	Status	Report (no-rR-IR)	Period	Progr ID	Project	Provisions infringed	Irregularity description	Financial effect (€)	Period/date committed	Date of detection	Who detected	Measures Taken	Monitoring
ir-13	IR-XXX	Open PO	rR	2015 Q1	ES04	PdP1: Equality plans in schools project, a practical tool for education based on equality	Article 7.2.2(a) of the Regulation	Clause 6 of Project Contract provides that expenses must be between June 20, 2013 and December 31, 2015, however in the IFR 2 it has been declared expenses before June 20, 2013	49.232,33 euros have been declared outside the eligibility period	February 2014, IFR2 reporting. Expenses before June 20 2013.	February 2015	FMO Audit (Moore Stephens)	Although PO has not received the final audit report, expenditure wrongfully declared was reduced in the IFR#5	

Attachment 6 - Strategic report 2014
Audit Plan 2015. *(Source-AA)*

Audit Strategy of the
European Economic Area (EEA) Financial Mechanism
2009-2014

CONTENTS

I. INTRODUCTION

- I.1. Audit Strategy of the European Economic Area Financial Mechanism: Legal Framework.
- I.2. Identification of the Audit Authority responsible for drawing up the audit strategy.

II. OBJECTIVES AND SCOPE OF THE AUDIT STRATEGY

- II.1 Objectives of the audit strategy.
- II.2. Duration of the strategy.
- II.3. Funds, programmes and areas included in the strategy.

III. METHODOLOGY

IV. PLANNING OF THE AUDIT WORK

- IV.1 System audits.
- IV.2 Audits of declared expenditure.

V. ANNUAL REPORT AND OPINION

VI. CLOSURE

VII. UPDATING THE AUDIT STRATEGY

VIII. ANNEX I

IX. ANNEX II

I. INTRODUCTION

I.1. Audit Strategy of the European Economic Area (EEA) Financial Mechanism: Legal Framework.

The European Economic Area Financial Mechanism is a financial instrument which Norway, Lichtenstein and Iceland of the European Free Trade Association (EFTA), signatories of the EEA Agreement with the European Union, offer less developed Member States to reduce commercial and economic disparities existing within the internal market of the community.

The legal framework of the European Economic Area (EEA) Financial Mechanism 2009-2014, in accordance with article 1.4 of the Regulation on the implementation of same consists of the Regulation itself and its Annexes which should be understood in relation with the following documents.

1. Protocol 38 b of the EEA Agreement on the Financial Mechanism 2009-2014 of the EEA.
2. Memorandum of Understanding on the implementation of the European Economic Area (EEA) Financial Mechanism 2009-2014, signed by the Kingdom of Spain and Norway, Lichtenstein and Iceland, members of EFTA.
3. Programming agreements, and
4. Directives adopted by the Financial Mechanism Committee following consultation with the Beneficiary States.

I.2. Identification of the Audit Authority responsible for drawing up the audit strategy.

Article 4.2.1 c of the Regulation on the implementation of the European Economic Area Financial Mechanism 2009-2014 obliges the Beneficiary States to designate an Audit Authority in the Memorandum of Understanding. On the other hand, article 4.6.1 d of the Regulation obliges the Audit Authority to present an audit strategy on the Financial Mechanism. In this sense, Annex A of the Memorandum of Understanding designates the IGAE as the Audit Authority, being responsible for presenting the audit strategy through its Community Funds Financial Control Division of the National Auditing Office.

III. OBJECTIVES AND SCOPE OF THE AUDIT STRATEGY

II.1 Objectives of the audit strategy.

Following the control actions carried out by the Audit Authority through audit of systems and operations, the opinion referred to in 4.6.1 e (ii) will be presented. This opinion will be on the basis of the controls and audits that have been carried out under its responsibility, as to whether the management and control system functions effectively, so as to provide a reasonable assurance that statements of actual expenditure incurred presented to the FMC are correct and as a consequence reasonable assurance that the underlying transactions are legal and regular.

II.2. Duration of the strategy.

The strategy will include the entire programming period of the European Economic Area (EEA) Financial Mechanism 2009-2014.

II.3. Funds, programmes and areas included in the strategy.

The European Economic Area (EEA) Financial Mechanism 2009-2014 will assign Spain funds for a total amount of 42,411,250 Euros, as established in Annex B of the Memorandum of Understanding. The implementation of the Financial Mechanism shall be through 7 programme areas. The financial contributions assigned to each one of the programme areas, together with the different authorities and programme operators are listed in Annex I. This audit strategy includes all the programme areas and programme operators of the EEA Financial mechanism with the exception of the Programme Operator-Norwegian Embassy, in as much as article 5.13 of the Regulation on the implementation of the European Economic Area Financial Mechanism 2009-2014 states that when the corresponding operations are entrusted to an entity from a Donor Country (specifically the Norwegian Embassy in Spain in the case of the ES06 programme) the provisions of the Regulation related to “*audits....do not apply.*”

III METHODOLOGY

In carrying out its work, the IGAE will apply the Public Sector Audit Standards approved by the Resolution of 14th February 1997 of the General Intervention of the State Administration, based on internationally accepted auditing standards.

The international standards to be taken into account are the IFAC.

On the other hand, the IGAE has financial control procedure manuals for different phases (planning, use of the work of other auditors and quality control, drawing up of reports and contradictory procedure, etc.). Likewise, additional documentation to be borne in mind includes the audit manuals and guidance notes of the European Commission.

IV PLANNING OF THE AUDIT WORK

The implementation of the audit shall be through annual planning (annual control plans) which shall take place in the month of July of each year, as established in the pluriannual strategy. The auditing period will be from 1st July each year (year X) until 30th June of the following year (year x+1). In the case of operation audits, the sample shall be selected from the expenditure certified in the calendar year (year X).

IV.1 System audits.

As soon as the audit strategy has been approved, the system audits will begin. Thus, in the audit year 2013-2014, system audits will be made of the General Subdirectorate of the European Cohesion Fund and Territorial Co-operation, so as to ensure its correct functioning.

Within the two years following this first audit year, 2013-2014, system audits will be made of the General Subdirectorate of Certificates and Payments, as Certifying Authority, and the remaining programme operators where there is initially the greatest volume of expenditure assigned, without prejudice to the fact that the certified volume of expenditure at any given time for each programme operator indicates a greater or a lesser risk and, therefore, the initial timetable of the audit strategy is considered to need modification. Thus, in the audit year 2014-2015, system audits will be carried out on two of the Programme Operators and during the year 2015-2016 system audits will be carried out on the three remaining programme operators.¹⁹

The audit timetable and the Authorities and Programme Operators to be audited are listed in Annex II attached hereto.

IV.2 Audits of declared expenditure.

For each one of the years in the programme period 2009-2014 in which certified expenditure exists, operation audits will be made on representative samples of the certified expenditure for the year so as to present a real image of how the results of the system are turning out.

In accordance with International Auditing Standards, the sampling methods are divided into statistical and non-statistical samples. In our case, the EEA Financial Mechanism, in accordance with the forecast of operations to be carried out listed in Annex I, a non-statistical sampling will be made which will cover a minimum of 10% of the expenditure declared for each one of the audit years, guaranteeing that all the programmes are represented and allowing the operations with the greatest economic quantities to be selected. In the event of there being a change in the parameters and if it is considered that a statistical sampling should be used, the MUM will be used.

These audits will include audits on declared expenditure not included in specific projects (bilateral relations, complimentary actions, management costs, preparation costs, technical assistance, etc.).

V ANNUAL REPORT AND OPINION

The results of the system and operation audits shall be included in an annual report that will be presented on 31st December each year. This report will be the basis for the opinion on the operational efficiency of the management and control system so as to offer reasonable guarantees

¹⁹ 1 The programme operator-Norwegian Embassy has not been included in this audit strategy for the reasons given in section II.3

regarding the correctness of the expenditure declarations given to the FMC and, and as a consequence reasonable assurance that the underlying transactions are legal and regular.

VI CLOSURE

The Audit Authority will present the FMC with a closure declaration on 31st December of the year 2017 in which it will comment on the validity of the request for a final balance claimed in the final report for the programme.

