Iceland Liechtenstein Norway **Civil Society Fund**

OPEN CALL FOR CIVIL SOCIETY ORGANISATIONS (CSOs)

IN GREECE

Community Engagement Actions

AVAILABLE FUNDING: €100.000

DEADLINE: 15 December 2026 14:00 Greek time

The **EEA Civil Society Fund** is part of the contribution of **Iceland**, **Liechtenstein** and **Norway** to 15 EU Member States under the EEA and Norway Grants, including **Greece.** The aims of the EEA and Norway Grants are to **reduce social and economic disparities** in the European Economic Area (EEA) and to **strengthen bilateral relations** between the Donor States and Beneficiary States.

The EEA Civil Society Fund aims to support **a vibrant and resilient civil society protecting and promoting democracy, the rule of law, and human rights**.

The EEA Civil Society Fund in **Greece** has a total allocation of **€ 14.3 million.** A consortium of **Bodossaki Foundation** and **SolidarityNow** operates the EEA Civil Society Fund in **Greece** on behalf of the Donor States.

This call targets Civil Society Organisations (CSOs) working in the area of **Community Engagement** and has a total allocation of **€ 100.000.**

SUMMARY OF THE CALL	
Title of the call	**Community Engagement Actions**
Outcome(s)	Outcome 1: Democratic values and rule of law strengthened
Output(s)	Output 1.2: Civic engagement increased
Grant amount	€10,000
Project duration	3 – 12 months
Co-financing	No co-financing required.
Call available in the following language(s)	English Greek
Maximum Number of Applications	Only one application under the Open Call
Application deadline	**15 December 2026 - 14:00 Greek time**
Application submission portal	Bodossaki Foundation Programme Portal

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1. BACKGROUND FOR THE EEA CIVIL SOCIETY FUND IN GREECE

Support to civil society is a key priority for the EEA and Norway Grants, funded by the three Donor States Iceland, Liechtenstein and Norway. The overall objective of EEA and Norwegian Financial

Mechanisms 2021-2028 is to contribute to the reduction of social and economic disparities in the European Economic Area (EEA) and to strengthen bilateral relations between the Donor States and the Beneficiary States.

The EEA and Norwegian Financial Mechanisms 2021-2028 are based on the **common values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities**. All organisations and activities funded by the EEA and Norwegian Financial Mechanisms 2021-2028 shall be consistent with respect for these values and principles and abstain from supporting operations that may fail to do so. Their implementation shall comply with the fundamental rights and obligations enshrined in relevant instruments and standards.

10% of the overall funding of the EEA Financial Mechanism 2021-2028 has been set aside for support to civil society through the EEA Civil Society Fund. **The allocation for the EEA Civil Society Fund in Greece is €14.3 million.**

Through an open tender process, the Financial Mechanism Office (FMO) the secretariat of the Donor States, has selected a consortium led by the Bodossaki Foundation together with SolidarityNow as Fund Operator of the EEA Civil Society Fund in **Greece.** The Fund Operator manages the EEA Civil Society Fund in **Greece** on behalf of the Donor States. This includes the selection, contracting and follow-up of projects.

The objective of the EEA Civil Society Fund is to contribute to **a vibrant and resilient civil society protecting and promoting democracy, the rule of law, and human rights**.

The EEA Civil Society Fund in **Greece** will include **12** open calls and contribute to the following outcomes[1]:

- Outcome 1: Democratic values and rule of law strengthened
- Outcome 2: Human Rights strengthened
- Outcome 3: CSOs that promote democracy, the rule of law, and human rights, strengthened
- Bilateral Outcome: Strengthened bilateral cooperation in the civil society sector
- Regional Outcome: Strengthened regional cooperation in the civil society sector

The bilateral outcome of strengthened bilateral cooperation is about cooperation between civil society in **Greece** and in the three Donor States Iceland, Liechtenstein and Norway.

The programme uses a **results-based management approach**. This means it is designed and managed with a focus on achieving results. The programme has a results framework that guides what can be supported. To be eligible for support, all projects must contribute to the expected results outlined in this results framework.

An overview of all open calls as well as other activities supported by the programme can be found on the website of the EEA Civil Society Fund in **Greece**.

2. FOCUS OF THIS CALL

2.1 Purpose of the call

The EEA Civil Society Fund (CSF) in Greece aims to contribute to the development **of a vibrant, resilient, and independent civil society that actively safeguards and promotes democratic values,**

[1] Outcomes are the higher-level changes that occur through the achievement of various outputs. Their effects on the target group should continue in the future. Projects are expected to make a measurable contribution to the applicable outcome. See more information in Annex 1.

the rule of law, and human rights. The present Open Call **"Community Engagement Actions"** contributes to this overall programme objective.

The EEA Civil Society Fund in Greece also aims to foster **cooperation, knowledge exchange, and mutual learning between civil society actors in Greece and the Donor States**. A separate open call for bilateral initiatives will also be launched in the framework of the programme.

In Greece, civic engagement continues to face significant challenges, with comparative data indicating relatively low levels of participation across several dimensions of political and social life, including active citizenship and volunteering. These trends reflect a combination of structural barriers, disparities in opportunities and capacities for civic participation across different groups, and insufficient avenues for citizens to engage meaningfully in processes that affect their communities. They are further compounded by low levels of social trust and limited interaction between citizens, civil society organisations and public authorities. As a result, meaningful, participatory and inclusive civic engagement remains particularly challenging for underrepresented groups and persons in vulnerable situations.

In response, the purpose of this Open Call is to strengthen civic engagement at local and/or regional level by supporting participatory, inclusive, and community-driven initiatives. By enabling locally rooted civil society actors to design and implement actions that directly involve citizens in community life and decision-making processes, the call aims to: activate individuals and groups in civic processes, foster trust, dialogue, and collaboration within and across communities, and promote participatory practices that enhance democratic life at local level.

Funding under this Open Call is targeted at small Civil Society Organisations (CSOs)[2]. Each project will receive a fixed grant amount of **€10,000**. **All grants awarded under this Open Call will be provided in the form of lump-sum financing. Applicants will be required to submit a draft project budget as part of the application, which will serve as the basis for assessing the reasonableness and adequacy of the proposed lump-sum amount**

CSOs should note that support for social services is only eligible when such services enhance advocacy, community participation, and/or civic engagement.

2.2 Outcome 1: DEMOCRATIC VALUES AND RULE OF LAW STRENGTHENED

This Open Call addresses the following programme outcome and, within that outcome, the corresponding output:

- Outcome 1: Democratic values and rule of law strengthened
- Output 1.2: Civic engagement increased

All projects selected under this Open Call must contribute to this outcome.

The expected outcome of this Open Call is to strengthen democratic values and the rule of law, by increasing civic engagement at a local level.

Civic engagement refers to the active involvement of individuals and groups in shaping civic life and contributing to decision-making processes that affect their communities. It encompasses a wide range of activities, including participation in democratic processes (such as voting and public consultations), engagement in civil society organisations, volunteering, community organising, and involvement in

[2] A small CSO for the purpose of this programme is defined as a CSO with a total annual revenue (taxable and non-taxable) of less than €80,000 for tax year 2025

dialogue and deliberative initiatives at local level. Civic participation may take place both **offline and online**, through digital platforms that enable new forms of engagement and collective action.

Projects funded under this call are expected to contribute to increasing **civic engagement at local level** through small-scale, community-driven projects that promote **active participation in civic and democratic life**.

