REPUBLIC OF SLOVENIA
**GOVERNMENT OFFICE FOR DEVELOPMENT
AND EUROPEAN COHESION POLICY**
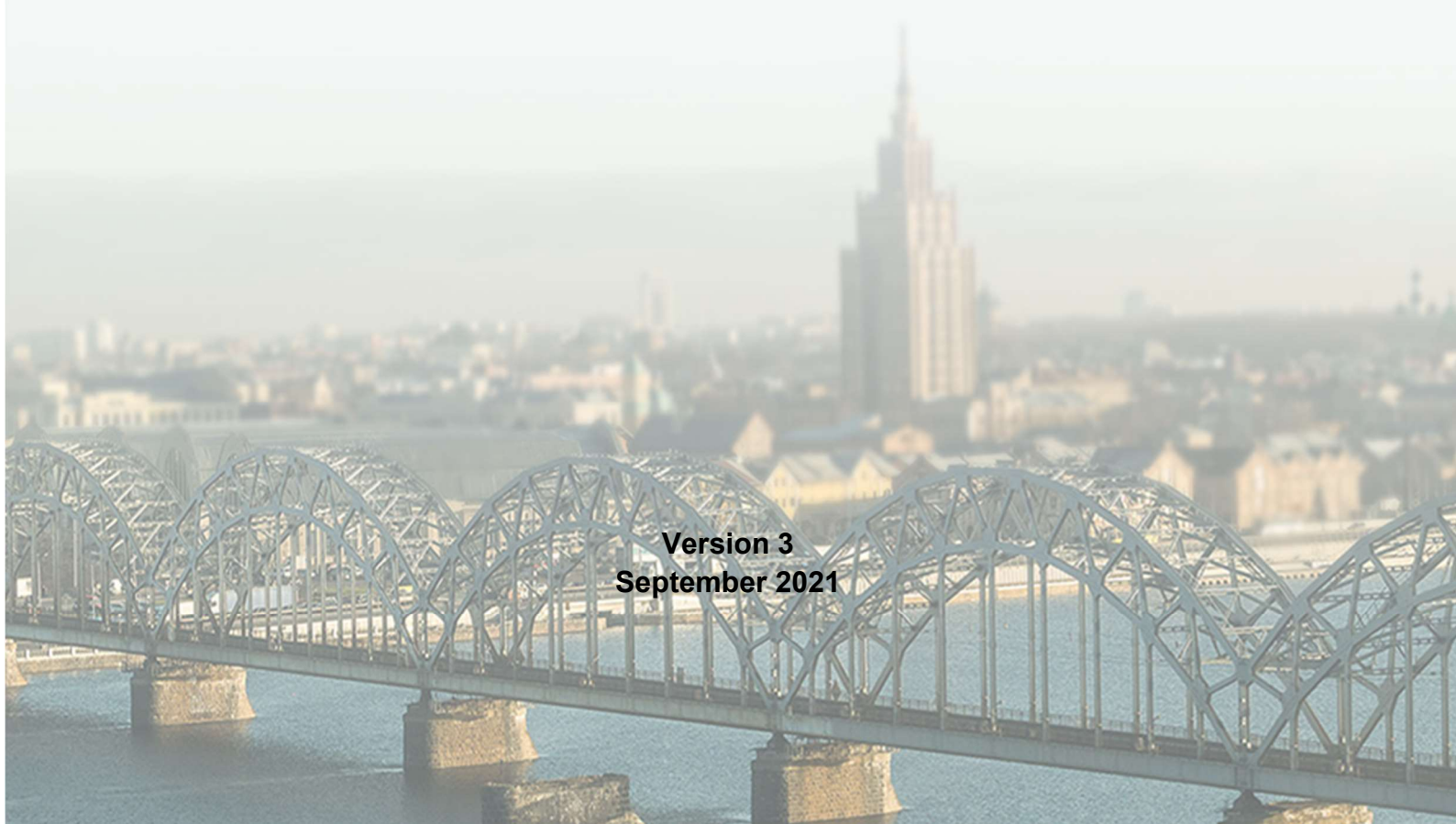
Iceland
Liechtenstein **Norway**
Norway grants   grants

NORWEGIAN FINANCIAL MECHANISM 2014-2021 AND
EEA FINANCIAL MECHANISM 2014-2021

GUIDE FOR BENEFICIARIES

Part 1.b: ABOUT THE PROGRAMME AND THE CALL FOR PROPOSALS

PROGRAMME *EDUCATION, SCHOLARSHIPS, APPRENTICESHIP AND YOUTH ENTREPRENEURSHIP*

**Version 3
September 2021**

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List of abbreviations and acronyms

AIBA	National Agency for International Education Affairs, Liechtenstein
EEA FM	European Economic Area Financial Mechanism
eMS	Electronic Monitoring System
EU	European Union
GODC	Government Office for Development and European Cohesion Policy
HK-dir	Norwegian Directorate for Higher Education and Skills
NEET	Young people not in employment, education or training
NOR FM	Norwegian Financial Mechanism
RBM	results-based management
Regulations	Regulation on the implementation of the Norwegian Financial Mechanism 2014-2021 and Regulation on the implementation of the European Economic Area (EEA) Financial Mechanism 2014-2021

1   Introduction

1.1 Purpose of the Guide for Beneficiaries

The purpose of the *Guide for Beneficiaries* is to introduce the content and requirements of the programmes *Climate Change Mitigation and Adaptation* and *Education, Scholarships, Apprenticeship and Youth Entrepreneurship* to potential applicants as well as to help them develop their project idea and project application. It also provides information on project selection, implementation, reporting and completion.

The *Guide for Beneficiaries* forms part of the documents relating to the call for proposals and consists of several thematic sections. The first Part provides information about the programme and the call for proposals. It is divided into Part 1 a which pertains to the programme *Climate Change Mitigation and Adaptation* and Part 1 b which pertains to the programme *Education, Scholarships, Apprenticeship and Youth Entrepreneurship (hereinafter: Education programme)*.

Information on project development and partnership requirements is given in the second Part of the *Guide for Beneficiaries*. Part 3 of the *Guide for Beneficiaries* provides information on the submission of applications and the evaluation of project proposals. Part 4 gives information on the eligibility of expenditure, while Part 5 describes the procedures and requirements regarding reporting. Information and communication requirements are presented in Part 6 of the *Guide for Beneficiaries*, while archiving and project completion is presented in Part 7.

Before submitting their project application, potential applicants should read the *Guide for Beneficiaries* carefully and in its entirety, with the same requirement applying also to all beneficiaries of the selected projects during project implementation. The information given in the *Guide for Beneficiaries* should be used for the preparation of the project application as well as for ensuring quality implementation of approved projects and reporting thereon.

This part of the *Guide for Beneficiaries* (Part 1.b) pertaining to the programme and the call for proposals (hereinafter document) provides information on the *Education programme*: the programme objectives, principles and programme areas as well as programme outcomes and outputs and information about the call for proposals.

The document is binding for all Project Promoters and Project Partners (hereinafter beneficiaries) submitting their project proposals under the call for proposals as well as for Pre-defined projects under the abovementioned programme.

The document is issued by Government Office of the Republic of Slovenia for Development and European Cohesion Policy (hereinafter GODC) acting as the Programme Operator of the programme *Education, Scholarships, Apprenticeship and Youth Entrepreneurship* (hereinafter Programme Operator).

If necessary, the document shall be subject to revision during project implementation which is why the beneficiaries must always use the last valid version of the document published on the website dedicated to the implementation of the Financial Mechanisms in the Republic of Slovenia, namely www.norwaygrants.si and www.eeagrants.si (hereinafter dedicated website) accessible at www.norwaygrants.si/en/calls/education.

Wherever used in this document, a pronoun in the masculine gender shall be considered as including the feminine gender in line with the principles of gender-inclusive language.

1.2 Legal bases

The *Education programme* is co-financed by the Norwegian Financial Mechanism 2014-2021 and the European Economic Area (hereinafter EEA) Financial Mechanism 2014-2021, and supported by Slovenian national co-financing, and complies with the following legal bases (the below-given list is not exhaustive):

– Decree on the Implementation of the Norwegian Financial Mechanism and the European Economic Area Financial Mechanism in the Republic of Slovenia for the period 2014-2021 (Official Gazette of the Republic of Slovenia, No. 160/20, dated 6. 11. 2020),

– Regulation on the Implementation of the European Economic Area (EEA) Financial Mechanism 2014-2021, published on www.norwaygrants.si/en/calls/education,

– Regulation on the Implementation of the Norwegian Financial Mechanism 2014-2021 published on www.norwaygrants.si/en/calls/education,

– Memorandum of Understanding on the Implementation of the EEA Financial Mechanism 2014-2021 between the Republic of Slovenia and Iceland, the Principality of Liechtenstein and the Kingdom of Norway with Annexes, published on www.norwaygrants.si/en/calls/education,

– Memorandum of Understanding on the Implementation of the Norwegian Financial Mechanism 2014-2021 between the Republic of Slovenia and the Kingdom of Norway with Annexes, published on www.norwaygrants.si/en/calls/education,

– Programme Agreement between the Financial Mechanism Committee, the Norwegian Ministry of Foreign Affairs and the National Focal Point for the financing of the Programme *Education, Scholarships, Apprenticeship and Youth Entrepreneurship*, published on www.norwaygrants.si/en/calls/education,

– applicable national and EU legislation, in particular legislation regulating public procurement, state aid, implementation of the state budget and public finances,

– guidelines adopted by the Norwegian Ministry of Foreign Affairs, the EEA Financial Mechanism Committee and the Slovenian national authorities.

2 About the programme *Education, Scholarships, Apprenticeship and Youth Entrepreneurship*

The *Education programme* is co-financed by the Norwegian Financial Mechanism 2014-2021, the EEA Financial Mechanism 2014-2021 (hereinafter Financial Mechanisms) and by the matching national contribution from the Republic of Slovenia.

The overall objectives of the Financial Mechanisms are to contribute to the reduction of economic and social disparities in the European Economic Area, and to strengthen bilateral relations between Iceland, Liechtenstein and Norway (hereinafter Donor States) and the Beneficiary State, i.e. the Republic of Slovenia.

The objective of the programme *Education* is to improve human capital and knowledge base. The programme aims at strengthening human capital, supporting the development of 21st century skills, improving the relevance of education and training to the real environment, and

encouraging the development of measures supporting inclusion in life and work for the specific groups that are excluded or have limited access to support systems. Furthermore, the programme encourages the development of measures facilitating the reconciliation between work and family life at local level, and of measures strengthening the capacity of institutions for good governance, cross-sectoral and inter-ministerial cooperation.

The Programme focuses on the following three programme areas Education, Scholarships, Apprenticeship and Youth Entrepreneurship,
– Work-life Balance, and
– Good Governance, Accountable Institutions, Transparency.