VII UPDATING THE AUDIT STRATEGY

This strategy will be updated, in the event, by means of the annual report as a result of the existence of new standards or guidelines, the volume of expenditure certified for each programme operator and the results of the controls carried out.

Madrid, 29 May 2014
DIRECTOR OF THE ONA

Signed. Jesús del Barco Fernández-Molina

ANNEX I

Programme Areas	Authorities/Programme Operators	Budget assigned	Number of projects envisaged
ES02 Programme-Climate Change	CDTI	18,472.132	180
ES03 Programme-Funds for NGOs	NGOs Social Platform	4,666,322	85
ES04 Programme-Gender Equality	Secretary of State for Equality-Women's Institute	11,989,706	200
ES05 Programme-Conservation and Revitalisation of Cultural and Natural Heritage	Ministry of Education, Culture and Sports	6,075,000	1
ES06 Programme-Cultural Exchange	Norwegian Embassy to Spain	500,000	30
ES07-Programme-Scholarship Programme	Universidad Complutense de Madrid	3,918,000	80
Other: Technical Assistance and Bilateral Relations	General Subdirectorate of Cohesion Funds and Territorial Co-operation	917,000	-

ANNEX II

Organisms to be audited	Functions assigned	Budget assigned	Audit Years		
			2013-2014	2014-2015	2015-2016
General Subdirectorate of the European Cohesion Fund and Territorial Co-operation	National Focal Point and Manager of Expenditure	917,000	X		
General Subdirectorate of Certificates and Payments	Certifying Authority	-		X	
CDTI	Programme Operator	18,472,132			X
NGOs Social Platform	Programme Operator	4,666,322		X	
Secretary of State for Equality-Women's Institute	Programme Operator	11,989,706		X	
Ministry of Education, Culture and Sports	Programme Operator	6.075,000			X
Universidad Complutense de Madrid	Programme Operator	3,918,000			X

Attachment 7 - Strategic report 2014

Risk assessment at the national and programme levels. *(Source- NFP and POs)*

7.1 Risk assessment at the national level.²⁰²¹²²

7.2 Risk assessment at the programme level

²⁰ The risks should be categorised in one of 3 ways, depending on whether it poses a risk to the cohesion objective, the bilateral objective, or is more of an operational issue.

²¹ Each risk should be described as to whether it poses a risk to the cohesion outcomes (programme outcomes), the bilateral outcome or crucial operational issues 4 = Almost certain (75 – 99% likelihood); 3 = Likely (50 – 74%); 2 = Possible (25 – 49%); 1 = Unlikely (1 – 24%)

²² Assess the consequence(s) in the event that the outcomes and/or crucial operations are not delivered, where 4 = severe; 3 = major; 2 = moderate; 1 = minor; n/a = not relevant or insignificant.

7.1 Risk assessment at the national level.

TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
Cohesion objective	Not allocation of all the EEA Grants funds remained from calls in some Programmes. Due to the short eligibility period, there is a serious risk that some funds remain unused.	2/2	Steps to mitigate that risk involves: Flexibility and speed by all the parties involved (FMC-FMO-NFP-PO-DPP) in order to get consistent proposals which allow transferring remaining funds to the Bilateral Relations heading (ES02) or to other activities under the same outcome (ES04).
Cohesion objective	(Technical risk) Projects cancellation or critical underachievement of technical objectives and/or budget expenditures of the Programmes. Delays in Projects implementation. Not complying with project proposals.	3/2	In all Programmes, proposals of projects that are finally approved will be carefully monitoring by PO due to the short time of implementation (that has included training session addressed to the beneficiaries in programmes ES03, ES02 and ES07 particularly). However, this does not eliminate this risk, so it would have been advisable to establish the possibility of extending the implementation beyond 31st December 2015.
Bilateral objective	Difficulties in finding partners for bilateral activities in ES05. That may endanger the bilateral objective of the Programme which would lead to the loss of the funds.	2/2	Some of the funds within the Bilateral Relations at national level heading will be used in a study visit to Norway in 2015 in order to facilitate networking among institutions. Cooperation and active involvement of the FMO and the Norwegian Embassy are critical to that end. It should be noticed the great involvement of the ES04 Donor Programme Partner in this task.
Bilateral objective	Difficulties in establishing sustainable bilateral relations after finalizing EEA Grants 2009-2014.		The EEA Grant Programmes Cooperation Committees first priority is: building networks that foster future cooperation (ES03 and ES04), promotion of long term joint projects (ES02 and ES07) or the development of an institutional cooperation in the long term (the cooperation between educational institutional from Spain and Norway within ES07 Programme is an example).
Operational issue	Financial NFP constraints. Difficulties to carry out the proposed activities beyond June 2016.	2/3	In line with the criteria established in the Regulation, the amount of money destined to Technical Assistance in the National Focal Point is proportional to the total funds allocated. However, the continuity of the staff and activities beyond the set date is at least doubtful unless new funds were earmarked for the period closing (in a similar manner as the previous period closing is funded in the current period). So, a thorough study of the required activities and budget is needed. Spanish Ministry of Finance has already taken up the salaries of civil servants in charge of the EEA Grants.
Operational issue	NFP understaffing. Critical underachievement of managerial requirements.	2/3	The NFP is formed by just three people since the Assistant is leaving in April 2015. Holiday periods or sick leaves could affect the work quantity and quality.

7.2.1. Risk assessment at the programme level – ES02 Environmental and Climate change-related Research and Technology

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES02	Cohesion objective	Crisis in the euro zone, new financial regulations and conditions	1/3	Despite the economic crisis, the favorable financing conditions of the aids of the Programme have supposed an important support to companies to develop R&D activities.
ES02	Cohesion objective	Insufficient number of good projects. Lack of interest from industry	1/3	Promotion activities to promote the proposals submission. During 2014 it has been carried out: <ul style="list-style-type: none"> • Event on 17-18 February 2014 • 19 Infodays about EEA Grants, with 1.200 attendants.
ES02	Cohesion objective	Not allocation of all the EEA Grants funds	2/2	A higher number of projects in the second call were approved in order to cover possible cancellations when signing the contract. Two new activities are proposed to allocate the remaining Budget of the programme: <ul style="list-style-type: none"> • Small Grant Scheme consisting of aids for preparation of proposals to EU Calls • Networking between Spanish and donor countries venture capital investors
ES02	Bilateral objective	Reduced number of Donor Partnership Projects	1/3	Promotion activities with the participation of Norwegian companies (Seminar 17-18 February 2014). Strong collaboration with Innovation Norway. IN usually participates in Infodays to promote EEA Grants. In addition, IN searches for collaborators with the Spanish companies in the EEA.
ES02	Bilateral objective	Low quality of the Donor Partnership Projects	1/3	To improve the quality of EEA-Spanish collaboration, CDTI has been strict when evaluating the collaboration with donor countries, so that only relevant collaboration in the projects has been considered bilateral cooperation
ES02	Operational issue	(Technical risk) Lack of skills and capacities to carry out R&D activities, putting at risk the achievement of project outputs.	1/3	Proposals submitted have been evaluated by CDTI technical staff. Only the proposals that have the required skills have been proposed by the Selection Committee for approval by the Executive Board of CDTI.
ES02	Operational issue	(Financial risk) Financial enterprise constraints. Difficulties to carry out the proposed activities	2/3	Proposals submitted have been evaluated by CDTI financial staff. Inclusion of additional financial requirements to the contract to the companies with financial risk.
ES02	Operational issue	(Technical risk) Technical requirements not totally met. Downgrade of the project outputs.	1/3	Proposals that are finally approved will be monitored by the project management division of CDTI, including an on-site visit. The Seminar or 17-18 February 2014 included a training addressed to all the beneficiaries of the first call for proposals.
ES02	Cohesion objective	(Technical risk) Project cancellation or critical underachievement of technical	3/4	Proposals that are finally approved will be monitored by the project management division of CDTI, including an on-site visit. The Seminar or 17-18 February 2014 included a