2.2.1 Needs addressed

Meaningful citizen participation in public and democratic life in Greece continues to face significant challenges. Compared with other European countries, relatively low levels of participation are recorded across certain dimensions of public life. At the same time, low levels of trust in public institutions and citizens' limited perception of their ability to influence decision-making processes pose additional challenges to their active civic engagement. These factors highlight the need to strengthen opportunities for meaningful participation, dialogue and active citizen engagement in processes that shape public and social life.

However, opportunities for participation are not equally accessible to all citizens. Young people, as well as individuals and groups in vulnerable situations, often face additional barriers to accessing and meaningfully participating in public dialogue and decision-making processes. For young people, these barriers are linked, among other factors, to limited opportunities to meaningfully influence decisions that affect them and to low levels of trust in institutions.

Similarly, Roma communities, migrants and refugees, persons with disabilities, as well as residents of rural, remote or other areas with limited access to opportunities for participation, may face additional barriers, including social exclusion, limited access to information, and a lack of accessible and appropriately tailored participation mechanisms. These barriers may be compounded where multiple and intersecting factors of discrimination or exclusion are present, relating, among others, to gender, ethnic origin, disability, age or socioeconomic status. For example, Roma women and girls may face overlapping barriers that further restrict their access to information, opportunities for participation and decision-making processes. Addressing these inequalities is critical to ensuring more inclusive and representative processes of democratic participation.

Strengthening participation at local and regional level is particularly important, as this is where citizens can engage more directly with issues affecting their daily lives and communities. Although the importance of participatory governance is increasingly recognised at institutional level, opportunities for structured, systematic and meaningful citizen participation are not equally developed across all regions and communities. There therefore remains a need for more numerous and accessible opportunities for participation, stronger dialogue between citizens, communities and institutions, and the development of participatory practices that enable citizens to contribute meaningfully to shaping decisions that affect them.

In this context, there is a need to strengthen civic engagement through accessible, small-scale and community-based approaches.

This Open Call also addresses the need of **small, grassroots[3] and locally based civil society organisations (CSOs)** for accessible funding. It recognises the important role of organisations established, led by or working directly with groups in vulnerable and underrepresented situations, including Roma-led and migrant- or refugee-led CSOs, which can bring lived experience, and locally grounded knowledge to civic engagement initiatives. Through targeted funding and simplified procedures, these organisations are expected to strengthen their capacity to design and implement community-level civic engagement initiatives and enhance their role as facilitators of local democratic participation.

2.3. Expected Results

Each project funded through this Open Call is expected to contribute to the objectives and expected results of the call and to report on these results through narrative and quantitative reporting.

All projects supported under this Open Call are required to contribute to the outcome and corresponding output outlined in Section 2.2., while the relevant project-level indicators are presented in Section 2.5.. Indicators are used to measure progress and provide evidence of the extent to which expected outcomes and outputs have been achieved. Together with narrative reporting and other sources of information, they contribute to assessing the overall effectiveness and impact of the programme.

2.4. Project Conditions

The grant amount for projects funded under this call is set as a **fixed lump sum of €10,000 per project. All grants awarded under this Open Call will be provided in the form of lump-sum financing**

This Call is exclusively targeted at small civil society organisations (CSOs). A small CSO for the purpose of this programme is defined as a CSO with a total annual revenue (taxable and non-taxable) of less than €80,000.

Projects must be submitted and implemented by **a single eligible CSO**. The participation of partner organisations is not foreseen under this Open Call.The project duration refers to the total implementation period during which the planned activities will be carried out and the project objectives achieved. The proposed duration must be realistic and proportionate to the scope of the planned activities.

All projects must have a duration of between 3 and 12 months. The exact duration of each project will be defined in the project contract. Projects may start from the date of signing the project contract or at a later date, as specified in the agreement.

Location of Projects

Funded projects may be implemented within the Greek territory at local, regional or national level.

CSOs located in regional areas are strongly encouraged to apply. For the purposes of this Call, regional areas include all regions of Greece except the municipalities of the Prefecture of Attica (with the exception of the islands) and the municipalities of the Prefecture of Thessaloniki.

[3] A grassroots CSO is a civil society organization, driven by community members who are passionate about a particular cause or issue. They are typically formed by people who are directly impacted by the issues they seek to address, and they rely heavily on the participation and support of the community to achieve their goals. These organisations often work to address social, economic, and environmental problems within their own communities, without the influence or support of larger organisations or governments.

2.5. Eligible types of activities – Work Package

2.5.1 General Specifications

In the online application form, the proposed project is structured into a single **Work Package (WP)**. A Work Package is defined as a coherent set of activities that contribute to the achievement of specific project objective(s).

Work Package:	Community Engagement Actions

Within the Work Package, applicants must clearly describe the planned **activities**. Where possible, activities that are repeated, such as a series of trainings, should be grouped together and defined as a single activity in the application.

This Open Call follows a lump-sum funding model based on project draft budgets. Under this model, each funded project activity will be linked to agreed deliverables and, where applicable, project activity-level indicators and target values, which will be specified in the project contract. These deliverables and project activity-level targets will be used by the Fund Operator to verify whether the activity has been fully completed for payment purposes. Where an activity, its agreed deliverable (one), or the relevant activity-level target is not fully achieved, the corresponding lump-sum amount will not be paid, in accordance with the project contract and the applicable payment rules **The online application form guides applicants at every stage in this process.**

Funded projects will be required to achieve the **agreed deliverables and indicator target values**, as payments under the **lump sum funding scheme** are conditional upon their **full completion.** In this context, applicants are strongly encouraged to define **realistic targets and deliverables** at the proposal stage.

2.5.2 Possible activities

Include project management activities, the core activities of the project and communication activities.

Applicants define and describe up to **10 activities in total** that fall under any of the pre-defined activity types listed below. These must include:

- **At least one activity** under type **Project Management, Monitoring and Reporting**
- **At least one activity** under type **Communication, Visibility and Dissemination**

Predefined types of activities for Community Engagement Actions

1. Project Management, Monitoring and Reporting.

This activity type covers the coordination and administrative management of the project. It includes ensuring the timely implementation of activities, basic monitoring of progress, col lection of relevant indicator data, preparation of the required report(s), and internal communication.

2. Data collection, and analytical activities.

This activity type relates to evidence-building activities. It includes mapping exercises, situation analyses, needs assessments and documentation of cases relevant to community engagement.

Predefined Activity Indicators:

- Number of evidence- based outputs produced and/or disseminated

3. Advocacy, watchdog and monitoring activities.

This activity type relates to advocacy and watchdog activities. Activities may involve structured dialogue with public authorities, participation in consultations, and the production of policy recommendations based on documented evidence.

Predefined Activity Indicators:

- Number of advocacy campaigns carried out
- Number of people reached by advocacy campaigns
- Number of CSOs participating in consultations with a public institution
- Number of national, regional or local laws, policies or regulations proposed by or commented on by CSOs

4. Awareness-Raising and Public Engagement Activities

This activity type relates to awareness-raising initiatives and community outreach actions aimed at promoting democracy, community engagement and active citizenship. Public gatherings may include town hall meetings, community meetings, awareness-raising activities, or public events. Digital campaigns may include social media, email campaigns, and webinars, while physical channels may include community outreach activities, printed materials, workshops, and public events.

Predefined Activity Indicators:

- Number of people reached by awareness raising/public engagement campaigns
- Number of awareness-raising/public engagement campaigns carried out
- Number of people who participated in public gatherings led by CSOs
- Number of volunteers engaged

5. Development of Tools for Citizen Engagement

This activity type relates to the creation of tools that facilitate and sustain civic participation. Tools should be user-friendly and developed with the needs of the target groups and may involve digital tools, online platforms, toolkits, guides, and hybrid participation formats among others.

