

Cover Page.....	2
PART I - STRATEGIC FRAMEWORK FOR ERASMUS+ AND EUROPEAN SOLIDARITY CORPS PROGRAMMES IMPLEMENTATION.....	3
PART II - ERASMUS+ AND EUROPEAN SOLIDARITY CORPS PROGRAMME IMPLEMENTATION.....	14
PART III - PROGRAMME MANAGEMENT.....	20
PART IV - TCA and NET.....	27
PART V - SUPPORT AND NETWORK FUNCTIONS.....	30

Portugal

PT02 - Erasmus+ Juventude/Desporto e Corpo

Europeu de Solidariedade

Fields Covered: Youth, Sport

To: European Commission

DG EAC

ERASMUS+ AND EUROPEAN SOLIDARITY CORPS PROGRAMMES

NATIONAL AGENCY MULTI-ANNUAL WORK PROGRAMME

PERIOD: 1 JANUARY 2025 - 31 DECEMBER 2027

Version: 4

Name of contact person for the National Agency's work programme	Luís Alves
Email of contact person:	luis.alves@juventude.pt
Phone number of contact person:	+351253144450

National Agency

I hereby acknowledge that for the implementation of the present multi-annual work programme the National Agency commits itself to applying the rules set out in the General Call for Proposals for the Erasmus+ and European Solidarity Corps (if applicable), Programme Guides, the Guide for NAs or other rules set out at EU level of the relevant Call year

National Agency	Legal Representative	Signature
PT02 - Erasmus+ Juventude/Desporto e Corpo Europeu de Solidariedade	Luís André Mendes Alves	

National Authority

"I hereby declare that I agree with the attached multi-annual work programme and will ensure that the National Agency receives the necessary national matching resources to realise the proposed multi-annual strategy successfully as well as to comply with the requirements incumbent on it upon signature of the Contribution Agreement between the Commission and the National Agency for each Call year"

National Authority	Representative	Signature	Sign Date
Secretaria de Estado da Juventude e do Desporto	Adriano Rafael Moreira		

PART I - STRATEGIC FRAMEWORK FOR ERASMUS+ AND EUROPEAN SOLIDARITY CORPS PROGRAMMES IMPLEMENTATION

I.1. Structure and mission of the National Agency

The National Agency's structure and mission, including its responsibilities or mandate beyond its role as an Erasmus+ / European Solidarity Corps National Agency.

If the National Agency is hosted in a larger organisation, explain how the National Agency fits into the larger structure and how it enables and supports the functions of the National Agency.

Relevant organisation chart(s) should be included in the attachment section.

The AN is a mission structure established by law with the specific aim of ensuring the management of programmes in the fields of youth and sport in Portugal.

The AN has the following main lines of action

- Contributing to the construction of a European area in the youth field, through the implementation of the European strategy in the youth field "Mobilising, connecting and empowering young people", especially with regard to the ambitions of the strategy to support the quality of work with young people. This implies paying attention to mobility, empowerment, innovation and recognition of youth work in the context of the 2012 Council Recommendation on the validation of non-formal and informal learning. It also implies promoting the quality of the tools and systems that should be used in the training of youth workers and that should respond to the changing circumstances of young people's lives.
- Simplify access to the programme for a wide range of target groups (e.g. by simplifying administrative rules and procedures and optimising online tools), while ensuring competitive and transparent project selection and a proper grant management cycle with minimal financial risk for the Union.
- Contributing to the Sustainable Development Goals of the 2030 Agenda, in particular Sustainable Development Goal 4, ensuring access to inclusive, quality and equitable education and promoting lifelong learning opportunities for all.
- Bring Europeans closer together and strengthen European identity and commitment to common European values.

The Agency is working hard to create the conditions for a programme that is financially more relevant, socially closer and better prepared to provide real answers to the concrete needs of the youth sectors. The challenge of combining the four strands of Erasmus+ - education, training, youth and sport - the European Solidarity Corps, the growing importance of international experience in the profile of European young people, technology at the service of the programme and the simplification of procedures, the exchange of good practices and the effective impact of projects on the lives of people and communities are the coordinates that should guide our action in building this future together with young people and their organisations.

The NA has the necessary and experienced staff to fulfil its mission, the appropriate resources to implement the programmes and the support of the Portuguese Government.