Implementation of the EEA Financial Mechanisms 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

		objectives and/or budget expenditures. No compliment with project proposal.		training session addressed to all the beneficiaries of the first call for proposals. It would be advisable to establish the possibility of extending the deadline for projects implementation so that companies have enough time to meet the project's objectives and the budget.
ES02	Operational issue	(Financial risk) Enterprise bankruptcy. No project completion and no enterprise left to pay back the assigned loan	1/3	Use of financial guarantees in the contract. CDTI is going to ask for financial guarantees to a certain number of companies.
ES02	Cohesion objective	(Legal risk) Changes in sectorial regulation	1/2	There was a change in sectorial regulation (reduction in the public grants for renewable energy sector). The EEA Grants have mitigated the negative impact of this reduction, giving financial support for R&D in this sector. Through EEA Grants the development of R&D projects in the specific area of the ES02 Programme is promoted and, therefore, the technology that could be used in next years is going to be developed. This technology improvement and development might mean that some of the current problems of the sector could be solved.
ES02	Operational issue	(Organizational/Managerial risk) Change of the enterprise technical staff. New employees. Longer learning period. Changes in budget.	1/2	During the project certifications and the on-site visit CDTI will assess the impact of such changes in the project activities, budget and outputs to assure they don't have a negative effect on them.
ES02	Operational issue	(External risk) Problems with subcontracting entities. Duties to be assumed by other entities or the Promoter itself. Changes in budget.	1/2	During the project certifications and the on-site visit CDTI will assess the impact of such changes in the project activities, budget and outputs to assure they don't have a negative effect on them.
ES02	Cohesion objective	Delays in Project implementation	4/4	It is specified in the call, the contract and the infodays that the deadline is 31st December 2015. However, this does not eliminate this risk, so it would be advisable to establish the possibility of extending the implementation period.
ES02	Cohesion objective	Remaining funds from projects	4/2	It would be advisable to establish the possibility of extending the implementation period because, if the projects have a longer implementation period it is probable that the remaining funds from projects are less.

7.2.2. Risk assessment at the programme level – ES03 NGO’s for social action. Active citizenship.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES03	Cohesion objective	Lack of interest Donor States: Lack of quality and/or problems with implementation	1/1	Through Bilateral and Complementary actions we coordinate with The Norwegian Helsinki Committee and Norwegian Embassy in Spain. Also through the FMO (Civil Society Team) we have a continuous coordination with Donors and other operators.
ES03	Cohesion objective	Changes in the social or political context can be also a risk factor.	2/2	The mitigation planned and done for the last year was that proposals should draft a research on tendencies, and a plan to foreseen and react timely to unexpected changes. To mitigate this risk, now that the projects have been selected, project promoters have the possibility to ask for modifications of their projects to adapt to the new situations if necessary.
ES03	Cohesion objective	The lack of expertise in the management of this kind of funds (Operator and Project Promoters)	1/2	To mitigate it as it was planned, the Programme Operator Managing Director has previous experience managing European funds and it was hiring by the Programme Operator an external support for this Programme and a specific EEA Team with these background has been hired too As another mitigation measure, a management and control system has been approved and it is being implemented. Furthermore, as it was planned, project promoters are being monitored by a specific team (the Programme Operator EEA Team) with experience in this field.
ES03	Cohesion objective	Possible conflict of interest in the projects selection procedure.	1/1	To mitigate this risk the Operator has assured that the external evaluators do not have specific interest in the applicant organizations and the selection of the projects have been carried on by a neutral Committee were the Operator has only one vote.
ES03	Bilateral objective	Lack of interest by the Project Promoters to apply for the study visits	3/2	To mitigate this risk the Programme Operator has a personal contact with all the project promoters through the officer in charge of the project to promote and support this kind of activity. Also, the possibility to apply for it is continuously available from July 2014 till July 2015
ES03	Operational Issue	Mistakes regarding eligibility of actions can be another risk factor	2/3	To mitigate it, the Operator published a guideline for applicants to lay down the kind of actions that were eligible during the life of the project. Also the external evaluators checked it during the evaluation of projects. .
ES03	Operational objective	The need to guarantee a cash flow during the life of the programme.	3/3	As it was planned To mitigate this risk, project promoters have been asked to set up a sound financial system taking into account the deadlines of payments and anticipating delays of the funds. Transparency in all phases will be also an asset to reduce this risk.
ES03	Operational objective	A delay in the development of the projects.	3/2	As it was planned The dedicated team are following the implementation and advice to the organizations in case there are indicators of possible delay.

7.2.3. Risk assessment at the programme level – ES04 Gender Equality and Worl Life Balance

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES04	Operational Issue	Lack of time for implementation of the projects	2/2	All Project Promoters have had to reformulate their projects in order to adjust them to the available implementation time, given the fact that the Open Call allows the Project to start implementing from 1st January 2014.
ES04	Operational issues	Administrative burden and complexity of procedures for both EEA Grants and Spanish regulation	1/2	Staff has made special efforts in order to find procedures that assure the compliance with both regulations. Several meetings with the General Attorney and General State Audit have been held to explain the EEA Grants regulation.
ES04	Operational issues	Difficulty in adapting regulations	2/2	
ES04	Bilateral objective	Differences in living standards	2/2	In December 2013 a Match Making Seminar was held to facilitate partnerships between Spanish and Norwegian entities. Also, the LDO and the Norwegian Embassy provided their help to facilitate the participation of Norwegian entities, both as project partners and as participants in bilateral relations and complementary actions, therefore this risk has been partially mitigated.

7.2.4 Risk assessment at the programme level – ES05 Conservation and Revitalisation of Cultural and Natural Heritage.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES05	Cohesion (Programme) outcomes	The PP nature, a public collegiate body, can delay the flow of information to the Monitoring Team (independent from the PO). The Consortium integrates four levels of authorities and decisions have to take into account different political agendas.	2/2	Responsibilities and management assignments are defined in the Agreement between PO and PP and also in the Consortium Rules
ES05	Operational issues	Rotation of the personal responsible of the coordination of the PES05 can affect the Monitoring Team job as well as the flow of information.	2/2	Persons recruited have had adequate skills and competences and the delay answer to a matter of recruitment period, learning process, etc.

7.2.5 Risk assessment at the programme level – ES06 Cultural Diversity and Cultural Exchange.

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES06	Cohesion (Programme) outcomes	Lack of self-financing due to the economic crisis in Spain	2/2	All eight institutions in category one signed a contract with the Embassy stating their obligations to contribute with 15 % of the project costs.. By the end of October 2014, all projects that had received funds had finished their activity and submitted a final report to the Embassy (with exception of the two cancelled projects)
ES06	Operational issues	Low participation in the call	2/2	During the preparation of the call text, the Embassy followed the mitigation plan that was presented together with the risk assessment in the programme proposal. The result of the selection process shows that the second and third risk was mitigated
ES06	Operational issues	Difficulty in finding donor partners	2/2	During the preparation of the call text, the Embassy followed the mitigation plan that was presented together with the risk assessment in the programme proposal. The result of the selection process shows that the second and third risk was mitigated
ES06	Operational issues	Risk of not being able to complete the projects on time because of the short implementation period	2/2	The Embassy mitigated the risk by selecting short-term projects that could run for a maximum of one year. By the end of October 2014, all projects that had received funds had finished their activity and submitted a final report to the Embassy (with exception of the two cancelled projects)