Predefined Activity Indicators:

- Number of new tools for citizen engagement delivered by supported CSOs
- Number of users reached

6. Civic Education and Training Activities

This activity type relates to education and training activities for promoting democratic values, rights and civic participation. Activities should be accessible and tailored to communities.

Predefined Activity Indicators:

- Number of people who participated in training courses
- Number of civic education and training activities carried out
- Number of training participants self-reporting improved knowledge/understanding after the training

7. Communication, Visibility and Dissemination activities.

This activity type includes actions aimed at ensuring appropriate visibility of the project and dissemin ation of its results. It may include communication materials, online outreach, public events, and media engagement

Predefined Activity Indicators:

- Number of communication/outreach events
- Number of participants in communication/outreach events
- Number of digital communication outputs (e.g. posts, website content updates, newsletters, videos)
- Number of total online reach (e.g. unique visitors, impressions, video views)
- Number of communication materials produced

2.6 Capacity building

A key priority of the EEA Civil Society Fund is to strengthen the **long-term sustainability, resilience, and impact** of the civil society sector in Greece.

In this context, the Fund Operator offers a comprehensive and inclusive capacity-building framework. This includes:

a) Support to Applicants for Project Preparation

The programme provides structured support during the application phase to ensure **equitable access to funding opportunities**, particularly for small, grassroots, and underrepresented organisations. To address geographical and structural barriers, a targeted outreach strategy is implemented, including **"How to Apply" workshops** and **Helpdesk support**.

b) Capacity Building programme Offered by the Fund Operator

The EEA Civil Society Fund in Greece provides a structured and multi-dimensional capacity-building programme, accessible to project promoters, partners (where applicable), and, where relevant, the wider civil society ecosystem. The programme is implemented by **Social Dynamo**, the CSO hub of the Bodossaki Foundation.

The approach combines **online and in-person learning**, **professional development services**, and **structured networking opportunities**, supported by organisational self-assessment tools to track progress over time.

The programme includes the following components, which are all optional:

- **Organisational Capacity Building programme**: covering key areas such as governance, transparency and accountability, strategic planning, financial management and diversification of funding, human resources and volunteer management, communication, advocacy, and the use of digital and AI tools (primarily online).
- **Storytelling for Advocacy Workshops**: supporting CSOs in developing compelling narratives and increasing their visibility and influence (online).
- **International Certification**: In partnership with **PM4NGOs**, CSO representatives are offered access to internationally recognised certification programmes, including **Project DPro** and **MEAL DPro**. The programme includes training, Greek-language materials, and covered examination fees, contributing to the professionalisation of the sector (online).
- **Professional Support Services**: Tailored support through **mentoring, coaching, and specialised consultancy services** (e.g. legal, financial, governance), addressing specific organisational needs and challenges, with particular added value for smaller and regionally based CSOs (online).

- **Annual Networking event "CSO Dialogues".** The annual one-day event will provide structured spaces for **peer learning, collaboration, and coalition-building**, strengthening relationships across the sector and enhancing collective impact (in person, in Athens).

3. ELIGIBLE APPLICANTS

All projects must comply with the highest ethical standards, and with all other applicable EU, international and national laws, including the General Data Protection Regulation 2016/679 (GDPR).

All projects must also comply with the principles of implementation of the EEA Financial Mechanism 2021-2028, namely the common values and principles of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities, and comply with the fundamental rights and obligations enshrined in relevant instruments and standards.

3.1 Eligible Applicants

Eligible Project Applicants are Civil Society Organisations (CSOs) that are established as legal entities in Greece and falling under the following definition:

"A non-profit voluntary organisation with a non-commercial purpose, independent of local, regional and central government, public entities, political parties and commercial organisations."

Eligible Project Applicants are the following:

(i) **Civil Society Organisations**, as defined under Greek Law 4873/2021, as in force, namely **associations** (in Greek: "σωματεία/σύλλογοι") and **civil non-profit companies** (in Greek: "αστικές μη κερδοσκοπικές εταιρείες"), **with a public benefit purpose**, and
(ii) **Public benefit foundations** provided under Greek Law 4182/2013 and Greek Law 5259/2025 from the date of its entry into force.

The activity of the Eligible Project Applicants in general must not be of a religious, political or trade union/ commercial nature. Religious institutions and political parties, social partners or profit-distributing cooperatives are not eligible applicants. Faith-based organisations are eligible if they meet the principles identified above and if the funded activities do not directly or indirectly promote a religious doctrine, mission or proselytism related to the beliefs of a particular faith (beyond basic religious/cultural awareness raising).

In addition, to be eligible, project Applicants must:

- Be a **non-profit organisation**, meaning an organisation that is neither established nor operated for the purpose of generating profit for distribution. Although it may employ paid staff and engage in revenue-generating activities, it does not distribute profits to its members or governing bodies. Any income-generating activity must serve exclusively as a means to support its mission and objectives.
- Have a **non-commercial purpose**, meaning that the organisation does not pursue the commercial or professional interests of its members. Its members must have no direct commercial interest in the outcomes of its activities. This excludes trade unions and professional or business associations whose primary purpose is to advance the specific interests of their members.
- Must be formed voluntarily by individuals or groups. Where membership exists, it must not be compulsory.

- Not be in a situation of conflict of interest, including any actual or potential conflict arising from personal, family, financial, political, professional or other relationships involving board members, management, legal representatives, employees, associates, or partners.

Natural persons are not eligible.

Eligible Project Applicants must share the common values and principles of respect for human dignity, freedom, democracy, equality, the rule of law and the respect for human rights, including the rights of persons belonging to minorities. They must not promote, endorse or support — through their projects, communication strategies or public messaging — any form of violence especially violence with racist characteristics, against minors, against vulnerable persons in general, against women, domestic violence, and any form of gender-based violence.

The following limitations apply:
The eligible Project Applicants must have been legally established at least up until 31/12/2024 and have the ability to submit financial data covering a period of one completed financial year (2025).

All projects must be implemented exclusively by **small CSOs**. A small CSO, for the purposes of this Open Call, is a CSO with a total annual revenue (taxable and non-taxable) of less than €80,000 for 2025.

4. PROJECT FINANCIAL CONDITIONS

4.1. General principles and information

Eligible project costs will be reimbursed to funded projects in the form of **lump sums**. Applicants will be required to submit a draft project budget as part of the application, which will serve as the basis for assessing the reasonableness and adequacy of the proposed lump-sum amount. As a result, **no financial reporting or supporting expenditure documentation** is required to be submitted together with progress reports.

Payments will be based on the progress achieved and the results reported, with lump sum funding conditional on the **full completion of each activity and the full achievement of the agreed deliverables and indicator target values**, as assessed by the Fund Operator.

This approach aims to reduce the administrative burden on beneficiaries while ensuring a strong focus on results, performance, and impact.

Organisations applying for funding are required to submit a **detailed and realistic – per activity - project budget (draft budget)**, using the template provided. All declared costs must be proportionate, realistic, and justified in the relevant section of the budget template. Only costs falling within the eligible cost categories described below (4.2) may be included in the project budget.

Although financial reports are not required to be submitted under the lump-sum funding model, funded organisations must **retain all accounting records, supporting documentation, and audit trails** in accordance with applicable national legislation, relevant accounting standards, and generally accepted accounting principles.

All projects funded under this Call will be financed at a **rate of 100%**. **No co-financing is required**.