The Norwegian Directorate for Higher Education and Skills (HK-dir) and the National Agency for International Education Affairs (AIBA) from Liechtenstein participate in the programme as Donor Programme Partners.

2.1 Eligible area

As a rule, the eligible area for the implementation of project activities shall be the territory of the Republic of Slovenia and the territory of the Kingdom of Norway. In general, the costs of any project activity implemented outside the abovementioned eligible area shall be deemed ineligible.

Exceptionally and in duly justified cases, a project activity may be implemented outside eligible area, but only upon prior approval by GODC as the Programme Operator. The exception must be duly justified in the project application. If a project application involving such an exception gets approval, then the implementation of a project activity outside the eligible area shall be automatically approved as well.

Regardless of where the project activities are implemented, their outcomes and outputs must always manifest in the Republic of Slovenia. Study visits are typical examples of a project activity implemented outside the territory of the Republic of Slovenia; the output of study visits are improved skills of Slovene experts.

2.2 Management structure

Implementation of the Financial Mechanisms in the Republic of Slovenia and of the *Education programme* shall involve numerous national and international bodies.

National Focal Point

GODC acts as the National Focal Point. The National Focal Point represents the Republic of Slovenia in its relations with the Donor States regarding the implementation of Financial Mechanisms in the Republic of Slovenia. The National Focal Point monitors the progress and quality of programme implementation and ensures that the programmes contribute to achieving the objectives of the Financial Mechanisms.

Programme Operator

GODC also acts as the Programme Operator for the programme *Climate Change Mitigation and Adaptation* and the programme *Education, Scholarships, Apprenticeship and Youth*

Entrepreneurship. The Programme Operator is responsible for the preparation and implementation of both programmes in accordance with Article 1.3 of the Regulations.

Audit Authority

The Budget Supervision Office of the Republic of Slovenia, a body within the Ministry of Finance, acts as the Audit Authority. The Audit Authority ensures that audits are carried out to verify effective implementation of the Financial Mechanisms in the Republic of Slovenia (effective functioning of the system at the national level and effective functioning of the programmes).

Certifying Authority

The Ministry of Finance of the Republic of Slovenia acts as the Certifying Authority. The Certifying Authority is responsible for submitting to the Donor States certified financial reports, receiving payments made by the Donor States under Financial Mechanisms for programmes and performing other tasks.

Irregularities Authority

The Ministry of Finance of the Republic of Slovenia acts as the Irregularities Authority. Irregularities Authority is responsible for reporting to the Donor States any irregularities and measures taken in order to prevent, detect, investigate and eliminate such irregularities. Irregularities Authority also performs other tasks.

Control Unit

GODC acts as the Control Unit. The Control Unit checks the expenditure incurred in the framework of the implementation of individual programmes and projects.

Selection Committee

The Selection Committee is responsible for the evaluation of the call for proposals procedure and for the selection of projects submitted under the call for proposals. The Selection Committee consists of the representatives from Slovenia (GODC and line ministries) and representatives of Donor Programme partners as voting members and observers coming from the Financial Mechanism Office and the Nacional Focal Point.

Donor Programme Partners

Donor States designated Donor Programme Partners that advise on the preparation of the programme and the call for proposals and are included in the selection of projects which are eligible for programme funding, and advise on the implementation of the programme and/or participate in the implementation of the programme.

The Donor Programme Partners participating in the programme *Education,* are as follows:
  – Norwegian Directorate for Higher Education and Skills (HK-dir), and
  – National Agency for International Education Affairs (AIBA), Liechtenstein.

Cooperation Committee

The Cooperation Committee for the programme *Education* provides advice on the preparation and implementation of the programme in the Republic of Slovenia.

The Programme Operator establishes a Cooperation Committee consisting of representatives from the Programme Operator and representatives from the Donor States. Representatives from the ministries responsible for the areas addressed by the programme *Education,* and representatives from the National Focal point may also be invited to participate as observers.

Other structures involved in Financial Mechanisms implementation

Other Donor State institutions are also involved in the implementation of the Financial Mechanisms and the programme *Education* in the Republic of Slovenia.

Financial Mechanism Office (Brussels): the office assisting the Donor States in managing the Financial Mechanisms. The Financial Mechanism Office is responsible for the day-to-day implementation of the Financial Mechanisms and serves as a contact point between the Donor States and the Beneficiary States.

Donor States may, without prejudice to audits carried out by the Audit Authority, organise on-the-spot audits and verifications of programmes and projects in order to verify the effectiveness of the Beneficiary State management and control systems. Audits are performed by organisations authorised by Donor States.

2.3 Electronic monitoring system (eMS)

For the programme *Education* the eMS monitoring system shall be used to monitor project implementation, including the process of project application, reporting on project implementation and the expenditure incurred. eMS is a system with a communication portal that enables the submission of an application, its review and approval, as well as project management, monitoring and reporting. The system enables collecting all information on the submitted applications and approved projects, their evaluation, implementation and achievements, as well as project changes and completion.

2.4 Programme objective, areas, outcomes and outputs

As mentioned earlier in section 2, the objective of the programme *Education, Scholarships, Apprenticeship and Youth Entrepreneurship* is to improve human capital and knowledge base. This flagship objective is achieved through the implementation of projects in the three programme areas, through the achievement of the programme outcomes and the corresponding programme outputs. Each programme outcome further contains a set of programme outputs as well as outcome indicators and output indicators. The indicators identified to check the progress of the programme are monitored at both programme and project level.

The Programme focuses on the following three programme areas:
- Education, Scholarships, Apprenticeship and Youth Entrepreneurship,
- Work-life Balance, and
- Good Governance, Accountable Institutions, Transparency.

> The call for proposals is open only to project proposals that fall under THE FIRST TWO PROGRAMME AREAS, i.e. **Education, Scholarships, Apprenticeship and Youth Entrepreneurship** and **Work-life Balance**. Therefore, this document provides a detailed description only of these two programme areas and of the corresponding programme outcomes and outputs.

The programme *Education* pursues a clear objective, and a set of clearly defined outcomes and outputs in each programme area. The projects contribute to the successful achievement of the programme objective, outcomes and outputs.

Programme area: area eligible for financial support from the Donor States that is defined jointly by the Donor States and the respective Beneficiary State in order to tailor the support to the state on the basis of its needs, priorities and capacity. The Donor States defined 23 programme areas, each of them pursuing and contributing to a particular objective. The programme *Education* covers three programme areas and contributes to the flagship objective of improving human capital and knowledge base.

Impact: the long-term effects or changes of an intervention on society or the environment.

Outcome: the (short and medium-term) effects of an intervention's outputs on the intermediaries or end beneficiaries.

Output: the products, capital goods and services delivered by an intervention (project or programme) to the target group. Outputs are easy to attribute directly to the resources used and the activities performed.

Table 1: Relation between programme areas, programme outcomes and programme outputs[1]

PROGRAMME AREA	OUTCOME	OUTPUT
EDUCATION, SCHOLARSHIPS, APPRENTICESHIP AND YOUTH ENTREPRENEURSHIP	I.1: Improved institutional cooperation at all levels of education (formal and informal)	I.1.1: New teaching and learning practices for work and life developed **AND** I.1.2: Knowledge and good practices shared on advancing skills and competencies in education
	I.2: Education and social environment to support disadvantaged groups improved	I.2.1: Support services for the NEETs (young people not in employment, education or training) established **OR** I.2.2: Support to youth provided **OR** I.2.3: Support environment for precarious workers provided
WORK-LIFE BALANCE	I.3: Improved work-life balance	I.3.1: Local systems that support work-life balance established **OR** I.3.2: Organisational culture of work-life balance and gender equality generated

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[1] Table 1 shows the specific part of the programme with the programme areas that are relevant for the projects selected under the Call for Proposals.

Additional information on how to develop project intervention logic and establish links between the project and the programme is given in Part 2 of the *Guide for Beneficiaries.*

3 Subject of the Call for Proposals and selection of projects

From the date of publication of the Call for proposals in the Official Gazette of the Republic of Slovenia, the Call for proposals and its Application Pack shall be available on the following websites: www.eeagrants.si in www.norwaygrants.si, accessible at www.norwaygrants.si/en /calls/education.

The Application Pack consists of:
- Guide for Beneficiaries
- template of the Declaration by the Project Promoter
- template of the Declaration by the Project Partner (in Slovene and English language);
- template of the Declaration on the consultants involved in the preparation of the project application;
- sample of the Project Contract;
- sample of the Partnership Agreement (in Slovene or English language).

The Programme Operator invites Project Partners from the Republic of Slovenia and the Kingdom of Norway, to submit applications in the frame of this Call for Proposals.

3.1 Subject of the Call for Proposals

The aim of this Call for Proposals is to provide funding to selected project proposals under the programme *Education.* The selected project proposals shall be supported by the Norwegian Financial Mechanism 2014-2021 and shall receive national co-financing (hereinafter grant). The projects shall pursue the overall objectives of the Norwegian Financial Mechanism 2014-2021 (hereafter: Norway Grants) as follows:
– contribute to the reduction of economic and social disparities in the European Economic Area, and
– strengthen bilateral relations between the Kingdom of Norway (hereafter: Norway) and the Republic of Slovenia.

Funding under this call for proposals shall be available for the projects selected in the relevant programme areas to support them in achieving the outcomes and outputs identified in an individual programme area as follows:

a) **Programme area: EDUCATION, SCHOLARSHIPS, APPRENTICESHIP AND YOUTH ENTREPRENEURSHIP**

– **Outcome I.1: Improved institutional cooperation at all levels of education (formal and informal)**
  - Output I.1.1: New teaching and learning practices for work and life developed
  - Output I.1.2: Knowledge and good practices shared on advancing skills and competencies in education
– **Outcome I.2: Education and social environment to support disadvantaged groups improved**

- Output I.2.1: Support services for the NEETs (young people not in employment, education or training) established
- Output I.2.2: Support to youth provided
- Output I.2.3: Support environment for precarious[2] workers provided

b) Programme area: WORK-LIFE BALANCE

– **Outcome I.3: Improved work-life balance**
- Output I.3.1: Local systems that support work-life balance established
- Output I.3.2: Organisational culture of work-life balance and gender equality generated

Each project may contribute to the achievement of only one specified outcome (I.1 or I.2 or I.3):
– a project addressing outcome I.1 shall contribute to *both* outputs (I.1.1 and I.1.2),
– a project addressing outcome I.2 shall contribute to *one* output only (I.2.1 or I.2.2 or I.2.3),
– a project addressing outcome I.3 shall contribute to *one* output only (I.3.1 or I.3.2).

Sets of specific eligibility criteria shall apply to each outcome or output. Specific eligibility criteria are set out in section 3.4 under the description of individual outcomes and outputs.