I.2. National policy context

Overall description of the national policy context and needs in view of the specific objectives of the Erasmus+ programme and, if applicable, the European Solidarity Corps in the fields of education, training and youth. The analysis should focus in particular on the medium and long-term needs, analysed from a national policy point of view, that the programme(s) may contribute to address.

The main objective of the National Youth Plan, the political instrument for the intersectoral coordination of youth policy in Portugal, is the realisation of young people's rights in economic, social and cultural terms.

The Government, in its various functions, has in place a transversal perspective of public youth policy when presenting sectoral measures, namely in the areas of education, employment and entrepreneurship, housing, transport, combating poverty, sport, culture, the environment, equality and migration. The Plan strikes a balance between comprehensive policies in the face of the challenges facing the country - demographic decline, depopulation of the interior and an ageing population - and policies targeted at the most vulnerable groups or those with specific needs. At a time when young people contribute to social inclusion and cohesion, democracy, sustainability and development, the whole country benefits from this plan.

In this context, the national strategies are fully in line with the objectives and priorities of the new European programmes in the youth field. The following priorities of the new programmes are particularly relevant to national policy needs

- The Inclusion and Diversity priority is linked to the national policy need to strike a balance between comprehensive youth policies and policies targeted at groups in the most vulnerable situation or with specific needs;
- Participation in democratic life is central to both contexts, with a view to integrating young people into active life and exercising citizenship and civic participation, taking into account their specific conditions;
- In line with the priority of sustainability, environment and climate goals, aims to ensure the involvement and participation of young people in the achievement of the Sustainable Development Goals and the 2030 Agenda;
- Non-formal and informal learning, an important feature of Erasmus+ and ESC, is also a key area of the National Plan, which aims to ensure the realisation of the right to education and training in a holistic and inclusive perspective, namely by bringing the non-formal and informal learning sectors closer to the formal education system, focusing on the development and recognition of competences, with a view to involving young people in active participation and the exercise of citizenship and civic commitment, taking into account their specific conditions.

I.3. Horizontal priorities

a) Inclusion and diversity : Please describe the strategy that the National Agency plans to implement at national level to make the Erasmus+ programme and, if applicable, the European Solidarity Corps more inclusive and diverse during the programming period. In particular, the National Agency should describe:

- the mid and long term objectives it plans to pursue through its strategy,

- the types of activities it considers to implement to achieve its objectives and reach out to different target groups and territories,
- the measures to monitor the successful implementation of its strategy,
- the internal arrangements in the National Agency to implement this strategy.

The Portuguese National Agency has always been strongly committed to the inclusive dimension of the programmes. The NA employs mechanisms to enhance inclusive projects, starting with promotion and dissemination activities, progressing through a selection process that values inclusive projects, and culminating in the promotion and exploration of results aligned with this priority.

The results are undeniable: 55% of projects prioritize inclusion, well above the European average of 18%. Furthermore, the NA has ensured balanced territorial coverage, including outermost regions, with over 50% of beneficiaries being newcomers and significant participation from young people with fewer opportunities. These achievements highlight the NA's commitment to promoting equal opportunities and fostering diversity in all aspects of programme implementation.

The Inclusion and Diversity (ID) Strategy aligns with European guidelines and incorporates recent measures to enhance inclusivity. Based on these recommendations and the NA's national context, the medium- and long-term objectives are:

- a) To create equal opportunities for access to the programmes and reduce barriers to participation;
- b) To engage new organisations, diversify inclusion and diversity networks, and invest in project quality;
- c) To promote the visibility of good practices and foster collaboration among organisations across sectors, involving people with fewer opportunities.

To achieve these objectives, the NA pursues a balanced geographical strategy, adapting it to emerging realities. Mapping organisations working with young people with fewer opportunities helps identify specific needs and tailor responses to reduce barriers.

The NA also strengthens awareness of programme opportunities, providing support and training through its trainer pool, clarifying funding mechanisms, and improving understanding of the programmes. Peer-to-peer learning, thematic meetings, promotion of TCA & NET activities, and close monitoring of youth workers' pathways complement these efforts.