4.2. Eligibility of expenditure

The project budget must clearly reflect the **predefined Work Package** under which the proposed activities will be implemented. Each activity must be costed **separately** and include a comprehensive and transparent breakdown of all resources required for its effective implementation.

4.2.1 General principles on the eligibility of costs in projects

1. The principles shall apply to all eligible expenditures.
2. Eligible expenditures of projects are those actually incurred by the Project Promoter

The expenditures shall meet the following criteria:

a) The actions constituting the basis for payment shall be carried out between the first and final dates of eligibility of a project as specified in the project contract;
b) They are connected with the subject of the project contract and they are indicated in the detailed budget of the project;
c) They are proportionate and necessary for the implementation of the project;
d) They are used for the sole purpose of achieving the objective of the project and its expected outcome(s), in a manner consistent with the principles of economy, efficiency, and effectiveness;
e) They comply with the requirements of applicable tax and social legislation.

3. Expenditures pursuant by the Project Promoter are considered to have been incurred when the cost has been invoiced, paid, and the subject matter delivered (in case of goods) or performed (in case of services and works). Exceptionally, costs in respect of which an invoice has been issued in the final month of eligibility are also deemed to be incurred within the dates of eligibility if the costs are paid by the end of the next month after the final date of eligibility. Overheads and depreciation of equipment are considered to have been incurred when they are recorded on the accounts of the Project Promoter.

The Project Promoter's internal accounting and auditing procedures must permit direct reconciliation of the expenditures and revenue declared in respect of the project with the corresponding accounting statements and supporting documents.

4.2.2 Direct expenditures

The eligible direct expenditures for a project are those expenditures which are directly linked to the implementation of the project. The following direct expenditures are eligible provided that they satisfy the criteria set out in the General principles on the eligibility of costs in projects section:

a. the **cost of personnel** assigned to the project, comprising actual remuneration including social security charges and other statutory costs as applicable, provided that this corresponds to the Project Promoter's usual policy on remuneration;
b. **travel and subsistence** allowances for personnel and participants in the project, provided that this corresponds to the Project Promoter's usual practices on travel costs;
c. the full **purchase price of new or second hand equipment** provided that it is proportionate and necessary for the implementation of the project;
d. costs of **consumables and supplies**, provided that they are identifiable and assigned to the project;
e. costs entailed by other contracts awarded by the Project Promoter for the purposes of carrying out the project, provided that the awarding complies with the applicable rules on procurement;
f. costs arising directly from requirements imposed by the project contract for each project.
g. Costs related to reconstruction, renovation, or refurbishment of real estate **shall not exceed 50% of the eligible direct cost of the project**.

A.1 Personnel Costs

Costs for employees are eligible as personnel costs where they are related to the staff working for the lead applicant, if applicable, under an **employment contract** (or an equivalent appointing act) and are directly linked to project activities.
Eligible personnel costs are limited to:

- salaries;
- social security employer contributions; and
- other costs linked to remuneration, where these arise from national law or the employment contract (or equivalent appointing act).

For the purposes of determining direct personnel costs, an hourly rate may be calculated in one of the following ways:

- by dividing the latest documented annual gross employment costs (including social security employer contributions and other costs linked to remuneration) by 1720 hours for persons working full-time, or by a corresponding pro-rata of 1720 hours, for persons working part-time;
- by dividing the latest documented monthly gross employment costs (including social security employer contributions and other costs linked to remuneration) by the average monthly working time of the person concerned in accordance with applicable national rules referred to in the employment or work contract or an appointment decision (both referred to as the employment document).

When applying the hourly rate calculated in accordance with the previous paragraph, the total number of hours declared per person for a given year or month shall not exceed the number of hours used for the calculation of that hourly rate. Where annual gross employment costs are not available, they may be derived from the available documented gross employment costs or from the employment document, duly adjusted for a 12-month period.

A.2 Costs for Natural Persons

Costs for natural persons working under a direct contract outside an employment relationship (e.g. service contract or project contracts), as well as costs for **seconded individuals** from the lead applicant against payment, are also eligible as personnel costs, provided they are directly related to the project activities, comply with the general eligibility conditions, and meet all of the following criteria:
the natural persons work under conditions **comparable to those of an employee**, particularly with regard to work organisation, tasks performed and place of work.

a) the results of the work belong to the lead applicant unless agreed otherwise.
b) the costs are calculated on the basis of a rate corresponding to the **actual costs incurred** under the direct contract or secondment and are **not significantly higher** than those for personnel performing similar tasks under an employment contract with the lead applicant.
c) Costs for consultants provided by legal entities are not eligible under this category but may be included under **Other Expenses (B2 below)**, where applicable.

B. Purchase costs

Project purchase costs, including applicable duties, taxes and charges (such as non-deductible or non-refundable VAT), are eligible if they meet the general eligibility conditions, ensure best value for money (or, where appropriate, the lowest price), and are incurred in the absence of any conflict of interest**.**

B1. Travel costs

Travel costs for project staff and project participants are eligible, provided that they are in line with usual travel cost practices of the Project Promoter and project partner. Eligible expenses may include transportation, accommodation and meals. Travels must be calculated:

In accordance with Decision C (2024) 5405 of 31 July 2024 **which was amended by the guidance set out in Annexes 2a and 2b of 1 May 2026.** The following amounts, as specified in the **guidance of 1 May 2026**, shall apply as maximum ceilings for travel costs:

Travel costs (air travel combined with road transport): **€245 for distances up to 399 km**; for distances of **400 km or more**, please refer to the table on page 9.

Daily accommodation allowance (see table on pages 13–17).

Daily subsistence allowance (see table on pages 21–24).

B2. Other Expenses

Other eligible expenses include the purchase of **goods, works, and services, as well as the depreciation cost of equipment (in full or in part) required for project implementation.** These costs must be calculated based on their **actual cost**.

Such expenses may include, by way of example:

- Consumables and supplies;
- Equipment
- Translations;
- Publications;
- Certificates;
- Accounting and Consultancy Services

C. Costs Related to the Reconstruction, Renovation or Refurbishment of Immovable Property

Costs related to the reconstruction, renovation or refurbishment of immovable property are eligible, provided that they meet the general eligibility conditions. The total eligible costs under this category shall not exceed 50% of the total eligible direct costs of the project.

4.2.3 Indirect Costs

Indirect costs are all eligible costs that cannot be directly attributed to the project. They may not include any eligible direct costs. Indirect costs shall represent a fair apportionment of the overall overheads of the Project Promoter. Indirect costs have a **fixed flat rate of 7%** of the total eligible direct costs.

4.2.4 Ineligible (Excluded) Costs

Costs or contributions that do not comply with the eligibility conditions including in particular:

- interest on debt, debt service charges and late payment charges;
- charges for financial transactions and other purely financial costs, except costs related to accounts and financial services imposed by the project contract;
- costs related to purchase of land or real estate;
- provisions for losses or potential future liabilities;
- exchange losses;
- recoverable VAT;
- costs that are covered by other sources;
- fines, penalties and costs of litigation, except where litigation is an integral and necessary component for achieving the outcomes of the project; and
- excessive or reckless expenditure.

4.3. Payment of the grant

The grant schemes under this Call will be based on the progress achieved and the results reported, with lump sum funding conditional on the full completion of each activity and the full achievement of the agreed deliverables and indicator target values.