7.2.6. Risk assessment at the programme level – ES07 NILS Science and Sustainability

PROGRAMME #	TYPE OF OBJECTIVE	DESCRIPTION OF RISK	LIKELIHOOD/ CONSEQUENCE	MITIGATION PLANNED/DONE
ES07	Cohesion (Programme) outcomes:	Low probability of including donor states within the preferred destinations by degree students when applying to Erasmus, because of the high cost of life. Low number of applications, leading to objectives of the programme not achieved.	3/2	Done: EEA grant calls directly addressed to students shall be launched by each university during the period time their general Erasmus call is open, or at least mentioned in such call. This allowed students to have all the information available related to EEA grants at the time of deciding to which countries apply. Assessment: from a general perspective, this has allowed to get enough applications to the calls launched within the awarded institutions. An assessment of the relevance of the NILS grant for awarded students shall be made through a questionnaire to be fulfilled by grantees after the end of their stay.
ES07	Cohesion (Programme) outcomes:	Erasmus + programme were being implemented with a considerable delay. Low number of applications or high level of unused funds, leading to objectives of the programme not achieved.	2/2	Done: Flexibility offered for the delays of publishing EEA NILS calls so agreements and other procedures are fixed at the moment of launching the call. Several phase calls in awarded institutions. Assessment: As a result, 100% of the available budget was awarded to institutions, 961.408 euro out of the 1.010.000 awarded, addressed to grants to final beneficiaries (and the rest to organizational costs and overheads). In January 2015, resolutions issued by these institutions have awarded only 900.056 euro to final beneficiaries.
ES07	Cohesion (Programme) outcomes:	Low grant rates to researchers, low previous knowledge among researchers and institutions from participating countries (in the positive side: previous NILS) Small number of applications, low balance between applicant types and countries	4/2	Done: <ul style="list-style-type: none"> • Wide communication plan with strong participation of SIU in the dissemination of information. • Progressivity of funding of calls. • Flexibility for transferring funds from one measure to another. Assessment: Communication activities have been important and acknowledged by promoters providing several opportunities for applying to NILS programme allowed to make it better known and so to receive a higher number of applications submitted. As a result, NILS received applications for up to 4.050.476 euro within measures related to outcome 2, and has awarded 2.363.297 euro up to 16 January 2015 (99, 81% of the budget available, the rest being offered to the first project of a reserve list established in the last call provisional resolution. Funds transferred from measure 6 to 10 allowed funding 15 projects that, without such flexibility, wouldn't have been awarded. Finally, we think that the dramatic crisis in Spain has also played an essential role in the number of applications, as well as the relations established within the previous NILS programme.

Implementation of the EEA Financial Mechanisms 2009-14
Spain –Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)

ES07	Cohesion (Programme) outcomes	Low geographical balance of researchers' individual mobility / Less mobility of scientist from DS to Spain Unbalanced scientific results ownership / Unbalanced further cooperation initiatives	4/3	Done: Strong communication activity. Transfer from Individual mobility to coordinated mobility. Assessment: Funds have been allocated and projects are being implemented. Coordinated mobility shows more balanced share. Planned: See bilateral relations below.
ES07	Bilateral outcome(s)	Absence of EEA Grants funding for Spain in the next programme period of EEA Grants. Lower sustainability of started relations, both at academic and at the research levels.	4/3	Planned: <ul style="list-style-type: none"> - Promotion, within bilateral relation fund at the programme level, of activities to assess further cooperation opportunities and their funding. - Organization of a workshop from a scientific and institutional perspective, to present NILS results and to discuss further cooperation schemes. - Investigation of further cooperation schemes and opportunities among the PO, DPPs and other members of the Cooperation Committee.
ES07	Operational issues	Some projects won't use 100% of awarded funds. Unused funds.	4/1	Monitoring of projects for early detection of unused funds and putting in place, if possible, reallocation procedures.
ES07	Operational issues	Low quality of reporting from promoters	2/2	Guidelines for reporting issued. Problem: audit authority is introducing rules non established in the regulation.
ES07	Operational issues	Complicated management and reporting requirements, high administrative/bureaucratic workload for PO team, leaving limited time for strategic thinking.	4/1	Simplified procedures from NFP and FMO, flexibility.

Attachment 8 - Strategic report 2014

Annual reporting under the Technical Assistance Agreement EEA Financial Mechanism 2009-2014. (Source- NFP)

CONTENTS:

1. OVERVIEW OF MAIN ACTIVITIES

2. BUDGET OVERVIEW

2.1. Implementation of the previous year's TA budget, 2014

2.2. Disbursements to date

2.3. Planned expenditure for the coming year, 2015

3 PROCUREMENTS

- a) Implementation of Communication Strategy in 2014
- b) Monitoring and quality evaluation of POs management until December 2013
- c) Corporate video for EEA Grants visibility in Spain

4 STAFFING

5 THE COMING YEAR

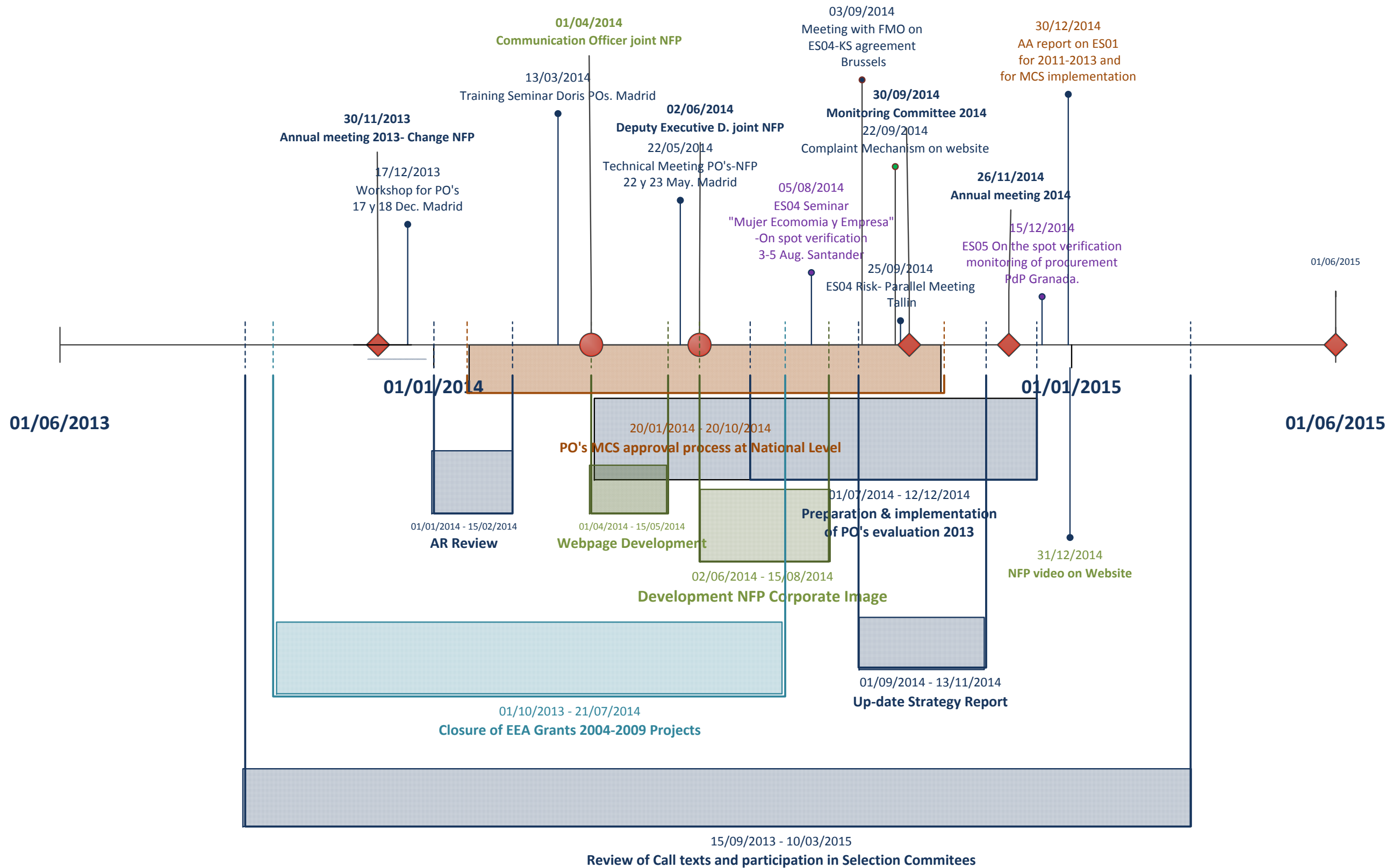
NOTE

Reporting on implementation and the effect of activities related to the Fund for bilateral relations at national level, as well as on communication and information activities, are reported through the relevant sections of the Strategic Report. The same applies to national level institutions' activities related to risk management and reporting irregularities.

1. OVERVIEW OF MAIN ACTIVITIES

The **National Focal Point** faced their most challenging period in 2014. The level of implementation at the end of 2013, as assessed during the Annual Meeting on 30 November, was critical. Main activities to highlight are indicated in the following drawing.