3.2 Award of grant

3.2.1 Grant rate

For projects selected under the Call for Proposals the grant shall be up to 100% of total eligible expenditure, including in the case of projects where the Project Promoter is an NGO. The grant shall be provided by the Norway Grants and matching national contribution.
The grant amount provided by the Norway Grants and the matching national contribution shall be broken down as follows:
– 85% - Norway Grants, and
– 15% - national co-financing.

Funding shall be awarded to projects in compliance with the applicable State aid rules.

The amount of grant under Call for Proposals shall be reduced for the projects that generate revenue or in case of application of State aid rules. The rules on project revenues shall not be applied in case of application of state aid rules.

3.2.2 Grant amount

The total amount available under this Call for Proposals is **11,299,156.00 EUR**, of which 9,604,283.00 EUR comes from the Norway Grants and 1,694,873.00 EUR from the corresponding Slovenian contribution provided by the GODC.

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[2] Precarious workers in the Call for Proposals shall be defined as vulnerable workers, independent workers or self-employed persons in an insecure and usually low-pay employment with limited rights to income support (e.g. unemployed persons or workers on sick leave).

The total available grant on programme outcome level is fixed, whereas the grant amount at the programme output level is indicative. Funds under outcome I.1 are not broken down by individual outputs as projects contribute to both outputs. With the attention to outcome indicators, output indicators at the programme level and considering the number of applications received, GODC as a tenderer, reserves the right to reallocate the funds to other outputs within the same outcome.

Table 2: Available funding, minimum and maximum grant amount applied for per project under each individual programme outcome or output (in EUR)

Programme outcomes and outputs	Available funding	Minimum and maximum grant amount applied for per project	
		Minimum amount	Maximum amount
Outcome: Improved institutional cooperation at all levels of education (formal and informal)	**6,063,862.00**	200.000,00	1.000.000,00
Output: New teaching and learning practices for work and life developed			
Output: Knowledge and good practices shared on advancing skills and competencies in education			
Outcome: Education and social environment to support disadvantaged groups improved	**3,235,294.00**	200,000.00	500,000.00
Output: Support services for the NEETs (young people not in employment, education or training) established	950,000.00 (indicative)		
Output: Support to youth provided	1,400,000,00 (indicative)		
Output: Support environment for precarious workers provided	885,294.00 (indicative)		
Outcome: Improved work-life balance	**2,000,000.00**	200,000.00	500,000.00
Output: Local systems that support work-life balance established	1,400,000.00 (indicative)		
Output: Organisational culture of work-life balance and gender equality developed	600,000.00 (indicative)		
TOTAL AVAILABLE FUNDING	**11,299,156.00**		

Selection of projects shall be conducted in line with the procedures described in section 3.10. The number of co-financed projects will depend on available funds. Only projects receiving at least 75 points in quality assessment shall be proposed for co-financing.

The funding is provided by GODC as the Programme Operator in the Budget of the Republic of Slovenia on dedicated budget lines of Financial Mechanisms and matching national co-financing:
- No 170005 – NOR FM 14–21 – Norwegian Financial Mechanism 2014-2021, and
- No 170007 – NOR and EAA FM 14–21 – national co-financing.

The payment schedule for each approved project shall be determined in the contract on the award of the Financial Mechanisms funding and the matching national co-financing (hereinafter project contract) concluded between GODC as the Programme Operator and the selected Project Promoter in accordance with the project implementation plan and available funding. The payments made by GODC as the Programme Operator shall depend on the availability of funding and programme for this purpose. If commitment appropriations provided for in the dedicated budget lines are cancelled or reduced, GODC as the Programme Operator reserves the right to cancel the Call for Proposals and annul the decisions issued regarding project selection, or reserves the right to determine the new contract value and/or payment schedule in accordance with the project contract.

3.3 Eligibility of applicants and partners

3.3.1 Eligibility of applicants

General condition: eligible applicant (hereinafter Project Promoter) is considered any public or private entity, commercial or non-commercial, as well as non-governmental organisations, established and registered as legal entity in the Republic of Slovenia.

Natural persons and natural persons registered as sole proprietors in accordance with Companies Act, are not eligible applicants.

In order to be able to participate in the Call for Proposals, the applicant must fulfil the conditions specified in the Declaration by the Project Promoter and the Declaration by the Project Partner. The applicant shall prove the fulfilment of the conditions by signing both abovementioned Declarations.

Upon project approval, the applicant takes the role of Project Promoter becomes a signatory to the Project Contract and bears the responsibility for the entire implementation of project.

3.3.2 Eligibility of partners

General condition: As eligible partner in a project (hereinafter Project Partner) is considered any public or private entity, commercial or non-commercial, as well as non-governmental organisations, established and registered as legal entity in the Republic of Slovenia or the Kingdom of Norway, or any international organisation or agency or body thereof, actively involved in and effectively contributing to the implementation of a project.

Natural persons and natural persons registered as sole proprietors in accordance with Companies Act, are not eligible partners.

Each Project Partner is obliged to sign the Declaration by the Project Partner which proves that the conditions for participation are met. The document should also be signed by the Project Promoter.

One of the main objectives of the Grant is to strengthen bilateral relations, thus partnerships with Norwegian entities are highly valued and encouraged across all outcomes of this Call for proposals.

3.4 Description of areas supported under the call for proposals

The overall objectives of the Norway Grants are to contribute to the reduction of economic and social disparities in the European Economic Area and to strengthen bilateral relations between the Donor State of the Kingdom of Norway and the Beneficiary State the Republic of Slovenia.

In this context, the *Education programme* aims to enhance human capital and knowledge base. The objective of the programme shall be achieved through the promotion of institutional cooperation at all levels of formal and informal education, through improved support environment for disadvantaged groups and through improved work-life balance. To this end, the projects that contribute to the achievement of outcomes and outputs described below shall be co-financed.

3.4.1 Outcome I.1: Improved institutional cooperation at all levels of education (formal and informal)

Outcome I.1 is focused on promotion of institutional cooperation at all levels of formal and informal education with an emphasis on the development of skills and competencies for work and life in the 21st century[3].

Actions in this thematic area of the call for proposals aim particularly to:
– enhance the competencies of the teaching staff, the training providers, the administrative staff and the policy makers to incorporate the 21st century skills in education and training programmes/standards,
– support institutional cooperation of projects at all levels of education to contribute to the creation of safe, creative, open, interactive, innovative and stimulating learning environments, and to modernize approaches to teaching and learning,
– develop new teaching models, methods and strategies, create new learning and teaching resources and develop new didactic tools,
– strengthen cooperation between the stakeholders in the education and training system at the local, regional and national level.

The progress towards the envisaged outcomes shall be monitored with a set of indicators as follows (programme target values are indicated in brackets):
– number of intellectual outputs[4] generated by institutional cooperation (30),
– share of cooperating education and training institutions applying new teaching and learning practices (85%),
– level of satisfaction with the quality of institutional cooperation (at least 3.5 on a 1-5 scale),
– number of institutions using new teaching models, methods and strategies (10).

Outcome I.1 shall be achieved through the co-financing of projects that contribute to the achievement of both outputs*:*
– Output I.1.1*: New teaching and learning practices for work and life developed,* and

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[3] The programme concentrates on key competencies, such as social and civic competencies, sense of self-initiative and entrepreneurship, learning to learn, as well as on horizontal skills, such as problem solving, critical thinking, creativity, sense of initiative etc.

[4] Teaching models, methods and strategies, teaching and learning resources, didactic tools etc.

– Output I.1.2: *Knowledge and good practices shared on advancing skills and competencies in education.*

Target groups shall be particularly as follows:
– teaching staff, persons responsible for training programmes and administrative staff of participating institutions,
– children, pupils, students and participants in adult education.

The projects shall preferably:
– respect the principles of good governance, accountable institutions and transparency,
– address abovementioned target groups,
– support the establishment of multi-sectoral partnerships between education and training institutions and other relevant education stakeholders (municipalities, NGOs, business sector, support institutions, research organisations, etc.) at the local and/or regional and/or national level,
– develop and implement innovative solutions and/or initiatives,
– have partnerships and structures established to ensure the continuation of activities after the project completion.

Examples of possible project activities[5]:
– establishment of multi-sectoral partnerships bringing together education and training institutions, economic organisations and organisations in other sectors at the local, regional and national level,
– training needs analysis/assessment for teaching staff to integrate the 21st century skills in education processes,
– sharing of good practice and experience with partners from the Kingdom of Norway;
– development and testing of new teaching approaches, as well as of teaching and learning strategies and methods, with an emphasis on 21st century skills, motivation strategies and formative assessment,
– development of didactic tools, learning resources etc.,
– equipping or upgrading of educational facilities (indoor, outdoor premises) with the aim of providing new teaching and learning approaches and models,
– training for teachers, academic staff and administrative staff to promote and facilitate the integration of 21st century skills in formal and informal education,
– provision of train-the-trainer activities to roll out models and practices in formal and informal education,
– provision of awareness-raising and information activities as well as widespread dissemination of results and achievements,
– promotion of activities of integration and inter-institutional cooperation between stakeholders at various levels of education and training, and of activities enhancing good governance in education,
– development of systemic solutions and measures to ensure sustainability of developed models,
– monitoring and evaluation of project outputs and outcomes.

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[5] This non-exhaustive list of project activities serves exemplary purposes only.

> Output I.1.1 New teaching and learning practices for work and life developed and output I.1.2 Knowledge and good practices shared on advancing skills and competencies in education have been **MERGED INTO ONE output I.1.1-2: New teaching and learning practices for work and life developed and knowledge and good practices shared on advancing skills and competencies in education** to meet the demands of the eMS electronic system.

3.4.1.1 Output I.1.1: 1 New teaching and learning practices for work and life developed

The output is about contributing to the design, development, testing and dissemination of new direct intellectual outputs, such as new teaching models, methods and strategies. Furthermore, the aim is to ensure, with the help of trained and qualified multipliers, appropriately trained teaching staff able to apply the new models and methods of teaching.

The progress towards the envisaged output shall be monitored with the following two indicators (programme target values are indicated in brackets):
– I.1.1.1: Number of staff[6] participating in developing and testing teaching models (200),
– I.1.1.2: Number of staff trained (multipliers) providing training for teaching staff on the use of teaching models and methods (15).

3.4.1.2 Output I.1.2: Knowledge and good practices shared on advancing skills and competencies in education

The aim is to improve the cooperation between various education stakeholders at the local, regional and national level. Additionally, cooperation with other stakeholders at local, regional and national level is likewise encouraged.

In this context, peer learning, public debates and dissemination of project results should be promoted. Measures in this area further aim to build the capacities of professional staff for good governance.