The Inclusion Advisor plays a key role in the ID strategy, acting as an internal auditor to address inclusion-related issues and proposing improvements to mechanisms, processes, and activities. Specific actions include analysing complaints, updating documents such as internal procedures and work programmes, and advocating for inclusive dimensions in events like information sessions, trainings, and meetings. Having gathered extensive best practices, the NA is advancing this role to further strengthen its commitment to inclusion and diversity.

Progress is monitored through established systems, complemented by visits, evaluations, and engagement with organisations. The NA collaborates with Resource Centres, SALTO, and the European Commission to ensure alignment with European strategies. Successful practices are replicated nationally to maximize their impact and improve project inclusivity.

Additionally, the NA organises training, networking, and showcasing events for organisations working in inclusion and diversity at both national and international levels. Dialogue among project organisers is actively

encouraged through activities such as annual beneficiary meetings, stakeholder trainings, and kick-off events. To reduce barriers further, the NA invests in innovative methods, such as digital tools for accessibility, while scaling proven initiatives to expand their reach. Collaboration with national and European stakeholders ensures the NA not only meets but exceeds the expectations set by the Inclusion and Diversity Strategy. This approach demonstrates the National Agency's commitment to fostering inclusion and diversity, addressing challenges, and promoting opportunities across all areas of its work. By maintaining a holistic and adaptive strategy, the NA ensures its actions reflect European priorities and local realities.

b) Digital : Please describe the strategy that the National Agency plans to implement at national level in order to reinforce the 'digital' dimension of the Erasmus+ and European Solidarity Corps programmes during the programming period. In particular, the NA should describe:

- the mid and long term objectives it plans to pursue through its strategy,
- the types of activities it considers to implement to achieve its objectives and reach out to different target groups and territories,
- the measures to monitor the successful implementation of its strategy.

Since 2021, the National Agency has approved approximately 1,000 projects addressing European priorities. Of these, 37% fall under the priority "A Europe Fit for the Digital Age." The most prominent types of projects addressing this priority are youth and youth worker mobility and solidarity projects, demonstrating the strong commitment of young people and organisations to align their initiatives with European objectives. Notably, the Portuguese agency's results surpass the European average. While at the European level, 49% of projects align with European priorities and only 17% address digital transformation, in Portugal, 95% address European priorities, with 35% focusing on digital transformation.

This alignment, particularly with the digital transformation priority, is closely linked to the National Agency's strategic approach since 2022. The high demand for programme support in Portugal has resulted in a lower approval success rate but has also improved the quality of projects and their alignment with priorities.

Strategic Actions for Digital Transformation

Building on its 2022 strategy, the National Agency is committed to:

- Enhancing the quality of youth work with a digital dimension, focusing on relevance.
- Integrating the digital dimension into 90% of youth sector activities to ensure effective implementation.
- Promoting good practices and innovative projects that inspire broader adoption of digital tools.
- Fostering knowledge through partnerships with other National Agencies, focusing on digital youth work.
- Advocating for digital transformation as a tool for inclusion and opportunities.

A key element is the establishment of a national working group on digital transformation in the youth sector. This group serves as a platform for knowledge sharing, addressing challenges, and pioneering solutions. It ensures the Agency remains at the forefront of this priority area.

Planned Activities

To achieve these objectives, the National Agency will:

- Incorporate modules on digital transformation into training for beneficiaries, trainers, and Eurodesk multipliers.
- Conduct social media campaigns to raise awareness of this priority.
- Train staff on digital transformation to enhance internal capacity and knowledge sharing.
- Participate in long-term activities (LTAs) focused on digital youth work.
- Embed digital transformation as a cross-cutting element in partnerships.

Success will be tracked through a digital transformation chapter in the quality management system. This chapter will include concrete indicators, reviewed annually to track progress and adjust strategies as needed.

TCA & NET Plans and Youth Inclusion

Digital transformation will take center stage in TCA (Transnational Cooperation Activities) and NET plans, enhancing organisational and youth capacities. Special strategies will engage youth with fewer opportunities, ensuring inclusivity.

The working group will foster collaboration among stakeholders, ensuring the sector benefits from best practices. The Agency will integrate digital technologies into programme management, evaluating their impact on target groups. This includes optimising the project cycle, improving monitoring processes, and enhancing communication.

Projects targeting youth with fewer opportunities and focusing on digital transformation will be prioritised in dissemination sessions and across the programme.