ES01- OVERVIEW OF MAIN ACTIVITIES



All the main activities carried out by the **Certifying Authority** during 2014 were no others than the ones that the Regulation implies:

- To submit to the FMO all the Interim Financial Reports generated by the different Operators. During 2014, the CA has checked previously at least 16 IFR's, revised and submitted through DoRIS. All the financial information included in these IFR's has been registered in the CA accounting system.
- To submit regularly to the FMO the forecast of payment applications, each 4 months, through DoRIS.
- To submit annually to the FMO a template with the interests earned in the accounts on any PO.
- To transfer the amounts disbursed by the FMO attending the different IFR's submitted. The CA transfers the money directly to the Programme Operators, except for ES01, ES04 and ES05, in which it pays directly to the Promoters.
- To have in consideration under certification, the results of any audit carried out by the Audit Authority, both on projects or on management and control systems.
- Other activities include financial assessment to the PO's, solving doubts on eligible matters, planning different financial reports, and helping the Focal Point in his reports and forecasts.

The **Audit Authority** performed the activities planned in their "Audit Strategy of the European Economic Area (EEA) Financial Mechanism 2009-2014" (see Attachment 6 to the Strategic Report). According to their procedures, the audits are referred to the previous calendar year. In this case that there were no previous audits implemented, the period covered was from the beginning of the FM to 31 December 2013:

- System Audits (on the implementation of the Management and Control Systems): ES01 TA
- Audits of expenditure declared: ES01 TA, ES02 Climate Change, ES03 NGO's Funds, ES04 Gender Equality, ES07 Exchange Scholarships.

The result of the audits was favourable (favourable with reservations for ES07 due to indirect costs declaration, already corrected), with the remarks already considered for corrective and preventive measures by the POs, and reported as irregularities when appropriate.

As an additional effort for this starting period of implementation of the programmes, a combined effort of AA, CA, NFP and POs was made for the development and approval at national level of the Management and Control Systems. These processes were followed according to the calendar stated in the Regulation and in the PIAs:

4.8 Regulation : *Within six months from the submission of the first interim financial report, the National Focal Point shall submit to the FMC a detailed description of the management and control systems of the Programme Operator and their functions, covering in particular:..... The report ... shall be drawn up by the Audit Authority.*

PIA: Programme operator Obligations. *Send for acceptance of the NFP the MCS and audit trails for the Programme, within 4 months from the date of submitting the first IFR by the Programme Operator to the NFP*

	MCS PO – Art 4.8 2.Regulation								
	IFR#1	Limit in NFP	Limit in FMO	In NFP	Delivered to AA	Last meeting AA-PO	AA report	English version	Delivered to FMO
ES02	04-11-2013	04-03-2014	04-05-2014	06-03-2014	06-03-2014	14-03-2014	05-05-2014	23-05-2014	27-05-2014
ES03	04-11-2013	04-03-2014	04-05-2014	20-01-2014	19-02-2014	07-03-2014	05-05-2014	02-06-2014	04-06-2014
ES04	15-11-2013	15-03-2014	15-05-2014	17-02-2014	06-03-2014	17-03-2014	16-05-2014	06-06-2014	06-06-2014
ES05	17-04-2014	17-08-2014	17-10-2014	04-03-2014	05-03-2014	23-06-2014	20-10-2014	20-10-2014	20-10-2014
ES06	-	-	-	-	-	-	-	-	-
ES07	13-11-2013	13-03-2014	13-05-2014	14-02-2014	19-02-2014	06-03-2014	12-05-2014	25-06-2014	25-06-2014

The **Spanish national public entity responsible for the preparation and submission of irregularity reports** is the National Focal Point. Its activities are described in the Strategic Report, chapter 4, item “irregularities”.

2. BUDGET OVERVIEW

2.1. Implementation of the previous year’s TA budget, 2014

Based on the evolution of budget implementation during the intensive year 2014, a reallocation of funds was detected as necessary in September. A first draft proposal was informed to FMO in November, but since the modifications to the TA budget comply with Art. 2.8.2 of TA agreement, it was not necessary Donors’ prior approval. The final budget reallocation made in December 2014 was:

Description	Initial Budget NFP	Foreseen expenses 30.06.16	Balance budget/ expend.	Transfers proposed	Balance budget/ expend.	Budget amend 12/2015
I. Additional management systems (article 7.12.2 (a))	467.750	498.656	-30.906	41.852	10.946	509.602
II. Monitoring Committee, annual and other meetings (article 7.12.2 (b))	7.000	3.144	3.856	0	3.856	7.000
III. Meetings and conferences to share experience (article 7.12.2 (c))	15.000	5.566	9.434	-2.000	7.434	13.000
IV. Promotional and information activities (article 7.12.2 (d))	45.000	41.036	3.964	-2.000	1.964	43.000
VI. On-the-spot verifications (article 7.12.2 (f))	10.000	5.000	5.000	-5.000	0	5.000
VII. Reviews and evaluations (article 7.12.2 (g))	6.000	50.275	-44.275	46.000	1.725	52.000
VIII. Implementation of the FM 2004-2009 (article 7.12.2 (h))	12.000	1.923	10.077	-10.077	0	1.923
I. Additional management systems (article 7.12.2 (a)) - Certifying Authority	75.000	6.225	68.775	-68.775	0	6.225
V. Audits (article 7.12.2 (e)) - Audit Authority	50.000	50.000	0	0	0	50.000
TOTAL	687.750	661.825	25.925	0	25.925	687.750

With the following additional comments:

- Proposal for budget headings' reallocations on the basis of all public officers' salaries excluded from eligible expenses from IFR3 (January 2014). HR expenses are only for management

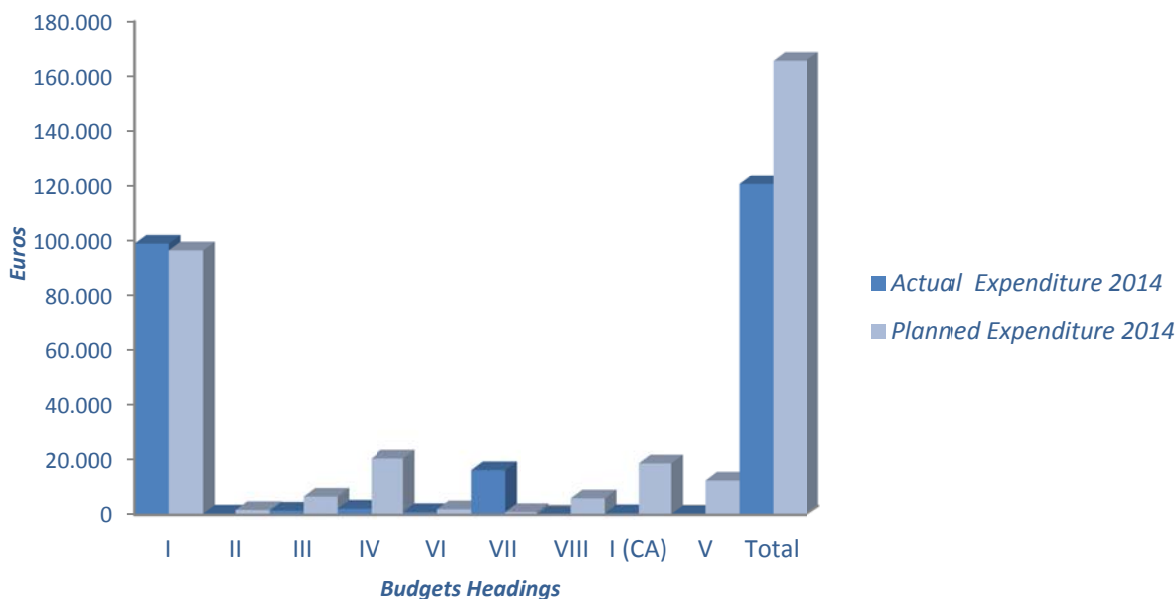
delegation for communication. Reduction for Certifying Authority is the maximum complying with the limit of 10% for transfers between institutions. Remnant mainly for CA trips expenditures.

- The remnant on heading “I. Certifying Authority” will be expended in unscheduled activities participation, programmes closure and others.
- The budget available on heading III is expected to be used in activities for sharing best practices, when the implementation of the FM is higher.
- There are few thousands of euros of savings on heading IV due to the assumption by NFP own resources of the web page development and maintenance, newsletter and graphic design.
- Savings on heading VI due to these activities assumed by the Communication Officer (management delegation, under heading I).
- Heading VIII reduced to zero since eligibility period has expired.