The progress towards the envisaged output shall be monitored with the following indicators (programme target values are indicated in brackets):
– I.1.2.1: Number of peer learning activities carried out[7] (16),
– I.1.2.2: Number of participants in peer learning (300),
– I.1.2.3: Number of professional staff trained[8] (60).

3.4.1.3 Specific eligible criteria under outcome I.1

Specific eligibility criteria:
– all projects under outcome I.1 shall contribute to both outputs (I.1.1 and I.1.2);
– all projects shall contribute to the achievement of all four outcome I.1 indicators referred to in section 3.4.1,

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[6] Teachers, trainers, non–teaching staff, and education experts.
[7] Thematic roundtables, thematic meetings, seminars, training, conferences etc.
[8] Trained for leadership, mainstreaming the cooperation and other f good governance issues.

– all projects shall contribute to the achievement of all indicators under both outputs (I.1.1.1, I.1.1.2, I.1.2.1. and I.1.2.2) specified in sections 3.4.1.1 and 3.4.1.2. Output I.1.2.3 shall be exception – it is desirable that projects contribute to this output, since it is expected that at least 40% of the projects shall carry out activities that contribute to the achievement of the said indicator.

NOTE

A project must contribute to ***all indicators under outcome I.1 and all indicators under both outputs*** as specified in specific eligibility criteria.

For the outcome I.1 indicator ***Level of satisfaction with the quality of institutional cooperation*** the baseline value for each individual project as well as the aggregate value at the programme level shall be determined by the Programme Operator by means of a dedicated questionnaire filled out by the institutions participating in an individual project (Project Promoter and project partners). The Project Promoter itself shall be responsible for verifying the target value determined in the project application. The Programme Operator shall furnish the Project Promoters with a dedicated questionnaire to help them verify the target values.

For the indicators that should be disaggregated (e.g. by sex, age etc. – see Annex 1 of this document), monitoring shall be carried out to ensure the availability of disaggregated data already during the project implementation. Hence, the values indicated in the project application may refer to aggregate target values only, without the need for Project Promoters to specify the respective disaggregated values (e.g. the project application shall include the total number of professional staff trained under indicator I.1.2.3., whereas that same total number shall be broken down during reporting to provide sex-disaggregated data).

Where a percentage (%) or a rating scale (1-5) is used as a unit of measurement for a specific indicator, the data on monitoring of project implementation shall include numerical values along with the values expressed as a percentage or as ratings on a scale (e.g. value 85% shall be transformed into 85 persons out of a total of 100 persons). Hence, the indicator values indicated in the project application shall be expressed in the unit of measurement used (a percentage or a rating scale), whereas these units of measurement shall be accompanied by the corresponding numerical values during reporting.

3.4.2 Outcome I.2: Education and social environment to support disadvantaged groups improved

Outcome I.2 is focused on improvement of the quality of work of support structures and environment in addressing and activating specific target groups, and on development of more dynamic and cohesive communities.

Action in the thematic area of the call for proposals aims particularly to:

– contribute to building the capacities of staff working in support organisations to help them recognise and understand the needs of members of target groups while improving the planning of services and measures tailored to meet the needs of users,
– plan, design, develop and test new or upgraded support services.

The progress towards the envisaged outcome shall be monitored with the following two indicators (programme target values are indicated in brackets):
– Share of involved service providers who declare improved skills (95%),
– Number of beneficiaries of existing services or improved services (350),

Outcome I.2 shall be achieved through the co-financing of projects that contribute to the achievement of one of the following outputs:
– Output I.2.1: *Support services for the NEETs (not in employment, education or training) established,*
– Output I.2.2: *Support to youth provided,*
– Output I.2.3: *Support environment for precarious workers provided.*

Each project can contribute just to one output (I.2.1 or I.2.2 or I.2.3).

3.4.2.1 Output I.2.1: Support services for the NEETs (young people not employment, education or training) established

Pilot projects implemented in the scope of the output should upgrade the existing services or develop new services designed to support NEETs at local or regional level. The project activities should facilitate the development of skills and knowledge needed by support organisations and their staff for effective outreach, identification, engagement, motivation and activation of NEETs on the ground. At the same time, in order to ensure that activation measures are delivered, cooperation with the relevant institutions and development of systemic solutions at the national level shall be required.

The progress towards the envisaged output shall be monitored with the following indicators (programme target values are indicated in brackets):
– I.2.1.1: Number of new or upgraded services developed and tested in local environment (2),
– I.2.1.2: Number of staff[9] trained to work with NEETs (20),
– I.2.1.3: Number of inclusive activities, e.g. events, workshops, training etc. (20).

Specific eligibility criteria:
– all projects shall contribute to both indicators under outcome I.2 specified in section 3.4.2,
– all projects shall contribute to all indicators under output I.2.1 (indicators I.2.1.1, I.2.1.2 and I.2.1.3) specified in section 3.4.2.1.

> **NOTE**
>
> A project must contribute to ***all indicators under outcome I.2 and all indicators under output I.2.1*** as specified in specific eligibility criteria.

[9]Advisors, mentors, trainers, etc.

For the indicators that should be disaggregated (e.g. by sex, age etc. – see Annex 1 of this document), monitoring shall be carried out to ensure the availability of disaggregated data already during the project implementation. Hence, the values indicated in the project application may refer to aggregate target values only, without the need for Project Promoters to specify the respective disaggregated values (e.g. the project application shall include the total number of staff trained to work with the NEETs under indicator I.2.1.2., whereas that same total number shall be broken down during reporting to provide sex-disaggregated data).

Where a percentage (%) is used as a unit of measurement for a specific indicator, the data on monitoring of project implementation shall include numerical values (e.g. value 95% shall be transformed into ''95 persons out of a total of 100 persons''). Hence, the indicator values indicated in the project application shall be expressed in the unit of measurement used (a percentage or a rating scale), whereas these units of measurement shall be accompanied by the corresponding numerical values during reporting.

Target groups shall particularly be as follows:
– service providers (mentors, counsellors, coordinators, persons responsible for training programmes),
– NEETs.

The projects shall preferably:
– respect the principles of good governance, accountable institutions and transparency,
– address abovementioned target groups,
– support the establishment of partnerships between public and/or private entities and/or NGOs at the local and/or regional level,
– develop and implement innovative solutions and/or initiatives,
– have partnerships and structures established to ensure the continuation of activities after the project completion.

Examples of possible project activities[10]:
– dedicated training for mentors and other staff for work with the target group (NEETs),
– activities to identify and engage individuals (e.g. "street" work),
– design and development of new activation programmes that build on local potentials,
– promotion of participation of disengaged individuals in services and programmes,
– pilot implementation of programmes,
– awareness-raising activities,
– drafting of proposals for systemic changes,
– monitoring and evaluation of outputs and outcomes.

3.4.2.2 Output I.2.2: Support to youth provided

The goal in this context is to improve employment prospects and outcomes of young people in the areas with an underdeveloped support environment. Focus should be put on improving the

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[10] This non-exhaustive list of project activities serves exemplary purposes only.

quality of support services by improving the skills and knowledge of counsellors and mentors working with young people in less dynamic environments, such as smaller towns and rural areas. The project activities should focus on capacity building, establishment of links with local business environment and exploring on the ground how new approaches to working with young people work in practice.

The progress towards the envisaged output shall be monitored with the following indicators (programme target values are indicated in brackets):
– I.2.2.1: Number of new or upgraded services (3),
– I.2.2.2: Number of staff trained[11] (15),
– I.2.2.3: Number of networking, training or advisory activities for the young[12] (15).

Specific eligibility criteria:
– all projects shall contribute to both indicators under outcome I.2 specified in section 3.4.2,
– all projects shall contribute to all indicators under output I.2.2 (indicators I.2.2.1, I.2.2.2 and I.2.2.3) specified in section 3.4.2.2.

> **NOTE**
>
> A project **_must contribute to all indicators under outcome I.2 and all indicators under output I.2.2_** as specified in specific eligibility criteria.

> For the indicators that should be disaggregated (e.g. by sex, age etc. – see Annex 1 of this document), monitoring shall be carried out to ensure the availability of disaggregated data already during the project implementation. Hence, the values indicated in the project application may refer to aggregate target values only, without the need for Project Promoters to specify the respective disaggregated values (e.g. the project application shall include the total number of staff trained under indicator I.2.2.2, whereas that same total number shall be broken down during reporting to provide sex-disaggregated data).

> Where a percentage (%) is used as a unit of measurement for a specific indicator, the data on monitoring of project implementation shall include numerical values (e.g. value 95% shall be transformed into ''95 persons out of a total of 100 persons''). Hence, the indicator values indicated in the project application shall be expressed in the unit of measurement used (a percentage or a rating scale), whereas these units of measurement shall be accompanied by the corresponding numerical values during reporting.

Target groups shall particularly be as follows:
– service providers,
– young people in less dynamic environments.

The projects shall preferably:

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[11] Advisors, mentors, trainers etc.
[12] Workshops, hackathons, practical training, company visits, mentorship etc.

- respect the principles of good governance, accountable institutions and transparency,
- address abovementioned target groups,
- support the establishment of partnerships between public and/or private entities and/or NGOs at the local and/or regional level,
- develop and implement innovative solutions and/or initiatives,
- have partnerships and structures established to ensure the continuation of activities after the project completion.

Examples of possible project activities[13]:
- training for youth counselling and mentoring,
- design and roll-out of programmes and services that are non-existent yet much-needed in the local environment,
- workshops and events for young people to help them recognise challenges and develop a business idea,
- provision of mentoring,
- networking and matchmaking activities,
- development of soft skills for easier labour market integration,
- monitoring and evaluation of outputs and outcomes.

3.4.2.3   Output I.2.3: Support environment for precarious workers provided

The projects under the output should contribute to strengthening support environment for the self-employed, and for all individuals in atypical forms of work[14], notably through the design of joint services aiming to support persons in precarious work with a view to helping them improve their business performance (improving activities such as administrative work, collection of information regarding the rights and obligations of workers etc.). The projects should further ensure that measures promoting awareness raising and advocacy are implemented.

The progress towards the envisaged output shall be monitored with the following indicators (programme target values are indicated in brackets):
- I.2.3.1: Number of support services developed (advisory, information, training etc.) (3),
- I.2.3.2: Number of intellectual outputs produced (analyses, information materials, learning materials etc.) (5),
- I.2.3.3: Number of support activities (information events, workshops etc.) (10),
- I.2.3.4: Number of participants reached by awareness raising events (round tables, public debates, conferences etc.) (200).

Specific eligibility criteria:
- all projects shall contribute to both indicators under outcome I.2 specified in section 3.4.2,
- all projects shall contribute to all indicators under output I.2.3 (indicators I.2.3.1, I.2.3.2, I 2.3.3 and I.2.3.4) specified in section 3.4.2.3.