Blended and Digital Activities

While physical meetings and mobilities remain central, the Agency recognises the role of virtual, blended, or digital activities and will support beneficiaries in adopting these formats.

By raising awareness and leveraging the expertise of the national working group, the National Agency aims to embed digital transformation firmly within project priorities, fostering a more inclusive and innovative youth sector.

c) Green : Please describe the strategy that the National Agency plans to implement at national level in order to ensure that the Erasmus+ programme and, if applicable, the European Solidarity Corps support and promote sustainability through e.g. green mobilities and cooperation projects (e.g. supporting projects directly focused on environmental sustainability; supporting the sustainable dimension of projects that address other thematic areas) during the programming period. In particular, the NA should describe:

- the mid and long term objectives it plans to pursue through its strategy,
- the types of activities it considers to implement to achieve its objectives and reach out to different target groups and territories,
- the measures to monitor the successful implementation of its strategy.

Please, do not mention measures to be described in section III.3 'Greening the National Agency'.

The National Agency's strategy for promoting sustainability at the national level aligns with the European

Commission's document, "Green Transition and Sustainable Development Strategy for the Erasmus+ and European Solidarity Corps Programmes."

The Portuguese NA participates, through its designated contact person, in activities promoted by SALTO Green, such as webinars, workshops, sharing best practices, learning materials, research on the green priority, and frameworks for identifying good practices. These activities support Erasmus+ and ESC stakeholders in implementing the horizontal green priority, while also enhancing the capacity of NAs in both policy- and practice-related green transition.

The National Agency's contact point coordinates actions related to green transition and environmental sustainability within the Agency. This person serves as the primary liaison on green transition issues with other NAs, the European Commission, and resource centers. They play a key role in developing environmental knowledge within the Agency, sharing their expertise with colleagues, promoting green transition actions such as training, and addressing obstacles to implementing the National Agency's green strategy.

Following participation in activities promoted by SALTO Green, the NA is now developing its own strategy for the green transition and environmental sustainability in the E+ and ESC. These strategies will be tailored to local realities while remaining consistent with overarching European-level strategies.

The NA will also participate in and support SALTO Green's evidence-gathering and monitoring activities by providing an overview of progress on the green transition in the programmes, such as conducting targeted surveys and research.

The priority linked to "A European Green Deal" is present in 427 projects approved by the NA, representing 40% of all approved projects—well above the European average of 14%. As with other horizontal priorities, and due to the low success rate for project approvals, nearly all projects—96%—address one or more EC priorities, with Green and Inclusion & Diversity being the most prominent.

Medium- and Long-Term Objectives:

1. Raise Awareness: Increase understanding of climate change and sustainability, empowering participants to actively support the green transition.
2. Build Skills: Provide knowledge and tools for sustainable choices and practices during activities.
3. Reduce Environmental Impact: Aim for carbon neutrality and minimize greenhouse gas emissions and other environmental effects of activities.
4. Embed Sustainability: Position Erasmus+ and ESC as examples of integrating environmental and sustainability concerns at all levels.
5. Capacity Building: Help organisations enhance capacity through sharing good practices and experiences.
6. Develop Monitoring Systems: Facilitate the creation of systems to track sustainability progress.

Planned Activities:

- Deliver environmental training via the NA trainers' pool, including online modules.
- Highlight green topics in trainings, meetings, and studies, sharing good practices and fostering partnerships on environmental issues.
- Promote awareness and green transition through TCA and NET projects.
- Engage candidates, beneficiaries, and youth with trainings, campaigns, and TCA/NET activities.
- Include the green priority in the NA's annual roadshow across regions.

- Develop specific actions for youth workers via TCA, NET, and partnerships.
- Lead by example with internal green initiatives in the Agency's daily work.

Monitoring and Evaluation:

To monitor the strategy's implementation, the NA will conduct annual evaluations within its quality system, assessing the impact of measures on projects, internal practices, the number of activities carried out, and the tangible outcomes of these actions.

d) Participation and civic engagement : Please describe the strategy that the National Agency plans to implement at national level in order to ensure the successful implementation of this priority during the programming period. In particular, the NA should describe:

- the mid and long term objectives it plans to pursue through its strategy,
- the types of activities it considers to implement to achieve its objectives and reach out to different target groups and territories,
- the measures to monitor the successful implementation of its strategy.