Community Engagement Actions may receive a fixed grant of **€10,000**, with an implementation period of **3 to 12 months**. These projects will receive a **50% advance payment**, followed by **interim payment(s) of up to 40%.** The final payment will be calculated following the final asessment of the completion of the project, based on the qualitative and quantitative achievement of the project's results and deliverables

Grant type	Amount (€)	Advance payment	Interim payment(s)	Final payment
Community Engagement Actions	10,000	50%	Up to 40%	The final payment will be calculated following the final assessment of the completion of the project, based on the qualitative and quantitative achievement of the project's results and deliverables.

The advance payment will be disbursed within **ten (10) working days** following the final signature of the project contract or the official project start date, whichever occurs later.

Interim payment(s) will be disbursed within **ten (10) working days** following the approval of the corresponding interim progress report(s).

The final payment will be determined following the **final assessment of the project's completion**, taking into account both the **full qualitative and quantitative achievement of the project's objectives, results, and deliverables**. The final payment will be made within **twenty (20) working days** after the approval of the final project report.

Total payments may not exceed the **approved project budget** and may be lower than the maximum awarded amount if the project objectives are not fully achieved or if activities and deliverables are not implemented as foreseen in the project contract. In such cases, the Fund Operator will assess the level of project completion and determine the final eligible amount accordingly.

If the final assessment concludes that the project promoter has received a higher proportion of the grant than justified by the assessed level of completion, the project promoter shall **reimburse the excess amount as soon as possible, and within two months** from the date of the request by the Fund Operator

In order to receive any grant payment, the project promoter must provide valid Tax Clearance and Social Security Clearance certificates. The relevant Clearances must be valid at the date of each payment.

5. ADMINISTRATIVE, ELIGIBILITY AND SELECTION CRITERIA

5.1 Administrative criteria

Administrative criteria constitute the formal admissibility requirements of the application. Applications that do not comply with the administrative criteria will be rejected and will not be assessed further. **The administrative criteria** are as follows:

- The Application, Budget file, Declaration of Honour, Child Protection Policy (if necessary), and all required supporting documents must be submitted **by the Call deadline.**
- The Application, Budget file, Declaration of Honour, Child Protection Policy (if necessary), and all required supporting documents must be completed and submitted in **Greek.**
- The Application, Budget file, Declaration of Honour, Child Protection Policy (if necessary) and all required supporting documents must be submitted **electronically** through the Bodossaki Foundation's Programmes Portal.
- The Budget file and the Declaration of Honour must be completed using the **official programme templates** available on the programme's webpage.

5.2. Eligibility criteria of the application

Applications that do not comply with the eligibility criteria of the application will be rejected and will not be further assessed. To be considered eligible, an application must meet **all** the following requirements:

- The requested grant amount must be **€10,000 (fixed)**
- The project implementation period must be between **three months and twelve months.**
- Projects must be implemented exclusively by organisations that qualify as **small civil society organisations (CSOs)[4].**
- Each organisation can submit **only one application** to the Open Call.

5.3. Assessment Criteria

Assessment Criteria	**Max Score**
1. Experience & Capacity of the Applicant Assessment focuses on: • the relevant experience of the applicant organisation in relation to the thematic focus and objectives of the Call; • the organisational, operational and financial capacity of the applicant to effectively implement the proposed project; • the appropriateness of the proposed implementation team, including the clarity of roles, distribution of responsibilities and availability of relevant expertise.	**0-20 points**
2. Relevance & needs assessment Assessment focuses on: • the extent to which the proposed project is relevant and aligned with the objectives and priorities of the Call;	**0-25 points**

[4] A small CSO for the purpose of this programme is defined as a CSO with a total annual revenue (taxable and non-taxable) of less than €80,000 for tax year 2025.

• the extent to which the need for the project is clearly demonstrated and justified; • the clear identification and understanding of the target groups and their needs. • the extent to which the proposed project adopts participatory approaches by meaningfully involving the target groups, where relevant, in the design, implementation and/or assessment of the project.	
3. Quality of project Design, Implementation & Expected Impact Assessment focuses on: • the coherence and logical linkage between outcomes, outputs, activities, deliverables, and the proposed timeline; • the quality and appropriateness of the proposed activities and deliverables in achieving the expected results; • the added value for the target groups and the project's contribution to the overall expected impact.	**0-25 points**
4. Involvement of Grassroots / CSOs based in regional areas Assessment focuses on: • the project applicant is a grassroots CSO and/or a CSO based in a regional area. This criterion contributes to encouraging applications from CSOs operating in underserved geographic areas and from CSOs led by groups in vulnerable situations, including Roma-led and refugee-led or migrant-led CSOs.	**0 or 5 points**
5. Sustainability Assessment focuses on: • the sustainability of the project and/or its results beyond the funding period, including potential for replication or learning	**0-5 points**
6. Budget Adequacy & Value for Money Assessment focuses on: • the extent to which the proposed budget is proportionate, realistic and clearly justified in relation to the planned activities and expected results; • the demonstration of value for money, including the efficient use of resources and the balance between costs and expected outcomes.	**0-20 points**
TOTAL SCORE	**100**

6. SELECTION PROCESS

The selection process consists of four main stages: 1) administrative and eligibility check of the application, 2) assessment of the applications, 3) legal eligibility check of the Project Applicant and 4) final selection of projects.

6.1. Administrative and eligibility check of the application

During phase one of the selection process, each application will be assessed for compliance with the **administrative and eligibility criteria of the application.**

The following documents are considered **core and mandatory** and must be submitted at the time of application:

1. Project budget.
2. Declaration of Honour (for the project applicant).
3. Child Protection Policy (for projects involving activities with direct contact with children).

Applications that fail to include any of the above mandatory documents will be **automatically rejected**. Templates for the budget and the Declaration of Honour will be available on the website of the EEA Civil Society Fund in **Greece.**

Supporting documents. All supporting documents must be submitted at the time of application. Where supporting documents are missing, the Fund Operator may request their submission. In such cases, applicants will be granted **five (5) working days** to provide the requested documents.

Organisations whose applications are rejected due to non-compliance with the **administrative and eligibility criteria of the application** will be informed by email and will have the right to submit an appeal within five (5) working days from the date of notification. The right to appeal can be exercised **only once** at this stage.

Appeals must be fully justified, documented and submitted electronically to the contact details indicated in the Contact Information Section, no later than 17:00 (local time) on the final day of the appeal deadline. Appeals will be examined by the **Appeals Committee**, and applicants will be informed of its decision within ten (10) working days following the appeal submission deadline. The decision of the Appeals Committee is final and irrevocable.

6.2 Assessment of the Applications

A simplified and proportionate assessment procedure will apply to Community Engagement Actions.

In phase two of the selection process, applications that meet the **administrative and eligibility criteria of the application** will be assessed by **one (1) impartial assessor** appointed by the Fund Operator.

The assessors are required to sign a **declaration of absence of conflict of interest** in relation to the applications they assess and will assess the application **individually and independently**, based on the Assessment Criteria. To proceed further in the assessment process, an application must receive a **minimum score of sixty (60) points**.

Applications receiving a score of sixty (60) points or more will be ranked according to their final score, without modification of the ranking order.

6.3 Legal eligibility assessment of the project applicant

In phase three of the selection process, the shortlisted applications will be subject to a legal eligibility assessment of the project applicant as described.

During this phase, the Fund Operator will assess the legal eligibility of the project applicant and will request the necessary documents proving their eligibility and for which they signed the aforementioned Declaration of Honour during the application submission stage. These documents will, indicatively, be:

- Current Articles of Association/Statute of the Organisation – Founding Act, as amended and in force.
- Recent Certificate from the Court of First Instance / the General Commercial Registry (GEMI), for registration – establishment – amendments to the Articles of Association.
- Recent certificate of registration/current image of entity/business issued by Taxisnet (select all items to be issued).
- Minutes resolving on the election and formation of the Board of Directors and appointment of legal representative(s) and/or Minutes of the competent statutory bodies (e.g. General Meeting, Supervisory Board) proving the current representation of the organisation.