NOTE

A project *must contribute to all indicators under outcome I.2 and all indicators under output I.2.3* as specified in specific eligibility criteria.

[13] This non-exhaustive list of project activities serves exemplary purposes only.
[14] Including, but not limited to, copyright contract, contract for service/work, agency work.

> For the indicators that should be disaggregated (e.g. by sex, age etc. – see Annex 1 of this document), monitoring shall be carried out to ensure the availability of disaggregated data already during the project implementation. Hence, the values indicated in the project application may refer to aggregate target values only, without the need for Project Promoters to specify the respective disaggregated values (e.g. the project application shall include the total number of beneficiaries of existing or improved services, whereas that same total number shall be broken down during reporting to provide sex- and age-disaggregated data).

> Where a percentage (%) is used as a unit of measurement for a specific indicator, the data on monitoring of project implementation shall include numerical values (e.g. value 95% shall be transformed into ''95 persons out of a total of 100 persons''). Hence, the indicator values indicated in the project application shall be expressed in the unit of measurement used (a percentage or a rating scale), whereas these units of measurement shall be accompanied by the corresponding numerical values during reporting.

Target groups shall particularly be as follows:
– service providers,
– precarious workers, particularly young people.

The projects shall preferably:
– respect the principles of good governance, accountable institutions and transparency,
– address abovementioned target groups,
– support the establishment of partnerships between public and/or private entities and/or NGOs at the local and/or regional level,
– develop and implement innovative solutions and/or initiatives,
– have partnerships and structures established to ensure the continuation of activities after the project completion.

Examples of possible project activities[15]:
– analysis of the state of play and challenges related to atypical work and precariousness, and drafting of proposed solutions,
– awareness-raising and advocacy activities,
– engagement of various actors and stakeholders to jointly find and implement solutions,
– development of support services for precarious workers,
– counselling and training,
– monitoring and evaluation of outputs and outcomes.

3.4.3 Outcome I.3: Improved work-life balance

Outcome I.3 is focused on improving the balance between professional and private life of individuals by improving local services, and on supporting the development of an organisational culture that fosters reconciliation between work and family life and advocates gender equality.

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[15] This non-exhaustive list of project activities serves exemplary purposes only.

Action in the thematic area of the call for proposals aims particularly to:
– improve local services to support the reconciliation between professional and private life by upgrading the existing support services, products or programmes or developing new support services, products or programmes,
– build awareness and understanding of the importance of reconciling professional and private life and of gender equality policy in public and private sector organisations as well as to highlight the benefits of family-work balance and gender equality principles for these organisations.

The progress towards the envisaged outcome shall be monitored with the following indicators (programme target values are indicated in brackets):
– Number of beneficiaries of services provided or improved (150),
– Number of institutions applying gender equality instruments or work-life balance instruments (3),
– Share of participants with improved understanding of work-life balance and gender equality policies (90%).

Outcome I.3 shall be achieved through the co-financing of projects that contribute to the achievement of one of the following outputs:
– Output I.3.1: *Local systems established supporting work-life balance,*
– Output I.3.2: *Organisational culture of work-life balance and gender equality generated*

Each project can contribute just to one output (I.3.1 or I.3.2).

3.4.3.1 Output I.3.1: Local systems that support work-life balance established

In the scope of the output, project partnerships shall work together to upgrade the existing support services or products or to develop new support services or products that promote the reconciliation between professional and private life. The projects should help strengthen the cooperation between different actors at local level, facilitate the development of the required knowledge and skills as well as implement practical solutions that ensure that both dimensions of individual's life – professional and private - are better balanced. The projects should particularly focus on child care and elderly care.
Additionally, the projects may include activities supporting the design and roll-out of innovative measures that make companies and organisations more family-friendly through improvement of working conditions for working parents and caregivers and help raise awareness among the employers about the issue.

The progress towards the envisaged output shall be monitored with the following two indicators (programme target values are indicated in brackets):
– I.3.1.1: Number of measures improved or introduced at local level (new or upgraded services, products, tools (3),
– I.3.1.2: Number of professional staff trained (coordinators, mentors, informal carers, animators etc.) (20).

Specific eligibility criteria:
– all projects shall contribute to all three indicators under outcome I.3 specified in section 3.4.3,
– all projects shall contribute to both indicators under output I.3.1 (indicators I.3.1.1 and I.3.1.2) specified in section 3.4.3.1.

NOTE

A project ***must contribute to all indicators under outcome I.3 and all indicators under output I.3.1*** as specified in specific eligibility criteria.

already during the project implementation. Hence, the values indicated in the project application may refer to aggregate target values only, without the need for Project Promoters to specify the respective disaggregated values (e.g. the project application shall include the total number of staff trained under indicator I.3.1.2, whereas that same total number shall be broken down during reporting to provide sex-disaggregated data).

Where a percentage (%) is used as a unit of measurement for a specific indicator, the data on monitoring of project implementation shall include numerical values (e.g. value 90% shall be transformed into ''90 persons out of a total of 100 persons''). Hence, the indicator values indicated in the project application shall be expressed in the unit of measurement used (a percentage or a rating scale), whereas these units of measurement shall be accompanied by the corresponding numerical values during reporting.

Target groups shall particularly be as follows:
– male and female workers, their families and older relatives,
– service providers in local environment participating in the projects.

The projects shall preferably:
– respect the principles of good governance, accountable institutions and transparency,
– address abovementioned target groups,
– support the establishment of partnerships between public and/or private entities and/or NGOs at the local and/or regional level,
– develop and implement innovative solutions and/or initiatives,
– have partnerships and structures established to ensure the continuation of activities after the project completion.

Examples of possible project activities[16]:
– establishment of local partnerships to jointly address the challenges of work-life balance at local level,
– analysis of the state of play, challenges, needs and good practices related to work-life balance,
– design and development of new programmes, services and products, including didactic resources and other equipment as well as their testing on users,
– training and mentoring for service providers,
– user training,

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[16] This non-exhaustive list of project activities serves exemplary purposes only.

–   awareness-raising and information activities for target audiences,
–   activities fostering the role and participation of men in family life, childcare and caregiving,
–   monitoring and evaluation of outputs and outcomes.

3.4.3.2   Output I.3.2: Organisational culture of work-life balance and gender equality generated

The aim of the projects shall be to raise awareness and improve understanding of the importance of work-life balance and respect for gender equality policy in public and private sector organisations (gender equality, career path, employment in male/female dominated industries etc.) as well as of the benefits of work-life balance and gender equality for these organisations.

The progress towards the envisaged output shall be monitored with the following two indicators (programme target values are indicated in brackets):
–   I.3.2.1: Number of participants reached by awareness raising and capacity building activities in organisations (100),
–   I.3.2.2: Number of measures adopted in organisations, such as tools, guidelines etc. (4).

Specific eligibility criteria:
–   All projects shall contribute to two indicators under outcome I.3 specified in section 3.4.3 as follows:
  -   Share of participants with improved understanding of work-life balance and gender equality policies (90%), and
  -   Number of institutions applying gender equality instruments (or work-life balance instruments) (3);

  -    All projects shall contribute to indicators under output I.3.2 (indicators I.3.2.1 and I.3.2.2) specified in section 3.4.3.2.

> **NOTE**
>
> A project *must contribute to all indicators under outcome I.3 and all indicators under output I.3.2* as specified in specific eligibility criteria.

> For the indicators that should be disaggregated (e.g. by sex, age etc. – see Annex 1 of this document), monitoring shall be carried out to ensure the availability of disaggregated data already during the project implementation. Hence, the values indicated in the project application may refer to aggregate target values only, without the need for Project Promoters to specify the respective disaggregated values (e.g. the project application shall include the total number of participants reached by awareness raising and capacity building activities in organisations under indicator I.3.2.1, whereas that same total number shall be broken down during reporting to provide sex-disaggregated data).

> Where a percentage (%) is used as a unit of measurement for a specific indicator, the data on monitoring of project implementation shall include numerical values (e.g. value 90% shall be transformed into ''90 persons out of a total of 100 persons''). Hence, the indicator values indicated in the project application shall be expressed in the unit of measurement used (a percentage or a rating scale), whereas these units of measurement shall be accompanied by the corresponding numerical values during reporting.

Target group shall particularly be as follows:
– leadership and employees in participating organisations.

Examples of possible project activities[17]:
– analysis of the state of play, challenges, needs and good practices related to the issue,
– awareness-raising activities, training for employees and senior management in organisations,
– sharing of good practices,
– mentoring for organisations in roll-out of measures to better reconcile family and professional life and promote respect for gender equality,
– tracking knowledge and views of participating organisations (baseline situation at the start of the project against the situation at the project completion),
– monitoring and evaluation of outputs and outcomes.

3.5 Project duration

The projects shall last at least twelve (12) months and no longer than twenty-four (24) months. The projects shall be completed by 30 April 2024 at the latest.

Special conditions set out in the project contract shall have to be respected in certain cases also after the approval of the project completion report, regardless of the project duration period.

For the projects involving investment in real estate (purchase, construction, renovation) and/or land, the Project Promoter shall ensure that the real estate or land is used in accordance with the project objectives and for the purpose of the project for at least five (5) years following the approval of the project completion report. Special conditions shall also apply in certain cases concerning purchase of equipment, which is specified in detail in Part 4 of the Guide for Beneficiaries.

3.6 Eligibility of expenditures

In accordance with Article 8.2 of the Regulations on implementation of the Norwegian Financial Mechanism and on implementation of EEA Financial Mechanism, eligible expenditures of projects are those actually incurred within the project which meet the following criteria:

– they are incurred between the first and final dates of eligibility of a project as specified in the project contract; exceptionally, expenditures for which an invoice has been issued

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[17] This non-exhaustive list of project activities serves exemplary purposes only.

in the final month of eligibility of a project, are considered eligible if paid within thirty (30) days of the final date of eligibility of a project,
- they are connected with the subject of the project contract and they are indicated in the detailed budget of the project,
- they are proportionate and necessary for the implementation of the project,
- they must be used for the sole purpose of achieving the objectives of the project and its expected outcomes, in a manner consistent with the principles of sound financial management (principles of economy, efficiency and effectiveness),
- they are identifiable and verifiable, in particular through being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the state where the Project Promoter and/or project partner is established and the generally accepted accounting principles,
- they comply with the requirements of applicable tax and social legislation.

Categories of eligible expenditures are:
- cost of staff assigned to the project,
- indirect costs in projects (overheads) - office and administrative costs,
- travel and subsistence allowances for staff taking part in the project as a lump sum,
- costs of consumables and supplies,
- cost of new or second-hand equipment,
- purchase of land and real estate,
- costs entailed by other contracts awarded by a Project Promoter or Project Partners for the purposes of carrying out the project,
- costs arising directly from requirements imposed by the project contract for each project.