The NA's strategy for youth participation and civic engagement is fully aligned with the broader strategy developed by SALTO Participation, to which we actively contributed. To ensure alignment and coordination, the NA has appointed a dedicated contact person who attended the meeting coordinated by SALTO PI. This person acts as a bridge between the NA Participation Network, the NA staff, programme beneficiaries, and other stakeholders.

At the European level, the NA is fully committed to supporting the SALTO Participation strategy and the broader network of NAs. In collaboration with SALTO PI and the EC, we are contributing to the creation of a guiding document, similar to those for the Green and Digital priorities. This document will serve as a practical tool to help NAs and other programme stakeholders implement the youth participation priority effectively.

In parallel, the NA has developed its own Youth Participation Strategy tailored to its operational context, focusing on embedding the principles of youth participation across all actions and activities of the Erasmus+ and ESC programmes. The strategy reflects the programmes' significant impact on young people, as evidenced by research findings showing their effectiveness in developing competencies related to participation and civic engagement.

For instance, the work of the RAY network, particularly the RAY-MON research on the Erasmus+ Youth Chapter, revealed:

- 94% of respondents developed at least one skill (e.g., discussing political topics seriously) relevant to participation and active citizenship.
- 88% developed two skills, and 62% developed three or more skills that strengthen citizenship and participation.

Objectives of the NA's Youth Participation Strategy:

1. Promote the principles of youth participation across all programme actions and activities.
2. Provide effective support to applicants and beneficiaries to develop and implement youth projects with a

strong youth participation dimension.

3. Increase awareness of the programmes' impact on youth participation in democratic life.
4. Encourage a knowledge-based approach to youth participation by leveraging research findings.
5. Pay particular attention to the democratic participation of young people with fewer opportunities.

Implementation of the NA's Strategy:

To achieve these objectives, the NA integrates the youth participation theme across all internal and external activities, such as:

Capacity Building: Organizing targeted training to raise awareness among experts and programme stakeholders and activating the Youth Participation Network, which already includes more than 150 organisations.

- Communication: Promoting the theme through websites, newsletters, social media, and other channels.
- Collaboration:
 - o Engaging in European-level strategic partnerships addressing youth participation.
 - o Partnering with Portuguese organizations, including the FNAJ and the National Youth Council, to support and promote relevant events.
 - o Collaborating with national policymakers to develop active policies and tools.
- Dissemination and Training: Providing stakeholders with resources and support to enhance project quality and impact.

Monitoring and Evaluation:

To ensure the effective implementation of the strategy, the NA will:

- Appoint a dedicated contact person responsible for overseeing the youth participation strategy.
- Activate the NA's quality system for regular monitoring and evaluation of actions taken.
- Work with strategic partners to develop tools, knowledge, and resources.
- Engage external consultants, experts, and researchers to provide independent evaluations of the strategy.
- Support the creation of a network of organizations dedicated to youth participation.

This dual commitment—supporting the SALTO PI strategy while implementing the NA's tailored approach—ensures coherence with European priorities while addressing local and national needs for youth participation and civic engagement.

e) Synergies and complementarities : Please describe the strategy that the National Agency plans to implement at national level in order to promote synergies between Erasmus+/European Solidarity Corps programmes and other European programmes, as well as with national or regional programmes and initiatives.

The PTNA plays a pivotal role in fostering synergies with Cohesion policy funds and other funding instruments at EU, national, and regional levels. It has achieved excellent results in implementing its strategy on complementarities, driven by its strong ability to mobilize partnerships across various entities:

- Local level: Engaging a vast network of municipalities to promote European opportunities.
- National level: Building solid partnerships with state bodies and key youth stakeholders.
- Eurodesk: Coordinating a network of 86 multipliers.
- Outermost regions: Collaborating with regional governments to ensure inclusion.

- DiscoverEU: Creating a network of 150 ambassadors to promote peer-to-peer communication.
- Youth Democracy Network: Engaging over 150 organizations in civic and political participation.
- Thematic groups: Generating knowledge and fostering coordinated action.

This network-driven approach ensures extensive territorial coverage and impactful sector-wide initiatives, reinforcing the NA's commitment to accessibility and inclusivity.