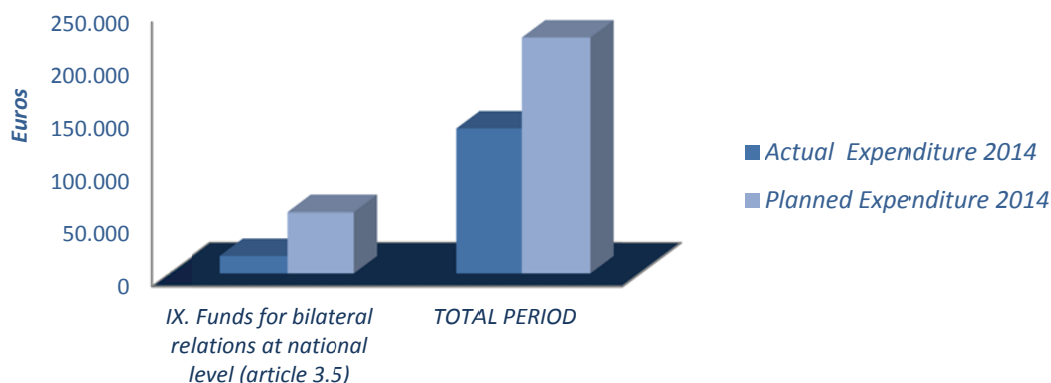
Let’s compare below the actual expenditure incurred and declared during 2014 on the different headings of the TA budget vs. the planned expenditure as foreseen in the estimation of 30 September 2013:

Description	Budget amend 12/2014	Actual 2014	Planned 2014	% implem. 2014	Actual vs. Planned
I. Additional management systems (article 7.12.2 (a))	509.602	98.884	96.431	103%	-2.453
II. Monitoring Committee, annual and other meetings (article 7.12.2 (b))	7.000	447	1.750	26%	1.303
III. Meetings and conferences to share experience (article 7.12.2 (c))	13.000	1.528	6.627	23%	5.099
IV. Promotional and information activities (article 7.12.2 (d))	43.000	2.255	20.535	11%	18.280
VI. On-the-spot verifications (article 7.12.2 (f))	5.000	1.014	2.000	51%	986
VII. Reviews and evaluations (article 7.12.2 (g))	52.000	16.275	1.000	1627%	-15.275
VIII. Implementation of the FM 2004-2009 (article 7.12.2 (h))	1.923	0	6.000	0%	6.000
I. Additional management systems (article 7.12.2 (a)) - Certifying A.	6.225	518	18.750	3%	18.232
V. Audits (article 7.12.2 (e)) - Audit Authority	50.000	284	12.500	2%	12.216
TOTAL TA	687.750	121.205	165.593	73%	44.388
IX. Funds for bilateral relations at national level (article 3.5)	229.250	16.470	57.312	29%	40.842
TOTAL PERIOD	917.000	137.675	222.905	62%	85.230

**TA Budget headings and their total (w/o BRNL)
 NFP 2014**



BRNL and total NFP budget implementation- 2014.



The biggest deviation from estimated expenses is on “reviews and evaluations”, outsourced to an audit company instead of have been implemented by the NFP staff. The estimation for 2015 is planned accordingly.

Some headings were not implemented (0%):

- Certifying Authority budget, once the decision of not granting their salaries with EEA Grants was taken.
- TA fund for 2004-09 Financial Mechanism not implemented since the eligibility deadline according to article 7.12.2(h) of EEA Grants 2009-14 Regulation was 30.04.2013.

Heading for audits (2%) and promotional and information activities (11%) are low implemented due to the salaries of the AA not included to be subsidized by the FM, and the activities already covered by the management delegation for communication.

The low implementation level of BRNL fund is the consequence of the fact that some activities have been postponed to 2015.

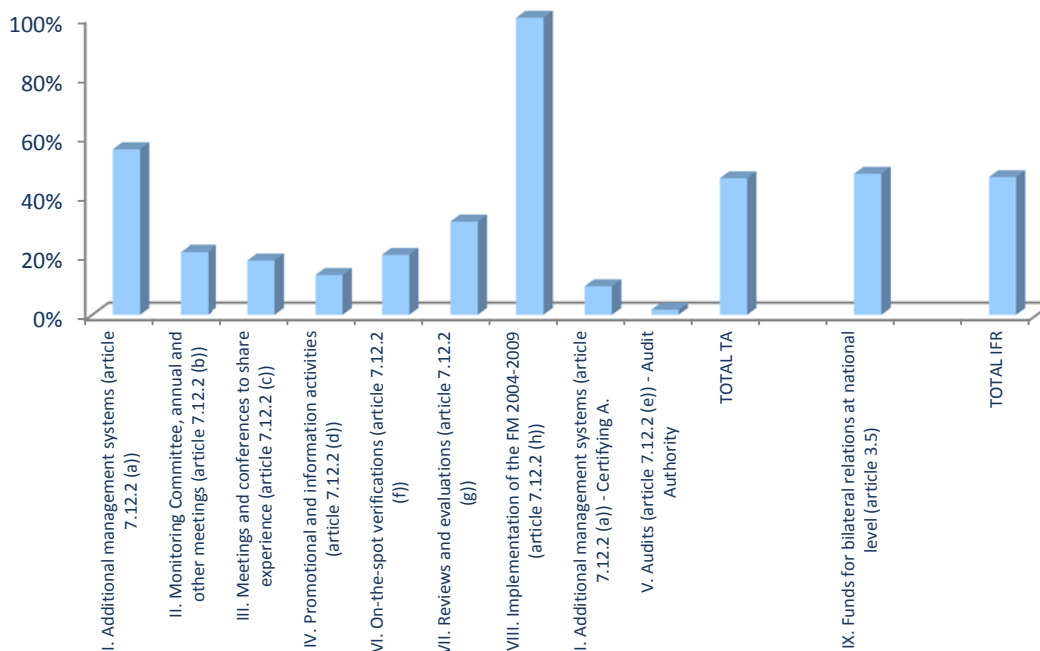
Summarising, during 2014 the TA was implemented 73% of planned budget and BRNL fund 29% of planned.

2.2. Disbursements to date

Cumulative expenditure since the signature of the MoU to December 2014 vs. total budget -as amended in December 2014- remains as follows:

DESCRIPTION	BUDGET AMENDMENT 12/2014	TOTAL ACTUAL EXPENDITURE	% ACTUAL EXPENDITURE	REMNANT
I. Additional management systems (article 7.12.2 (a))	509.602	285.511	56%	224.091
II. Monitoring Committee, annual and other meetings (article 7.12.2 (b))	7.000	1.482	21%	5.518
III. Meetings and conferences to share experience (article 7.12.2 (c))	13.000	2.387	18%	10.613
IV. Promotional and information activities (article 7.12.2 (d))	43.000	5.791	13%	37.209
VI. On-the-spot verifications (article 7.12.2 (f))	5.000	1.014	20%	3.986
VII. Reviews and evaluations (article 7.12.2 (g))	52.000	16.275	31%	35.726
VIII. Implementation of the FM 2004-2009 (article 7.12.2 (h))	1.923	1.923	100%	0
I. Additional management systems (article 7.12.2 (a)) - Certifying A.	6.225	518	8%	5.707
V. Audits (article 7.12.2 (e)) - Audit Authority	50.000	861	2%	49.139
TOTAL TA	687.750	315.761	46%	371.989
IX. Funds for bilateral relations at national level (article 3.5)	229.250	108.788	47%	120.462
TOTAL IFR	917.000	424.549	46%	492.451

**TA Budget headings implementation in % of cumulative expenditure to
 31.12.2014. NFP**



On a first view of the data and chart, the budget implementation is close to 50%, as most of actual work and expenditures in EEA Grants has been done during a year period -2014-, and the remaining management tasks are expected to be developed in a year and a half period –June 2016-. The headings below 30% implementation rate are expected to have a higher expenditure rate during the upcoming closing period. As a mitigation measure for unexpected budget needs, the heading “audits” is clearly under consumed and a reallocation would be possible.