The categories of eligible costs and specific criteria applicable to individual categories are described in Part 4 of the *Guide for Beneficiaries*.

3.6.1 Specific cases

In accordance with Article 8.3.1 (c) of the Regulation the total purchase price of new second-hand equipment may be considered eligible expenditure if the equipment is an integral and necessary component for the implementation of a project and is essential for achieving the project objectives.

In accordance with Article 8.6 of the Regulation, purchase of real estate and/or land may not represent more than 10% of the total eligible expenditure of the project. For the projects involving investment in real estate (purchase, construction, renovation) and/or purchase of land, the Project Promoter shall ensure that the real estate or land is used in accordance with the project objectives and for the purpose of the project for at least five (5) years following the approval of the project completion report.

In both abovementioned cases, the Project Promoter have to meet the specific criteria specified in Part 4 of the *Guide for Beneficiaries*.

Indirect administrative costs in the form of a flat rate may not represent more than 15% of direct eligible staff costs.

3.6.2 Period of eligibility

Expenditure incurred within the project shall be eligible in the project duration period with the first and final dates of project duration as stated in the project contract. This period is valid only after the issue of the project selection decision. The latest eligibility date is 30.4.2024.

3.7 Payments

Payments shall take the form of advance payments (in cases where a Project Promoter is a public or private entity established and operating as an association, a private or public institute or an institution) and in the form of reimbursement of eligible expenditure.

The project contract shall set out in detail the terms and conditions of grant payment.

Part 5 of the *Guide for Beneficiaries* provides detailed information about the payment system.

3.8 Submission deadline and method

Project applications can be submitted any time between the date of publication of the Call for Proposals and the deadline for application submission.

Application submission deadline under this Call for Proposals is 30.09.2021. Any further submission deadlines and potential amendment to the Call for Proposals shall be published on the dedicated programme website at www.eeagrants.si and www.norwaygrants.si, accessible at www.norwaygrants.si/en/calls/education at least two months before the next submission deadline.

The project application shall be submitted by the Project Promoter by using exclusively the electronic monitoring system eMS. The submitted project application must include all relevant documents as specified in the Guide for Beneficiaries, to be considered for financing.

The applicant (i.e the Project Promoter may submit only one project application under this Call for Proposals and may participate in several projects as a Project Partner. In case the applicant submits more than one application within the deadline, only first application submitted shall be considered for evaluation; all applications shall be rejected.

Only applications submitted electronically on the following link https://ems.norwaygrants.si/emsegp. by 30.09.2021 until 12:00 (noon) CET shall be considered as submitted in due time.

Applications received by other means (i.e.. by post, fax, e-mail or personally delivered applications) or submitted after the deadline on the above mentioned link shall be rejected.

Submission of an application means that the applicant agrees with the terms and criteria of the Call for Proposals and the Application pack.

3.9 Complete application

A complete project application shall include the following documents:

- fully completed electronic application form in Slovene, including an executive summary in Slovene and English,
- electronic copy of the signed Declaration by the Project Promoter in Slovene,
- electronic copy of the signed Declaration by the Project Partner for each Project Partner (including Project Promoter as Project Partner) in Slovene or in English (in English for projects with one or several project partners from the Kingdom of Norway),
- electronic copy of the signed Declaration by the Project Promoter on consultants involved in the preparation of the project application (any consultant involved in the preparation of the project application shall be disclosed),
- signed Partnership Agreement (in Slovene if project involves only Slovene partners, and in English if project involves at least one partner from the Kingdom of Norway),
- annexes (in Slovene or English) uploaded in the section 'Attachments' of the electronic application form in the eMS information system:
  - electronic copy of investment documentation in accordance with the Decree on the uniform methodology for the preparation and treatment of investment documentation in the field of public finance (Official Gazette of the Republic of Slovenia, Nos 60/2006, 54/2010 and 27/2016),
  - electronic copy of the signed authorization given by the responsible person of the institution in cases where any document is signed by the authorized person of the institution instead of the responsible person.

A project application shall be considered complete when including the documents specified in the table below.

Table 3: Elements of complete project application

	ELEMENT	SUBMISSION METHOD	COMMENT
Application	Project application	Project application submitted electronically via eMS information system	Application form must be fully completed, except where explicitly stated otherwise
Declaration	Declaration by the Project Promoter	Electronic copy of the signed Declaration by the Project Promoter uploaded in the eMS information system	Declaration by the Project Promoter must bear a handwritten signature and must be duly stamped if the applicant uses a stamp
	Declaration by the Project Partner	Electronic copy of the signed Declaration by the Project Partner uploaded in the eMS information system	Declaration by each Project Partner, including the applicant, must bear a handwritten signature and must be duly stamped if stamp is used. Each Project Partner (including applicant) must fill out, sign and stamp its own Declaration by the Project Partner
	Declaration by the Project Promoter on consultants involved in the preparation of project application	Electronic copy of the signed Declaration by the Project Promoter on consultants uploaded in the eMS information system	Declaration by the Project Promoter must bear a handwritten signature and must be duly stamped if the applicant uses a stamp

Partnership Agreement	Partnership Agreement	Electronic copy of the signed Partnership Agreement signed by the applicant and each project partner)	Partnership Agreement in Slovene if project involves only Slovene partners, and in English if project involves at least one partner from the Kingdom of Norway. Partnership Agreement must bear a handwritten signature and must be duly stamped if stamp is used (signed and stamped by applicant and each project partner)
Annex	Investment documentation	Electronic copy of investment documentation uploaded in the eMS information system	In accordance with the Decree on the uniform methodology for the preparation and treatment of investment documentation in the field of public finance
	Authorisation	Electronic copy of signed Authorisation uploaded in the eMS information system	The document must be signed by the responsible person and must be duly stamped if the organisation uses a stamp. Authorisation must be drawn up, attached and uploaded if any of the required documents are not signed by the responsible person but by an authorised representative acting on their behalf

All annexes shall be drawn up in the name of the applicant and/or Project Partner.

3.10 Selection process

The selection of projects is based on the evaluation of the received applications following a standardized procedure according to eMS, which safeguards the principles of transparency and equal treatment. A Selection Committee shall be responsible for evaluation of the call for proposals and selecting the projects for funding.

The applications evaluation shall take place in two-stage phases:
– administrative compliance/admissibility and eligibility check,
– quality assessment.

3.10.1 Administrative compliance and eligibility check

Each project application must meet a set of agreed criteria on administrative compliance and eligibility which will be reviewed by the Programme Operator.

A project application found inadmissible after the administrative compliance/admissibility check by the Selection Committee shall be rejected, except in cases where an applicant can provide additional information as specified in Table 4.

The Selection Committee may invite via eMS information system the applicants whose application is found incomplete to supplement it by providing the missing documents or information. The latter shall have to be provided within five (5) days from the receipt of such invitation. An application that fails to be supplemented electronically and in line with the invitation shall be rejected.

<u>Administrative compliance check</u>

A project application shall be rejected and withdrawn from any further examination without being able to be supplemented in particular if:
  – it is not submitted in an electronic format,
  – it is not submitted in due deadline,
  – it is incomplete,
  – it is not accompanied with all the required documents.

Table 4: Administrative compliance criteria

	Criterion	Comment
A1	Project application is submitted electronically via eMS information system	Yes/No
A2	Project application is submitted by the due date	Yes/No
A3	Project application is complete	Yes/No
A4	Declaration by the Project Promoter drawn up in Slovene is attached	Yes/No
A5	Declaration by the Project Promoter is properly filled out, signed and stamped (if a stamp is used)	Yes/No If not signed and/or stamped (if a stamp is used), the applicant is invited to provide additional/missing information
A6	Declaration by the Project Partner for each Project Partner, including the applicant drawn up in Slovene (for Project Partners from Slovenia) or in English (for Project Partners from Norway) is attached	Yes/No
A7	Declaration by the Project Partner for each Project Partner, including the applicant is properly filled out, signed and stamped (if a stamp is used)	Yes/No If not signed and/or stamped (if a stamp is used), the applicant is invited to provide additional/missing information
A8	Declaration by the Project Promoter on consultants involved in the preparation of project application drawn up in Slovene is attached	Yes/No
A9	Declaration by the Project Promoter on consultants involved in the preparation of project application is properly filled out, signed and stamped (if a stamp is used)	Yes/No If not signed and/or stamped (if a stamp is used), the applicant is invited to provide additional/missing information
A10	All required annexes are submitted electronically via eMS information system in .pdf, .jpeg or .jpg file format.	Yes/No

A11	All required annexes are readily legible and complete	Yes/No If not, the applicant is invited to provide additional/missing information
A12	Partnership Agreement (in Slovene if project involves only Slovene partners, and in English if project involves at least one partner from the Kingdom of Norway) is attached.	Yes/No
A13	Partnership Agreement is properly filled out, signed and stamped, if a stamp is used. (by applicant and each project partner)	Yes/No If not signed and/or stamped (if a stamp is used), the applicant is invited to provide additional/missing information

Eligibility check

A project application shall be rejected and withdrawn from any further examination without being able to be supplemented in particular if:
- the applicant fails to fulfil the conditions specified in section 3.3.1 of Part 1b of this *Guide for Beneficiaries*,
- the Project Partner fails to fulfil the conditions specified in section 3.3.2 of Part 1b of this *Guide for Beneficiaries,*
- the applicant submits multiple applications – only the application received first is considered for evaluation and subsequent applications are rejected,
- the amount of project grant applied for is lower than the minimum grant amount specified or higher that the maximum grant amount specified under the outcome or output addressed by the project (Table 2 of Part 1b of this *Guide for Beneficiaries*),
- the project lasts less than twelve (12) months,
- the project lasts more than twenty-four (24) months and/or its completion date is set after 30 April 2024.

Additional grounds for rejecting project applications that address outcome I.1*: Improved institutional cooperation at all levels of education (formal and informal)* shall be as follows:
- the project fails to contribute to the two outputs I.1.1 and I.1.2 specified in section 3.4.1,
- the project fails to contribute to all indicators under outcome I.1 specified in section 3.4.1,
- the project fails to contribute to mandatory indicators under both outputs (indicators I.1.1.1, I.1.1.2, I.1.2.1., I.1.2.2) specified in sections 3.4.1.1 and 3.4.1.2.

Additional grounds for rejecting applications that address output I.2.1*: Support services for the NEETs established*:
- the project fails to contribute to all indicators specified in sections 3.4.2 and 3.4.2.1.

Additional grounds for rejecting applications that address output I.2.2*: Support to youth provided:*
- the project fails to contribute to all indicators specified in sections 3.4.2 and 3.4.2.2.

Additional grounds for rejecting applications that address output I.2.3*: Support environment for precarious workers provided*:
– the project fails to contribute to all indicators specified in sections 3.4.2 and 3.4.2.3.