The Agency has also excelled in aligning Erasmus+ and ESC activities with complementary programs like Creative Europe, Youth Guarantee, ENIC/NARIC, and EURES. By integrating these into training and communication plans, beneficiaries gain exposure to diverse European opportunities. Specific examples include pre-departure sessions for DiscoverEU participants, program roadshows, and events addressing cross-sectoral themes. These efforts not only expand opportunities for young people but also strengthen the interconnectedness of European programs at the national level.

Internationally, the Agency has cultivated partnerships, notably:

- Council of Europe: Collaborating on youth policy initiatives and conferences.
- EU Representation in Portugal: Joint actions such as roadshows, pre-departure meetings, and coordinated communications.
- European Parliament: Promoting youth participation through European elections roadshows and conferences.
- Cross-program integration: Incorporating Creative Europe, Youth Guarantee, and EURES into training plans.
- Strategic partnerships: Involvement in over 10 strategic or long-term partnerships with the network of partner agencies to enhance collaboration and knowledge sharing.
- EECEA: Disseminating its actions and supporting initiatives.

Nationally, the NA identifies and forwards projects in employment, youth associations, and social innovation to entities like Employment Services, Social Security, and Portugal Social Innovation. Key collaborations include:

- Government and IPDJ: Supporting the National Youth Agenda.
- Youth organizations: Developing and recognizing the youth worker profession.
- Municipalities: Advancing relevant youth policies.
- Beneficiaries: Linking large projects to other European funding programs, including centralized actions.

Concrete actions include:

- Publishing Council of Europe opportunities on the NA website.
- Promoting international mobility with municipalities through long-term partnerships.
- Collaborating with employment agencies to enhance entrepreneurship and inclusion.
- Strengthening Erasmus+ cooperation with neighboring countries, especially Ukraine.
- Initiatives like the webinar "Erasmus+ Future Focused for Youth Ukraine," empowering European and Ukrainian youth actors.

Future strategies will focus on:

- Bilateral cooperations that enable more effective collaboration and knowledge sharing among National Agencies.
- Youth South Network activities addressing southern priorities namely through TCA and NET.
- Expanding SNACs to develop program-aligned tools and resources.

- Continued collaboration on the Youth Agenda and strengthening municipal relations.

The synergies created by the NA not only exceed expectations but also highlight its capacity to innovate and adapt to emerging priorities. Balancing ambition with resources remains key to maximizing its impact in future initiatives.

I.4. Recognition of learning outcomes

Having in mind that the 'recognition of learning outcomes' is one of the main objectives of the Erasmus+ programme and, if applicable, the European Solidarity Corps, as well as a key requirement for the quality implementation of learning activities carried out through the awarded projects, the National Agency should describe:

- how it plans to contribute to its achievement, in particular by supporting and promoting recognition of learning outcomes in mobilities and through projects (e.g. supporting projects and cooperation partnerships directly focused on recognition, transparency and certification topics; supporting the raise of the level of recognition of learning outcomes in mobilities),
- how it will establish links with, and promote the new Youth pass Strategy as a tool for certification, but also as a tool for soft skill development for participants.

In order to promote the recognition of learning outcomes and in line with the Youthpass strategy, recently published, PT NA will develop the following measures:

- a) Through direct contact by email with youngsters, organisations and the pool of external trainers from the National Agency, spreading in detail the advantages and importance of using youthpass in the future life of young participants in the Erasmus + and European Solidarity Corps Programmes;
- b) Publicize and disseminate the use of youthpass highlighting the importance of its use through the realisation of webinars about this topic, sending newsletters on the topic, including a specific module on youthpass in the trainings carried out by PT NA;
- c) Promote the participations of youngsters and youth workers in trainings who have as main goal the topic of recognition and, also, value projects with a primary focus on this.

The Agency will continue to support the partnerships of cooperation established under this fields mainly through SNAC's that work especially the recognition and certification topics and it's our intentions to create national synergies to work closely this topic. We will also give more focus to promote activities for our beneficiaries that promote the raise of their competences and the level of their learning outcomes by promoting projects and networks and invite them to integrate these projects. We will focus also on the promotion of the European Training Strategy as well as the remaining strategies launched, Inclusion, Participation, etc. by using communication strategies that transmit positive experiences in implementing projects in these areas focus on the skills develop and recognitions achieved. We Will also actively disseminate the Competence Models for youth work aiming to support the youth workers, to improve their work, and to raise the quality of their projects. It is also our future intention to develop specific national training under this field and by this way to contribute to

the increasing the recognition of the learning outcomes of the youth workers.