Extracting the DoRIS Report 3, “Financial Overview”:

DESCRIPTION	COMMITTED	DISBURSED	DISBURSED %
ES01 – TA to the BS and Fund for BRNL	917.000	532.550	58%
Audit authority	50.000	0	0%
Certifying authority	75.000	7.000	9%
Fund for bilateral relations	229.250	229.250	100%
National focal point	562.750	296.300	53%
Other entities	0	0	0%

This clearly differs from the actual figures declared on IFR as incurred and planned. The “disbursed” column should represent the actual incurred expenditure, while it includes both incurred and

planned expenditures. Furthermore, as it is highlighted in chapter 5 of the Strategic Report, the planned expenditures for a period that are not implemented, are not balanced in DoRIS according to actual expenditures declared in following IFR for that period, so that planned expenditures are wrongfully cumulated and represents a disbursed amount higher than real figures.

2.3. Planned expenditure for the coming year, 2015

The estimated TA expenses for 2015, as stated in the budget estimation provided by 30 September 2014, correspond to the implementation of the program, mainly to Technical Assistance for NFP Communication expert, meetings with POs, dissemination of information of the programs and promotional activities. Expenditures on reviews and evaluations are related to an outsourcing contract of external auditors to verify the quality of the programmes and Programme Operators management by the NFP. On the spot verifications on projects are going to be carried out by the NFP. The expenses for the AA are likely not to be totally implemented but we shall have it available as estimation (some expenditures on translation of documents).

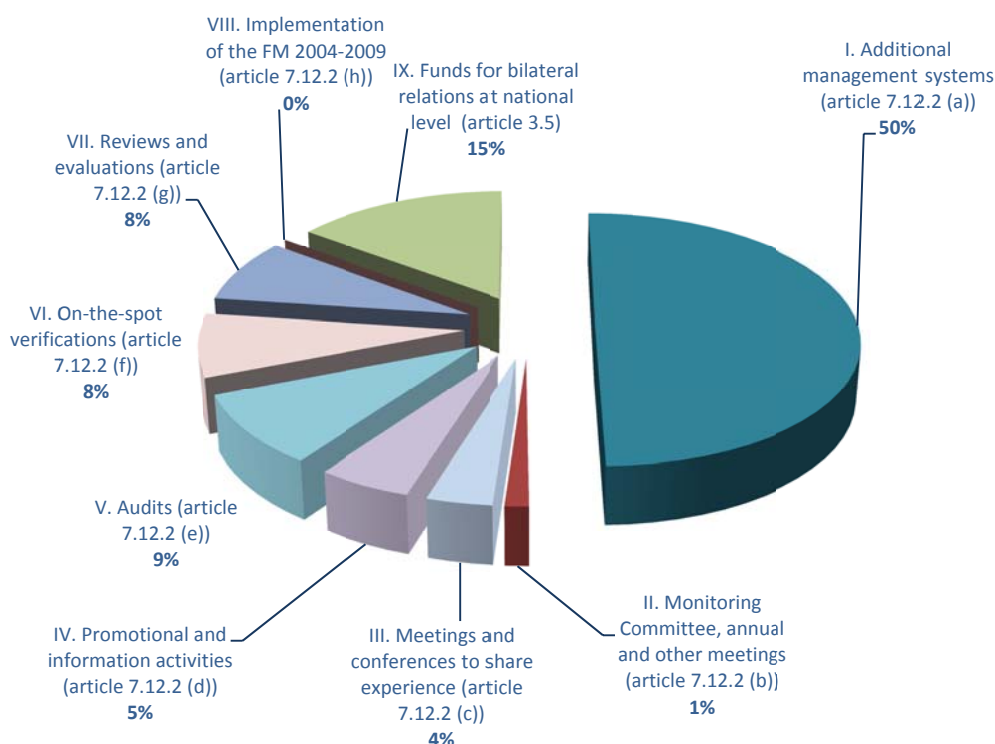
On the other hand, according to the proposal of some activities to be postponed to 2015, and the changes introduced by the FMC during the Annual Meeting on 26 November 2014, the BRNL fund estimations shall be modified. The calculation is based on the BR Plan for 2015, as agreed during the Annual Meeting 2014:

- ES04 – Equality bodies exchanges (the second study visit and the final conference)
- ES04– Follow up on implementation recommendations of the Main Streaming Study (2014/2015)
- ES05 – Culture sector second study visit by the Ministry of Culture,
- ES06 – Launching of the report on the challenges of European Welfare States

Amounting the four of them 51,200 euro. This di

DESCRIPTION	NATIONAL FOCAL POINT	CERTIFYING AUTHORITY	AUDIT AUTHORITY	OTHER ENTITIES	TOTAL
I. Additional management systems (article 7.12.2 (a))	130,000	6,000			136,000
II. Monitoring Committee, annual and other meetings (article 7.12.2 (b))	3,500				3,500
III. Meetings and conferences to share experience (article 7.12.2 (c))	10,000				10,000
IV. Promotional and information activities (article 7.12.2 (d))	14,000				14,000
V. Audits (article 7.12.2 (e)) - Audit Authority	0		25,000		25,000
VI. On-the-spot verifications (article 7.12.2 (f))	0				0
VII. Reviews and evaluations (article 7.12.2 (g))	22,000				22,000
VIII. Implementation of the FM 2004-2009 (article 7.12.2 (h))	0				0
TOTAL					232,500
IX. Funds for bilateral relations at national level (article 3.5)	51,200				51,200

Distribution of TA budget headings planned expenditure for 2015



3 PROCUREMENTS

During 2014, certain activities have been outsourced by the NFP through three different procedures, two procurements and one management delegation. The outsourced activities were:

- Implementation of Communication Strategy Plan in 2014.
- Monitoring and quality evaluation of POs management until December 2013.
- Corporate video for EEA Grants visibility in Spain.

a) Implementation of Communication Strategy in 2014

This outsourcing was instrumented by a management delegation to the state company INECO. There are no specialists in communication within the staff of the Ministry, so that the outsourcing procedure was necessary. It includes the full-time dedication of a communication expert to the staff of the NFP. The management delegation was agreed on 1 April 2014 between the Ministry of Finance and Public Administrations and the company INECO, with a budget of 104,090.98 euros (VAT included). The duration was 10 months, until 31 January 2015 with very positive results as the communication department became a strong point of the NFP. This management delegation will be carried out again until the end of the NFP duties, expected for June 2016.

b) Monitoring and quality evaluation of POs management until December 2013

As part of the NFP duties, in particular those specified in points 6 and 7 of Article 4.3 of the Regulation for EEA Grants, a procurement process was opened to hire an external monitoring agent to develop such activities. The contracted services included a quality evaluation and monitoring of PO's processes and activities carried out from the starting of the Programmes until 31 December 2013, in relation to EEA Grants objectives. The budget for the procurement was 17,550 euros (21,235.50 euros, VAT included). Four companies were asked for proposals by the NFP (KPMG, PwC, Grant Thornton, Iberaudit), three bids were received (not PwC because of incompatibility issues) and after technical and economic evaluation it was awarded on 17 July 2014 to Grant Thornton for 16,274.50 euros (VAT included). POs' evaluation reports were delivered in December 2014.

c) Corporate video for EEA Grants visibility in Spain

The Communication Strategy Plan includes the production of audiovisual material for the promotion and visibility of the EEA Grants in Spain. This material is out of the scope of the management delegation described in the point I) above. The objective was to produce a three-minute corporate video showing the activities carried out by the NFP, the outcomes of the Programmes and Projects, and the effect of the EEA Grants in Spain. Two companies were asked for proposals by the NFP. The selected bid was losu López, with a budget of 2,178 euros (VAT included). The video is available at Spanish NFP website, www.eeagrants.es.