Additional grounds for rejecting applications that address *output I.3.1: Local systems that support work-life balance established*:
– the project fails to contribute to indicators under outcome I.3 specified in section 3.4.3 as mentioned in specific eligibility criteria specified in section 3.4.3.1,
– the project fails to contribute to all indicators specified in section 3.4.3.1.

Additional grounds for rejecting applications that address output I.3.2*: Organisational culture of work-life balance and gender equality developed*:
– the project fails to contribute to mandatory indicators under outcome I.3 specified in section 3.4.3 as mentioned in specific eligibility criteria specified in section 3.4.3.2,
– the project fails to contribute to all indicators specified in section 3.4.3.2.

Table 5: Eligibility criteria

	Criterion	**Comment**
B1	Applicant is eligible	Yes/No
B2	Project partner is eligible	Yes/No
B3	Applicant submitted multiple applications per individual deadline under the call for proposals	Yes/No Second (or any subsequent) project application received is rejected
B4	Amount of project grant applied for is lower than the minimum grant amount specified or higher that the maximum grant amount specified under the outcome or output addressed by the project (Table 2 of Part 1b of this *Guide for Beneficiaries*)	Yes/No
B5	Project lasts more than twelve (12) months, less than twenty-four (24) months and/or its completion is set at the latest by 30 April 2024	Yes/No
B6	Project meets all specific eligibility criteria applicable to individual outcomes or outputs specified in section 3.4 of Part 1b of this *Guide for Beneficiaries*	Yes/No

3.10.2   Quality assessment

The applications that have passed the administrative compliance and eligibility check shall proceed to
to an application by the two experts in individual assessments. the next stage to be evaluated by the Selection Committee against the criteria set out in the Call for Proposals. The applications shall also be evaluated by the selected impartial experts.

Each application shall be subject to evaluation by two impartial l experts nominated by GODC as the Programme Operator. At least one of the experts shall be external and independent of the PO (not employed by the GODC). Each expert shall work individually and independently to assess each application and give scores for each quality criterion. The total score achieved by each application shall be the average of overall scores given

If the difference between the total score of both individual assessments is more than 30%, an additional third assessment of the application shall be required. When a third assessment is triggered, the average of the two assessments that are closest in terms of their overall score shall represent the total score given to an application.

The applications shall be ranked in line with the overall score given to each application by experts. A total of six (6) ranking lists of project applications shall be drawn up in order of merit – one (1) ranking list featuring applications addressing outcome I.1 and five (5) ranking lists for applications addressing outputs I.2.1, I.2.2, I.2.3, I.3.1 and I.3.2.

3.10.2.1　Quality criteria

The quality of each application shall be assessed against a set of agreed criteria as follows:

- Relevance of the proposal (30 points)
- Quality of the project design and implementation (20 points)
- Sustainability of the project (10 points)
- Quality of project partnership (15 points)
- Cost-effectiveness (20 points)

An application can receive up to 95 points without assessment of bilateral aspect.
For each criterion is a range of scores in line with Table 6 except for indicators SU.1 and SU.2.

Table 6: Scoring scale

Score		Argument for scoring
0	The proposal fails to address the criterion	Criterion not met at all
1	Poor	Criterion barely met
3	Good	Criterion met to a large extent
5	Excellent	Criterion fully met

The scores for the indicators under cost-effectiveness (SU.1 and SU.2) are given a weight of 2 (e.g. 5 points = 10 points or 0=0, 1=2, 3=6 and 5=10).

Table 7: Detailed description of each quality criterion

	Criterion	Score	Section in the application form
VS	**Relevance of the content**	**30**	
VS.1	The proposal is fully in line with the objectives, identified programme outcome and programme output(s). The identified outcome or output and the outcome indicators or output indicators are clearly linked	5	A.1, A.2, C.1, C.2

VS.2	The proposal is pertinent and actually needed (the project rationale is well articulated and clearly explained, the proposal is reasonable) from the point of view of programme and project. The proposal provides a comprehensive analysis of the issue/situation to be addressed and draws on existing knowledge and practice base	5	A.2, C.2, C.3
VS.3	The main project outputs are clearly linked to programme output indicators and programme outcome indicators	5	A.2, C.1, C.2
VS.4	Project outcomes and main project outputs are clearly defined (specific, quantifiable and measurable) and realistic (attainable within the resources available)	5	A.2, C.2.1, C.2.2, C.5
VS.5	Project objectives are coherent with national and international strategic documents, and with objectives of public policies of the identified programme outcome or output	5	A.2, C.2.3, C.3.1
VS.6	Priority target groups of the project are clearly defined, and the planned activities are appropriate to meet the needs of target groups. The project appropriately addresses the needs and challenges of target groups	5	A.2, D.1, D.2
KZ	**Quality of the project design**	**20**	
KZ.1	All project activities are needed to achieve the identified project objectives	5	D
KZ.2	All project activities and project thematic sets are based on project objectives; they are logically connected, appropriate and lead to project outcomes and outputs	5	D
KZ.3	The project can be implemented within the given timeframe and proposed budget	5	D, E
KZ.4	An appropriate project management structure is ensured (the applicant identifies potential risks and has a risk management plan in place)	5	C.5
TP	**Project sustainability**	**10**	
TP.1	The project sets out effective mechanisms or structures that will ensure financial and institutional sustainability of project outcomes and outputs	5	C.2.4, D
TP.2	The project delivers new solutions that go beyond the existing practice in the relevant output. The project outcomes and outputs lead to new systemic solutions and policies	5	A.2, C.1.2
KP	**Quality of the partnership**	**15**	
KP.1	The project involves an appropriate mix of partners able to successfully deliver the project and achieve the expected project outputs and outcomes. The partnership brings together	5	A.2, B (B.1, B.2, ...)

	partners from different sectors or levels to successfully address identified project objectives		
KP.2	The applicant and project partners demonstrate previous experience and knowledge of the area addressed by the project. The applicant possesses the required experience and knowledge in managing projects funded by ESI Funds or other international funding sources, including the required professional capacity to successfully implement project activities	5	A.2, B (B.1, B.2, ...)
KP.3	All project partners have a specific role or responsibility assigned to them in project preparation and implementation. All project partners benefit from the project	5	A.2, D
SU	**Cost-effectiveness**	**20**	
SU.1	The estimated expenditures are necessary, the budget is realistic and properly structured to reflect the planned project activities	10	D, E
SU.2	The estimated level of expenditure is relevant and proportionate to the outcome and output indicator target values	10	D, E
	TOTAL	**95**	

An application can receive up to 95 points in quality assessment (table 7). Only projects receiving at least 75 points in quality assessment shall be proposed for co-financing. In case if not enough applications reached the threshold of 75 points the Selection Committee may propose lower threshold.

3.10.2.2   Bilateral aspect of application

Projects with donor project partner from Norway shall additionally receive 10 points after achieved threshold of 75 points.

Bilateral aspect of application (only after receiving minimum point in quality assessment):

-        In Project partnership, partner from Norway is included (10 points)

Maximum points available is 95 points for projects without donor Project Partner and 105 points for projects with donor Project Partner.

3.10.3   Approval of projects

Projects receiving at least 75 points in quality assessment (or less if the Selection Committee proposes a lower threshold) shall be proposed for co-financing to the Selection Committee. The projects with the highest number of points shall be selected for funding within the limits of the total amount available for each outcome or output as referred to in Table 2 of this part of the Guide for Beneficiaries.

The ranking lists shall be submitted to the Selection Committee. The Selection Committee shall recommend to the Programme Operator a list of projects admitted for financing within the programme.

The Programme Operator shall verify that the selection process has been conducted in accordance with the Regulation and that the recommendations from the Selection Committee comply with the rules and objectives of the programme. Following such verification, the Programme Operator shall, based on the decision of the SC, decide which projects shall be supported.

3.10.4   Notification of selection results

The applicants shall be notified of the outcome of the selection process via eMS information system:
  – successful applicants shall receive grant award decisions,
    the applicants whose project applications are found incomplete during the administrative compliance and eligibility check or the applicants whose applications fail to receive the required score during the quality assessment or the applicants whose applications reached the required score during qualifying evaluation but cannot be funded due to lack of grants shall receive a rejection decision.

It is planned that the selection process will end approximately 6 months after the final date for submission of the applications.

The Programme Operator shall inform the applicants of the results of the selection process and publicize the results on the dedicated websites www.eeagrants.si and www.norwaygrants.si, accessible at www.norwaygrants.si/en/calls/education.

3.11 Appeal procedure

The applicant can file an appeal with GODC within eight (8) days from the date of receiving the decision on rejection. The applicant shall state the reasons for filing an appeal. The set criteria for assessment of the project application cannot be subject of the appeal. GODC shall issue a decision regarding the appeal within fifteen (15) days. If the appeal against the decision on the rejection of an application that has been found incomplete during administrative compliance and eligibility check is upheld, such project application shall proceed to the next stage - quality assessment.

3.12 Project contract

After receiving the decision on the award of grant, the selected applicant shall sign a project contract with GODC as the Programme Operator (draft project contract is an integral part of the documents relating to the Call for Proposals).

The selected applicant, i.e. grant recipient, shall receive a written invitation to sign a project contract with GODC as the Programme Operator. If the applicant does not respond to the invitation within eight (8) days of the receipt of such invitation, it shall be deemed that the application is withdrawn.

In the latter case, the applicant must notify GODC, Kotnikova 5, 1000 Ljubljana in writing and without delay of withdrawal of the application for funding.

If the applicant (Project Promoter) does not sign a contract or withdraws the application or withdraws from the signed project contract, and informs GODC as the Programme Operator of this matter within eight (8) days in writing, the respective amount of funding, as far as the budget allows, may be granted to the applicant who is ranked next on the list of assessed applications per individual outcome or output and meets the criteria for the minimum required number of points and whose application was not selected. Grants shall be allocated to the projects according to their rank on the approved ranking list. The Project Promoter receiving funding at a later stage shall make a written statement on the capacity to carry out the project in a potentially shorter amount of time or with a lower amount of co-financing.

3.13 Language

The call for proposals is published in Slovene and English.

In case of discrepancies between the Slovene and the English text of the Call for Proposals and the Guide for Beneficiaries, Slovene version will be used as a tool for common understanding.

The project application shall be submitted in Slovene language, in addition a summary of the application, which needs to be submitted in Slovene and English language. In case of discrepancies, the Slovene language prevails. All other documents shall be submitted either in Slovene or in English in accordance with section 3.9 of this *Guide for Beneficiaries*.

3.14 Documents relating to the Call for Proposals

From the date of publication of the Call for proposals in the Official Gazette of the Republic of Slovenia, the Call for proposals and its Application Pack shall be available on the following websites: www.eeagrants.si in www.norwaygrants.si, accessible at www.norwaygrants.si/en/calls/education.