All these measures will be implemented with the help of National Agency staff, Youthpass Contact Person, and the Pool of External Trainers from the National Agency.

The National Agency is also working closely with Portuguese policy makers in the youth field to replicate Youthpass in the context of national programmes and activities.

I.5. International dimension

Please describe the National Agency's strategy to enhance the international dimension of education, training and youth activities (as applicable according to the National Agency's mandate) by promoting mobility projects with non-associated Countries and the international centralised actions.

Please outline any possible challenges in cooperation with certain geographical regions, based on past experience, and targeted measures the National Agency aims to take in order to overcome them.

Although the mandate of the NA is limited in terms of the international dimension and the instruments at the disposal of the NAs, namely access to information and the participation of the national agencies in the centralised actions of the programmes, the Portuguese NAs have paid attention in their practice to the international dimension of the programmes.

With regard to cooperation with countries not associated with the programmes, the NA has encouraged the implementation of activities, especially with neighbouring countries in EU, by investing and using the instruments at its disposal for this purpose, namely the promotion of good cooperation practices with neighbouring countries, permanent cooperation with the Salto structures working with these countries, promotion of specific cooperation activities with neighbouring countries in the framework of the TCA and the NET.

Particularly noteworthy is the partnership that the NA has developed in recent years with the National Office and other governmental bodies of Ukraine, promoting various initiatives to foster partnerships through programmes with Ukrainian organisations. The National Agency will continue to invest in this cooperation.

Furthermore, given the privileged relations that Portugal has with Portuguese-speaking countries, especially African countries, but also Brazil and Timor-Leste, the AN has participated in various forums of the diasporas of these countries.

Even though it is not part of the AN's powers and mandate, all opportunities in the youth sector are publicised through our information channels, newsletters and social networks, in order to promote cooperation between Portuguese organisations and those from other countries not associated with the NA.

Since 2021, as part of the NA's mandate to promote sport actions at national and international level, the National Agency has been strongly committed to promoting the access of organisations and institutions related to sport to the opportunities of the Erasmus + programme in this field, which has been centralised until now.

Traditionally, Portuguese organisations have more difficulties in organising activities in collaboration with northern European countries. In order to overcome this deficit, the agency has developed cooperation actions with other agencies in the North, such as study visits, activities to build partnerships, among others.

PART II - ERASMUS+ AND EUROPEAN SOLIDARITY CORPS PROGRAMME IMPLEMENTATION

II.1. Communication and dissemination

II.1.1. Communication, promotion and information

Please describe the National Agency's strategy for communication, promotion and information in terms of objectives, target groups, types of activities and channels for Erasmus+ and, if applicable, the European Solidarity Corps. The strategy shall be based -respectively - on Erasmus+ and European Solidarity Corps' overarching communication strategies. It should explain, in particular, how the National Agency intends to:

- reach out to different target groups, including potential applicants and newcomer organisations, as well as the general public,
- promote and inform about the new actions and programmes' opportunities, including the Erasmus accreditation in Youth, SE, VET and AE fields.

If the National Agency manages also the European Solidarity Corps, it should make sure that Corps' specificities are covered with sufficient clarity and level of detail.

Over the past few years, the Portuguese NA has increased the visibility, reputation, and influence of the Erasmus+ and European Solidarity Corps programmes in Portugal, both among young people and youth workers, but also among stakeholders, political institutions, national and European networks operating in Portugal, and the general public.

This position is the heritage on which we are building the strategy of implementation of the programmes.

We defined 5 main target audiences:

- 1 - Young people between 15 and 30, to communicate and inform about opportunities like DiscoverEU, inspiring role models and best practices, training, events, and policies relevant to their lives.
- 2 - Youth workers and leaders (mainly working directly with young people, solidarity and volunteering activities, as well as sports), to promote funding opportunities, training, seminars and events, but also to create synergies, ensuring that these are the main actors in promoting the programmes among young people, reaching potential new participants and new candidates.
- 3 - Networks, representative organisations, political partners and authorities, as Eurodesk, Europe Direct and Eures, the three main European networks, and at the national level, the decentralized structure of the Portuguese Youth and Sports Institute, municipalities, National Youth Council and the National Federation of Youth Associations are essential stakeholders in communication.
- 4 - National, regional and local media:
They are an essential piece of the strategy, promoting information, good practices, and results of relevant projects.