4 STAFFING

NAME OF NATIONAL FOCAL POINT: SUBDIRECTORATE GENERAL FOR EUROPEAN TERRITORIAL COOPERATION AND URBAN DEVELOPMENT - GENERAL DIRECTORATE FOR EUROPEAN FUNDS - MINISTRY OF FINANCE AND PUBLIC ADMINISTRATIONS.				
NAME OF STAFF	OFFICIAL POSITION	MAIN TASKS	LEVEL OF EFFORT (% OF WORKING TIME)	FUNDED BY GRANTS (Y/N)
Fernando Fernandez Melle	Deputy Director General of the Territorial Cooperation and Urban Development Fund	Head of the NFP. Representative of the Beneficiary State	2%	N
Pilar Soler Oroz	Senior Advisor	Executive Director General operational work manager	95%	N
Moisés Blanco Maceiras	Technical Counsellor	Deputy Executive Director. Back-up to the Executive Director	90%	N
Cristina Blas Miranda	External Technical Advisor	Communications expert. Implementation of communication strategy	100%	N
Almudena Barrientos del Riego	Administrative Assistant. Logistic organization and financial documentation support	Secretary to the Executive Director	100%	N
Pablo Merello. Jorje Jiménez.	External Auditors	External agent for monitoring tasks. Verification, monitoring and quality control	Outsourced to the company Grant Thornton. Duration: 5 months.	Y
NAME OF CERTIFYING AUTHORITY: SUB DIRECTORATE GENERAL FOR CERTIFICATION AND PAYMENT - GENERAL DIRECTORATE FOR EUROPEAN FUNDS - MINISTRY OF FINANCE AND PUBLIC ADMINISTRATIONS.				
NAME OF STAFF	OFFICIAL POSITION	MAIN TASKS	LEVEL OF EFFORT (% OF WORKING TIME)	FUNDED BY GRANTS (Y/N)
Jerónimo Ríos Boeta	Deputy Director General	Supervising and checking the whole tasks	6%	N
Juan Esteban Pascual Parro	Vice Deputy Director General	Checking the IFRs. Assessment to POs	5%	N
Teresa Arroyo	Administrative	Administrative tasks	1%	N
Isidora Ruiz	Administrative	Administrative tasks	1%	N
NAME OF AUDIT AUTHORITY: GENERAL CONTROLLER OF THE PUBLIC ADMINISTRATION (IGAE) - MINISTRY OF FINANCE AND PUBLIC ADMINISTRATIONS.				
NAME OF STAFF	OFFICIAL POSITION	MAIN TASKS	LEVEL OF EFFORT (% OF WORKING TIME)	FUNDED BY GRANTS (Y/N)
Rafael Cortés Sánchez	Head of Division	Management of AA duties and responsibilities	1%	N
Javier Font Miret	Area Manager	Advisor to the Head, monitoring of AA duties implementation and fulfillment	3%	N
Ramón Sánchez Cuéllar	Team Manager	Audits monitoring, development of audit strategy, assessment reports, annual report and annual opinion.	5%	N
Lourdes Peralta Martínez	Team Leader	Audit work field verifications, development of working plans	5%	N
NAME OF NATIONAL ENTITY (IRREGULARITIES) -SAME AS THE NATIONAL FOCAL POINT-				
NAME OF STAFF	OFFICIAL POSITION	MAIN TASKS	LEVEL OF EFFORT (% OF WORKING TIME)	FUNDED BY GRANTS (Y/N)
Pilar Soler Oroz	Senior Advisor	Irregularities reports supervision and validation.	5%	N
Moisés Blanco Maceiras	Technical Advisor	Irregularities monitoring and reporting.	10%	N

The NFP organizational chart effective from 30 May 2014 is as follows:



5 THE COMING YEAR

The coming year 2015 in Spain means at the same time the implementing and the closing year for projects; most of the calls were awarded between the end of 2013 and the end of 2014, but the time limit for implementing the projects and eligible costs is 31 December 2015.

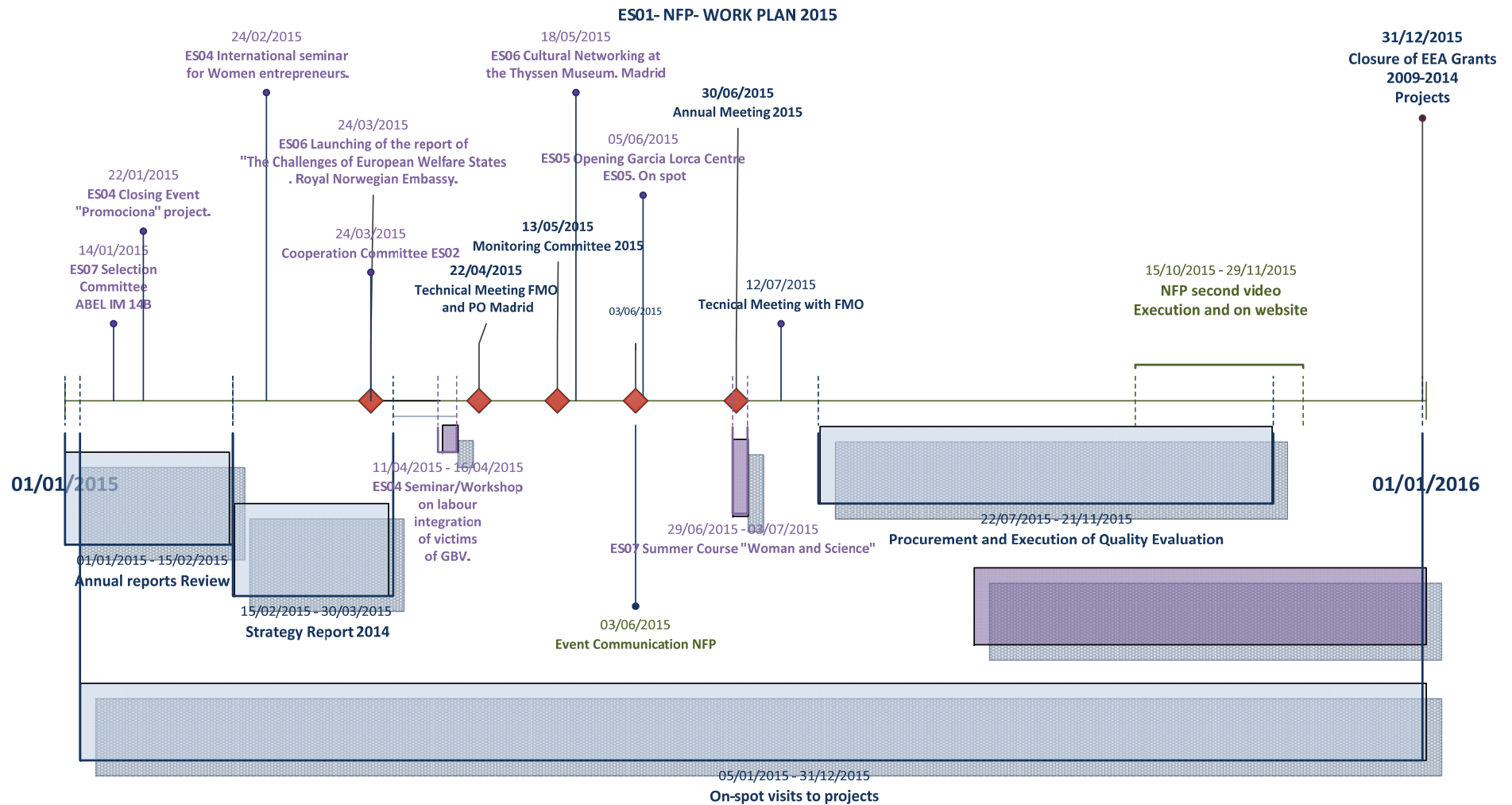
It is expected to represent a big challenge monitoring all POs to ensure their proper monitoring of projects in order to address the outcomes of the EEA Grants in time by the end of the year.

As a first example, the General Director for European Funds has sent a formal letter to General Director of the Ministry of Culture responsible for ES05 implementation emphasizing the risk of the time limit and the need of a common effort and fluid communication between NFP, PO and Pre defined Project Promoter. For other particular challenges and risks, please see attachment 7 of the Strategic Report. The drawing below represents main milestones for NFP the coming year.

CA is adapting their timetable to visit some programmes' activities continuing with the visits they initiated in 2014. They visited two projects in 2014 (ES02 and ES04) with a total expenditure of 600€.

The planned activities of the AA for 2015 are described in attachment 6 of the Strategic Report. It includes, among expenditure audits of all POs (except from ES06 Embassy), system audits of CA, ES03 NGOs Funds and ES04 Gender Equality.

Implementation of the EEA Financial Mechanism 2009-14
 Spain – Strategic Report 2014 (Covering 1st January 2014- 31st December 2014)



Actividades programadas organizadas NFP
 Actividades programadas organizadas por NFP relativas a Comunicación
 Actividades programadas organizadas PO (con participación NFP)