The Application Pack consists of:
– Guide for Beneficiaries
– template of the Declaration by the Project Promoter
– template of the Declaration by the Project Partner (in Slovene and English language);
– template of the Declaration on the consultants involved in the preparation of the project application;
– sample of the Project Contract;
– sample of the Partnership Agreement (in Slovene and English language).

3.15 Amendments to the Call for Proposals

Should the Call for Proposals or Application pack be amended, a corrigendum will be published on the following websites: www.eeagrants.si and www.norwaygrants.si, accessible at www.norwaygrants.si/en/calls/education.

The amendments to this Call for proposals shall also be published in the Official Gazette of the Republic of Slovenia.

Applicants are obliged to respect any amendments to the Call for proposals and Application pack in the manner as described above.

3.16 Additional information

Project Promoters should read all the documents related to the Call for Proposals before project submission. Additional information on the Call for Proposals can be obtained before the deadline for submission of proposals by sending questions to e-address: nor_egp.svrk@gov.si.

Frequently asked questions and answers shall be published on the websites www.eeagrants.si and www.norwaygrants.si, accessible at www.norwaygrants.si/en/calls/education and updated once a week The names of the senders of questions shall not be published.

Any information contained in the received applications shall be public information except the information that is specifically designated by the applicant as a business secret. A piece of information or a part of application may be marked as a business secret but cannot apply to the entire application and/or information required to assess the application according to the criteria of the Call for Proposals.

The results of the Call for Proposals are information of public nature and will be published on the web site www.eeagrants.si and www.norwaygrants.si after the decision of the Selection Committee and signing the Project Contracts with the selected Project Promoters.

4 Core principles of implementation and horizontal principles

Results-oriented management

The commitment to be results-oriented is grounded in the EEA and Norwegian Financial Mechanism Regulations for the funding period 2014-2021. Results-based management (hereinafter RBM) is a management approach which looks beyond activities and procedures to focus on achieving clearly defined results. When applied in projects, the central element of RBM is the "results chain", which shows the causal relationship between its elements - resources and results (outputs, outcomes, impact) at project level. The objectives, outputs and outcomes of individual projects are clearly linked to, and contribute to reaching the objectives, outputs and outcomes of the programme or programme area under which they are funded.

For more information about project intervention logic and project development consult Part 2 of this *Guide for Beneficiaries*.

Durability

The projects should have effective mechanisms and structures in place to ensure financial and institutional sustainability of project outcomes and outputs. Thus, projects with partnerships and structures established to ensure the continuation of activities after the project completion, and as such able to deliver more sustainable, long-term solutions for target groups shall be considered of higher quality. Projects recognised as having potential to become best practice or source of inspiration for other projects in addressing equal or similar problems in the

Republic of Slovenia or believed to deliver new solutions that go beyond the existing practice in the relevant area shall likewise be considered of higher quality.

Good governance

The concept of good governance is based on the following principles:

– involvement and participation of all stakeholders, women and men, including the most vulnerable groups in society;

– sense of responsibility by the institutions participating in the project towards all people affected by their choices;

– transparency of operation and accessibility of data;

– responsiveness;

– efficiency and effectiveness – the project and its outcomes appropriately address topical issues in society by making the most of the available resources;

– respect for legislation and the rule of law, including human rights and strict zero tolerance for corruption policies adopted by the Donor States.

Sustainable development

Sustainable development is a comprehensive concept, a joint framework underpinning the long-term vision for sustainability in which economic growth, social cohesion and environmental protection go hand in hand and are mutually supporting. Each project to be funded under this call for proposals is expected to contribute to the full implementation of this concept.

Shared values

All projects and activities funded by Financial Mechanisms and supported by national co-financing shall be based on core European values such as respect for human dignity, freedom, democracy, equality, the rule of law and the respect for human rights, including the rights of members of minority groups.

Gender equality

Each project should be designed to integrate the issue of fostering and contributing to equal rights, opportunities and powers between women and men in various social areas.

Risk management

Each project funded under the programme *Education, Scholarships, Apprenticeship and Youth Entrepreneurship* shall involve risk management tailored to the scope and complexity of the project. Any potential risk can negatively affect the progress of a project, and, in turn, compromise the achievement of project objectives, outputs and outcomes. When Project Promoters make sure to anticipate, foresee and identify potential risks in projects, and take the necessary risk response steps to handle the risks, they can significantly reduce risks or even avoid future risks.

For information about risk management consult Part 2 of the *Guide for Beneficiaries.*

Annex 1: Programme indicators

Projects related to the open call

Programme Objective	Enhanced human capital and knowledge base					
PA	**Outcome/Output**	**Indicator**	**Disaggregation**	**Unit of measurement**	**Baseline values**	**Target value**
EDUCATION, SCHOLARSHIPS, APPRENTICESHIP AND YOUTH ENTREPRENEURSHIP	Outcome I.1 Improved institutional cooperation at all levels of education (formal and informal)	Number of intellectual outputs generated by institutional cooperation[1]	N/A	Number	0	30
		Share of cooperating education and training institutions applying new teaching and learning practices	N/A	Percentage	0	85 %
		Level of satisfaction with the institutional cooperation	N/A	Scale 1-5	TBD[2]	At least 3.5
		Number of institutions which are using the new teaching models, methods and strategies	N/A	Number	0	10
	Output I.1.1 New teaching and learning practices for work and life developed	Number of staff participating in developing and testing teaching models[3]	N/A	Number	0	200
		Number of staff trained (providing training for educators on the use of teaching models and methods),	Gender	Number	0	15
	Output I.1.2 Knowledge and good practices shared on advancing skills and competencies in education	Number of peer learning activities carried out[4]	N/A	Number	0	16
		Number of participants in peer learning (educators, staff, other education stakeholders)	N/A	Number	0	300
		Number of professional staff trained[5]	Gender	Number	0	60
EDUCATION, SCHOLARSHIPS, APPRENTICESHIP AND	Outcome I.2	Share of involved service providers who declare improved skills	N/A	Percentage	0	95 %

YOUTH ENTREPRENEURSHIP	Education and social environment to support disadvantaged groups improved	Number of beneficiaries of services provided or improved	Gender, Age	Number	0	350
	Output I.2.1 Support services for the NEET (not in employment, education or training) established	Number of new or upgraded services developed and tested in local environment	N/A	Number	0	2
		Number of staff trained to work with NEET[9]	Gender	Number	0	20
		Number of inclusive activities (events, workshops, trainings)	N/A	Number	0	20
	Output I.2.2 Support to youth provided	Number of new or upgraded services	N/A	Number	0	3
		Number of staff trained[10]	Gender	Number	0	15
		Number of networking, trainings or advisory activities for the young[11]	N/A	Number	0	15
	Output I.2.3 Support environment for precarious workers provided	Number of support services developed (advisory, information, training, etc.)	N/A	Number	0	3
		Number of intellectual outputs produced (analyses, information materials, learning materials, etc.)	N/A	Number	0	5
		Number of support activities (information events, workshops, etc.)	N/A	Number	0	10
		Number of participants reached by awareness raising events (round tables, public debates, conferences, etc.)	N/A	Number	0	200
	Outcome I.3. Improved work-life balance (WLB)	Number of beneficiaries of services provided or improved	Gender	Number	0	150
		Number of institutions applying gender equality instruments (or WLB instruments)	N/A	Number	0	3
		Share of participants with improved understanding of WLB and gender policies	N/A	Percentage	0	90 %

	Output I.3.1. Local systems established supporting WLB	Number of measures improved or introduced at local level (new or upgraded services, products, tools)	N/A	Number	0	3
		Number of professional staff trained (coordinators, mentors, informal carers, animators, etc.)	Gender	Number	0	20
	Output I.3.2 Organisational culture of work-life balance and gender equality generated	Number of participants reached by awareness raising and capacity building activities in organisations (disaggregated by gender)	N/A	Number	0	100
		Number of measures adopted in organisations (tools, guidelines etc.)	N/A	Number	0	4

[1] Teaching models, methods and strategies, learning and teaching resources, didactical tools, etc.

[2] Survey to be conducted after launching of the calls.

[3] Teachers, trainers, non-teaching staff, and education experts.

[4] Thematic round tables, thematic meetings, seminars, trainings, conferences.

[5] In leadership, mainstreaming the cooperation, other good governance issues.

[6] Survey to be conducted after launching of the calls.

[7] We will encourage applicants to put attention on gender balanced participants at mobilities.

[8] Target for Number of joint intellectual outputs created on topics of democracy and citizenships is 2.

[9] Advisors, mentors, trainers, etc.

[10] Advisors, mentors, trainers, etc.

[11] Workshops, hackathons, practical trainings, company visits, mentoring, etc

Pre - defined project

PA	Outcome/Output	Indicator	Disaggregation	Unit of measurement	Baseline values	Target value
PA16	Outcome Improved skills for good governance and cooperation in the provision of child victim services	Number of beneficiaries of services provided or improved	Gender	Number	0	80
		Share of professional staff who declared improved skills and competences	N/A	Percentage	0	90 %
		Number of institutions using the "Barnahus/Children's House" model	N/A	Number	0	1
	Output New or improved cooperation models piloted for child victim services	Number of improved/new services supported	N/A	Number	0	1
		Number of pilot projects implemented for child victim services	N/A	Number	0	1
		Number of professional staff trained	Gender	Number	0	120
		Number of training courses organised[18]	N/A	Number	0	14
		Evaluation report on the pilot implementation	N/A	Binary	No	Yes
		Plan for evaluation and expansion	N/A	Binary	No	Yes
	Output Awareness raising activities carried out	Number of awareness raising campaigns	N/A	Number	0	3
		Number of people reached by awareness raising campaigns	N/A	Number	0	100000
		Number of schools included in awareness raising workshops	N/A	Number	0	20

[12]Training courses carried out by the project promoter or attended by the project promoter's staff, professional staff and other experts.

Bilateral indicators

PA	Outcome/Output	Indicator	Disaggregation	Unit of measurement	Baseline values	Target value
Bilateral	Outcome Enhanced collaboration between the Slovene and Donor States institutions involved in the programme	Level of trust between cooperating entities in Beneficiary States and Donor States	State type	Scale 1-7	TBD[13]	At least 4.5 and an increase on the baseline value
		Level of satisfaction with the partnership	State type	Scale 1-7	TBD[14]	At least 4.5, and an increase on the baseline value
		Share of cooperating organisations that apply the knowledge acquired from bilateral partnership	State type	Percentage	0	50 %
	Bilateral Output Bilateral cooperation activities supported	Number of projects involving cooperation with a donor project partner	Donor State	Number	0	35

[13]Survey to be carried out by the FMO
[14]Survey to be carried out by the FMO

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