Applicants will have five (5) working days to submit the requested documents, following a relevant request from the Fund Operator.

Applicants whose applications are rejected due to non-compliance with the legal eligibility criteria will be informed by email and will have the right to submit an appeal within five (5) working days from the date of notification. The right to appeal may be exercised only once at this stage.

Appeals must be **fully justified and documented** and submitted electronically to the email address indicated in the **Contact Information** section, no later than **17:00 (local time)** on the **fifth (5th) and final day** of the deadline of the appeal.

Appeals will be examined by the **Appeals Committee**, and applicants will be informed of its decision within **ten (10) working days** following the appeal submission deadline. The decision of the Appeals Committee is **final and irrevocable.**

In the event of a final rejection due to non-compliance with the eligibility criteria, another application from the ranking list will be selected and assessed under the same procedure.

6.4 Final Selection of Projects

For the final selection of projects, a simplified selection procedure will be followed.

The proposed ranking list will be submitted to the Selection Committee.

The Selection Committee will examine the shortlist of applications, which have also been verified as legally eligible, based on the scores awarded and the assessors' comments. It may modify the ranking of applications only in duly justified cases, where such modification is necessary to achieve the programme's and the Open Call's objectives. In addition, the Selection Committee may adjust the budgets of approved projects, where necessary, to ensure value for money, in cases of ineligible activities or costs, or where activities are considered over-budgeted.

The decision of the Selection Committee **is final and not subject to change**.

Applicants will be informed of the decision, and the list of approved projects will be published on the programme website within four (4) months of the submission deadline.

Applicants will have the right to request feedback on their applications following a relevant announcement.

7. REQUIRED DOCUMENTS

Core Application Documents	
1	**Budget form** (completed using the official template available on the programme webpage).
2	**Declaration of Honour** for the Project Applicants for the CSF Greece programme signed by their legal representative(s) exclusively through the Digital Document Certification application located here.
3	**Current Child Protection Policy of the Project Applicants**, where applicable (for projects involving direct contact with children)
Supporting documents of the Project Applicants	
4	For the Tax Year 2025: • **If the Project Applicants has audit report**: ○ Audit report accompanied by the financial statements, including notes, for the required tax year (2025). • **If the Project Applicants does not have audit report**: ○ Profit/Loss Accounts for tax year 2025, signed by the Legal Representative & a Certified Accountant ○ Income tax returns (Form N) for tax year 2025 ○ E3 declarations for tax year 2025

8. HOW TO APPLY

The deadline for applications is **15 December 2026, 14:00 Greek time**, as evidenced by the date and time of receipt by the Fund Operator.

Late submission will lead to rejection of the application. To submit an application, organisations must create an account on the Bodossaki Foundation's programme Portal. After selecting "Sign Up", the person creating the account will be asked to fill in their full name (first name and last name), an email address, and a password in order to complete the registration.

Once the account has been created, organisations can click on the "programmes" section of the Portal, select **CSF Greece** and click "Create Application". Detailed instructions on how to create an application through the Portal are available here.

Organisations that already have an account on the Bodossaki Foundation's programme Portal do not need to register again. They may log in using their existing credentials and select the programme CSF Greece to create an application.

It is noted that it is not possible to submit the application if any of the core documents are missing. The templates for the budget form and the Declaration of Honour are available on the programme's webpage.

Only applications that are submitted electronically to the above link will be accepted.

9. CONTACT

Questions related to the Open Call may be submitted **no later than ten (10) working days before the application submission deadline** to the email address:

community@csfgreece.gr

Applicants must clearly indicate the **title of the Open Call** in the subject line of their email. The Fund Operator is under no obligation to respond to inquiries received after this deadline.

Responses to all submitted questions will be published in the **Frequently Asked Questions (FAQ)** section of the programme website. **Individual replies will not be provided.** Applicants are therefore strongly encouraged to consult the website regularly for updates.

Technical questions related to the completion or submission of the application form may be submitted through the Bodossaki Foundation's programmes Portal, via the "Contact a programme Representative" section, once the organisation has created a user account on the Portal.

To ensure **equal treatment** of all applicants, no prior assessments, consultations, or opinions can be provided regarding the legal eligibility of applicants, proposed actions, or specific activities under the Open Call.

10.GENDER EQUALITY AND NON-DISCRIMINATION MAINSTREAMING

Gender equality and non-discrimination constitute **core** horizontal principles of the EEA Civil Society Fund Greece programme. All projects submitted under this Open Call shall be designed and implemented in a manner that recognises and addresses inequalities and unequal power relations arising from gender, gender identity, gender expression, sexual orientation, disability, age, racial or ethnic origin, migration status, socio-economic background, geographical isolation, or other intersecting characteristics.

To ensure meaningful and measurable impact, applicants must integrate gender equality and non-discrimination considerations throughout the full project cycle, including needs assessment, project design, outreach strategies, service delivery, monitoring, and reporting. This includes, where relevant, ensuring accessible communication and physical and digital venues, collecting and analysing disaggregated data, adopting targeted approaches to reach vulnerable populations and actively involving relevant community stakeholders in project planning and implementation.

Interventions should be responsive to the specific needs of women and girls, LGBTIQ persons, migrants, ethnic minorities, persons with disabilities and other groups in vulnerable situations. Applicants must clearly demonstrate how gender equality and non-discrimination principles are embedded in project design, partnerships, governance structures, outreach, communication strategies, and in efforts to challenge harmful norms and improve equitable access to rights, protection, and support services.

Projects aimed at preventing or responding to gender-based violence (GBV), including those providing support to survivors or individuals at risk, must adopt a **survivor-centred**, **rights-based,** and **trauma-informed approach**, consistent with the standards set out in the **Istanbul Convention** and **Directive (EU) 2024/1385**. Such projects should also ensure that referral pathways and cooperation mechanisms with relevant public authorities and specialised support services are clearly established.

To this end, proposed projects are expected to adhere to the following principles:

- **Ensuring Non-Discrimination:** All individuals, regardless of gender identity or expression or other protected characteristics, shall be treated with dignity, respect, and fairness.
- **Promoting Gender Equity:** Projects shall promote substantive gender equity by addressing structural and systemic barriers and enabling women and men to participate, benefit, and assume leadership roles on an equal basis.
- **Ensuring Inclusive Participation:** Projects shall actively promote inclusive participation and representation, particularly of underrepresented groups. Participatory approaches must ensure that the perspectives of such groups are meaningfully considered in decision-making processes.
- **Preventing Gender-Based Violence:** Projects addressing gender equality must prioritise the safety, dignity, and well-being of all participants and implement ethical, survivor-sensitive measures to prevent and respond to gender-based violence including risk mitigation measures and staff training where relevant.
- **Respecting Privacy and Confidentiality:** Projects shall safeguard the privacy and confidentiality of participants at all stages of implementation, in compliance with applicable data protection legislation.
- **Avoiding Tokenism:** Projects must avoid symbolic or superficial inclusion practices and instead ensure meaningful engagement and empowerment of women and marginalised genders, with demonstrable influence over project processes and outcomes.

Applicants are also encouraged to consult the European Union's Gender Equality Strategy 2026-2030, as well as any other EU anti-discrimation framewrok and equality strategies.

11.CHILD PROTECTION POLICY

Under the EEA Civil Society Fund in Greece, funded organisations that will implement activities involving direct contact with children[12] are required to have a Child Protection Policy in line with the Keeping Children Safe Child Safeguarding Standards. Therefore, at the application stage, any applicant proposing projects that include activities involving direct contact with children **must** submit their current Child Protection Policy aligned with these standards. The Child Protection Policy is considered a **core** document, not a supporting document. Applications that fail to include this document will be automatically rejected.

The Child Protection Policy must be publicly available and should clearly set out the organisation's safeguarding principles. A Child Protection Policy describes what safeguarding measures an organisation has in place to protect children from harm. In particular, it sets out rules on how employees (including trainees and volunteers) should behave when working directly with children, how to prevent abuse and harm, who to report to if anything of this nature should occur and how to respond to the situation appropriately. It should also include procedures for non permanent staff, consultants, trainees, volunteers and/or other associates who may come into contact with children.

The Child Protection Policy should cover the **four (4)** areas/pillars outlined in the Keeping Children Safe Child Safeguarding Standards, namely:

Policy: The organisation must adopt a formal child protection policy that clearly demonstrates its commitment to preventing harm to children and responding appropriately to safeguarding concerns. The policy must reflect the rights of children as set out in the **United Nations Convention on the Rights of the Child (UNCRC)**. It must be formally approved by the organisation's governing or management body and apply to all staff, volunteers, associates, and partners. The policy should be publicised and communicated in an appropriate manner and made accessible to staff, children, and caregivers.

Human Resources: The organisation must assign clear safeguarding responsibilities and expectations to its staff and associates and ensure that they are adequately supported to understand and fulfil these obligations. Designated safeguarding focal points should be appointed at different organisational levels, including senior management, with clearly defined roles and responsibilities. Recruitment processes must include robust child safeguarding measures. The organisation must establish written guidelines on appropriate and inappropriate behaviour of adults towards children and of children towards other children, as well as guidance for engaging partners, communities, and children on safeguarding matters. Regular safeguarding training and awareness-raising should be provided to personnel to ensure that safeguarding standards are understood and applied in practice.

Procedures: The organisation must create and maintain a child-safe environment through the implementation of safeguarding procedures that apply across all operations. This includes carrying out local mapping exercises to identify relevant legal, social welfare, and child protection frameworks; integrating child safeguarding risk assessments and mitigation measures into existing organisational risk management processes; and embedding safeguarding considerations into core systems and processes, such as strategic planning, budgeting, recruitment, programme cycle management, procurement, and partner management. Clear, locally appropriate procedures must be in place for reporting and responding to safeguarding incidents and concerns. These procedures should ensure that reporting mechanisms are accessible, confidential and safe for children and adults, and that appropriate response and referral pathways are established.

Accountability and Responsibility: The organisation must regularly monitor and review the implementation of its child safeguarding policies and procedures. Safeguarding measures should be subject to ongoing monitoring, with progress, performance, and lessons learned reported to management and, where appropriate, to external or independent bodies. Learning from practical case experience should inform periodic policy reviews and updates. Policies and practices must be reviewed at regular intervals and formally assessed by an external assessors or auditor at least once every three (3) yearsCompliance with safeguarding obligations forms part of the contractual responsibilities of funded organisations, and failure to comply may lead to appropriate corrective measures, including suspension or termination of the grant.

In addition, applicants should ensure that the project proposal is based on a child rights approach, i.e. that all the rights of the EU Charter of Fundamental Rights, the United Nations Convention on the Rights of the Child (UNCRC) and the Optional protocols, are promoted, respected, protected and fulfilled. The project should address children as rights holders and should ensure their participation in the design and implementation of the project.

Organisations selected for funding, whose project includes activities involving direct contact with children should be guided in their work and philosophy by the best interests of the child, doing no harm and respecting the rights of the child, as outlined in European and international legislation, including the UN Convention on the Rights of the Child and the Optional protocols.

12.PERSONAL DATA PROTECTION

Regarding the data protection policy applicable to the implementation of the programme, applicants are invited to consult the General Data Protection Policy of the Bodossaki Foundation, available here, the General Data Protection Policy of SolidarityNow, available here, and the special data protection information on the policy applicable to the CSF Greece programme available here.

13.CODE OF PROFESSIONAL CONDUCT & POLICIES OF THE BODOSSAKI FOUNDATION

The provisions of the Code of Professional Conduct and Policies of the Bodossaki Foundation, which have been published on the Foundation's website (hereinafter referred to as the "Regulatory Documents"), as applicable at any given time, shall apply in the context of the programme.

The Bodossaki Foundation expects interested project applicants, their personnel, subcontractors, suppliers and partners in general who establish cooperation for the purposes of the programme, to study, understand, and comply with the provisions of the Regulatory Documents.
By submitting an application to the programme, it is assumed that interested project applicants have read, accepted, and will comply with the provisions of the Regulatory Documents. Interested lead applicants acknowledge that any violation of the provisions of the Regulatory Documents by them, their personnel, subcontractors, suppliers and partners in general who establish cooperation for the purposes of the programme, will result in the rejection of their application to join the programme not excluding other applicable penalties.

ANNEX 1: RESULTS-BASED MANAGEMENT FOR THE EEA CIVIL SOCIETY FUND

All programmes and funds supported by the EEA and Norway Grants shall follow the principles of results-based management.

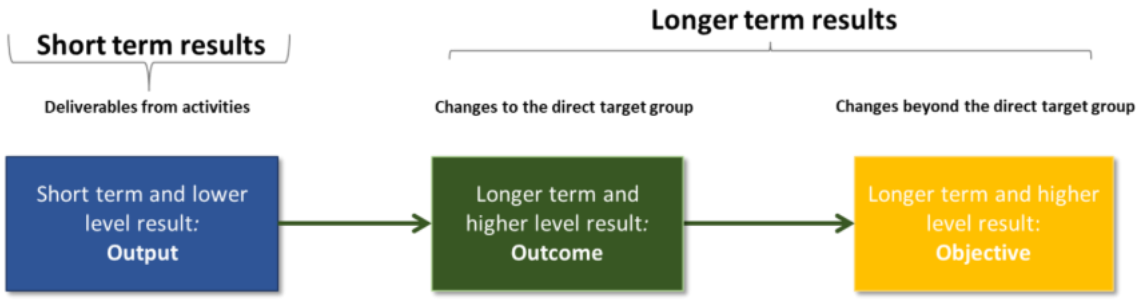
In results-based management, focus is first and foremost on the overall results to be achieved. For the EEA Civil Society Fund, this means focus is on the overall objective. The overall objective is, “A vibrant and resilient civil society protecting and promoting democracy, the rule of law and human rights”.

The next step in results-based management is to set a strategy for how to best achieve this overall objective. Results-based management offers a set of tools to do this including result chains, result frameworks, monitoring, and evaluation. We also manage risks for the achievement of results.

Overall about results in the EEA Civil Society Fund

A result chain includes lower-level results that are called outputs, medium level results that are called outcomes, and finally the highest-level result that is the objective.

The result chain can be presented in a figure as follows:



Here is one of the result chains for the EEA Civil Society Fund:

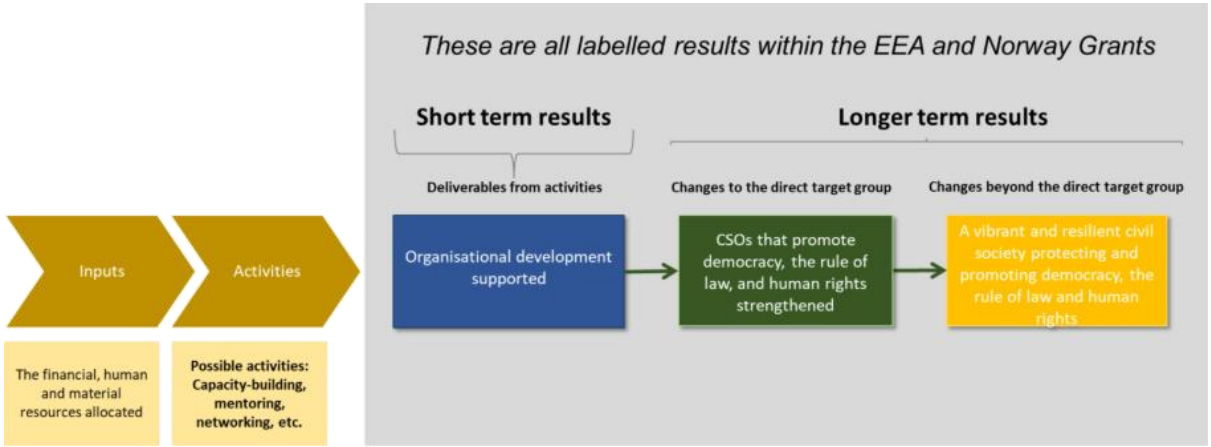


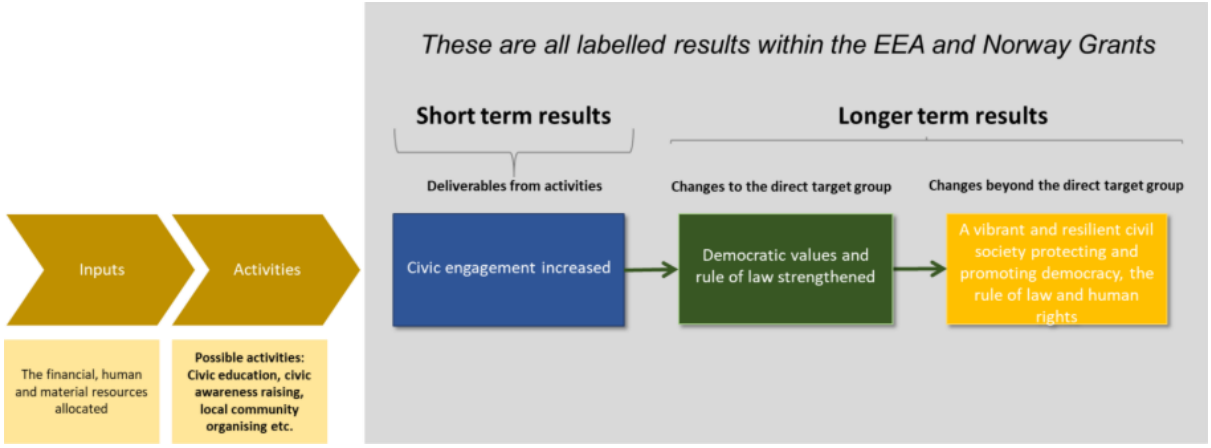
To achieve the outputs, it is necessary to implement activities using the available resources which can be called inputs.

Together with the activities and inputs, the result chain can be presented in a figure as follows:



The two figures below provide general examples of some activities that may be identified to achieve two of the outputs and outcomes in the EEA Civil Society Fund.

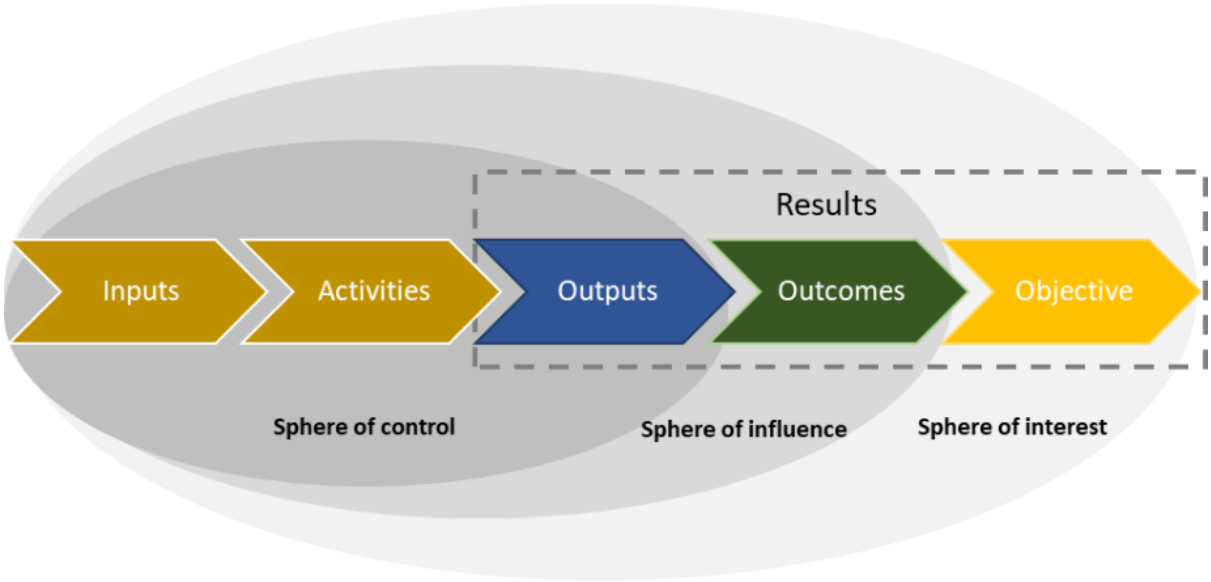




There are assumptions for how one level in the result chain connects to the next. For example, it is an assumption that if CSOs are supported to develop their organisations, then they will be stronger as CSOs. For each assumption it is useful to either provide evidence or plan for evidence through for example an evaluation. For this particular assumption on supporting organisational development, the FMO commissioned an external assessment of organisational grants in 2023 which is available on the EEA and Norway Grants website.

The higher up in the result chain, the less control stakeholders have on the achievement of the desired result. The evidence for how the previous level of the result chain contributes to this higher level of the result chain might also be more ambiguous.

Together with the inputs and activities, the different levels of control along the result chain can be presented in a figure as follows:



Key elements for project result-based management in the EEA Civil Society Fund

The EEA Civil Society Fund follows the programme model. This means that the desired results at both the outcome and output levels will be derived from projects. As the Civil Society Results Framework specifies what is eligible for support, this means that all projects that would be eligible for support have to contribute to the results expected as per the result framework.

Every project must be situated only under one of the three outcomes (not multiple outcomes). Within the same outcome, projects may contribute to one output or more outputs. In addition to contributing to one single outcome, all projects that include bilateral cooperation must also report

on bilateral results. Each project within the programme can also have its own specific results chains. Applicants are encouraged to check alignment between their project specific results chains with the overall programme results chains. This can help preclude challenges in the implementation and reporting of the projects. However, applicants are not required to develop or work with project specific results chains.

Progress against the EEA Civil Society Fund programme results framework will be measured with the use of indicators. The indicators, including their unit of measurement, data sources of verification, baselines and targets, will be agreed in the project contract. During implementation, the agreed indicators become a reporting tool. Project Promoters will be responsible for collecting and analysing data to report on the indicators and with narrative against the selected output(s) and outcome.

To ensure accountability and learning, applicants may plan for an evaluation either during or after project implementation.