5 - The public, in general, is the last target, increasing the awareness of the programmes and their impacts on communities, the country and Europe.

The NA defined four fundamental objectives:

1 - Present and continuously disseminate the new brands Erasmus+ and ESC 2021 – 2027, in a differentiated way, to all audiences of the NA;

2 – Create, present and carry out a national information and capacity building activities for the Erasmus+ and CES 2021-2027 programmes implemented in a accessible and sustainable manner, both online and offline.

3 – Position the Erasmus+ NA as the reference body concerning Erasmus+ & ESC, non-formal education, international volunteering, and information to young people.

4 – Develop strategies that implement more inclusive and innovative programmes in Portugal, greener and digital, less bureaucratic, and flexible.

For that, we will organise between online and offline tools – online such as Facebook, Instagram, newsletters, and updated websites for both programmes. Online info-kits and targeted material will be released. But we will also promote strategic partnerships with our stakeholders and organise annual roadshows and common initiatives to improve awareness and quality of applications, disseminate good benchmarks and highlight awarded projects. To make it concrete, PTNA will create sessions to present project outcomes at community, local, regional, or national level. Good practice projects will be also disseminated in order to promote high quality and impactful projects as an inspiration to organisations and young people. Specific partners such as decision-makers at European and national level will be invited to take part of the Programme dissemination giving concrete information to citizens. Moreover, PTNA pool of trainers will be a workforce to communicate the Programme, support newcomers and disseminate critical outcomes. Its relevance, international experience and knowledge are 3 critical elements that need to be considered to enhance Programme quality. European Youth Portal, as a check-in point for European information and opportunities will be strongly promoted.

Erasmus+ - Youth & Sports - , national and centralized opportunities; European Solidarity Corps, Eurodesk Network (information in section V), as well as the major thematic events and activities will be Part of the continuous plan.

II.1.2. Dissemination and exploitation of programme results

Please describe the National Agency's strategy for dissemination and exploitation of programme results in terms of objectives and targets for Erasmus+ and, if applicable, the European Solidarity Corps. In particular, the strategy should explain how the National Agency intends to:

1. ensure the dissemination of project results, good practices and project stories among citizens and relevant stakeholders, including excellence recognition tools such as the European Language Label and the European Innovative Teaching Award,
2. exploit project results to maximise the impact of funded projects.

If the National Agency manages also the European Solidarity Corps, it should make sure that Corps' specificities

are covered with sufficient clarity and level of detail.

Dissemination and exploitation of programme results in terms of objectives and targets for Erasmus+ and the European Solidarity Corps is a key part of the communication process, but also to ensure the dissemination of the project's results, good practices and project stories among citizens and relevant stakeholders, inspiring and creating awareness to project's results to maximise the impact of granted projects.

For that reason, both to Erasmus+ Projects and European Solidarity projects, the PT NA will:

- Yearly select good practices and produce dissemination and exploitation materials, to use in the NA channels, to promote with the press and to showcase the best projects and results.
- Organise a Best Practices award ceremony to the Best Practices winners, but also as a relevant moment to disseminate and promote projects, together with Education and Training PTNA and produce dissemination material for each project.
- Use the Political high level events and topics to showcase the best practices and the impact of the programmes in the young people, the organisations, the communities and the European Project.
- Use all the communication channels and other innovative tools to promote the best practices, role models.
- Ensure the quality and completeness of the project and results information displayed on and promote the Erasmus+ Project Results Platform and the European Solidarity Corps Projects platform.

All the strategy will be applicable on the Erasmus+ and European Solidarity Corps and the European networks operating in Portugal.

The national Media and the online tools are, among all the presented in the previous part, the most relevant to the dissemination and exploitation of the programmes results.

II.2. Monitoring and Evaluation

II.2.1 Support and guidance to programmes' beneficiaries

With a view to ensuring a smooth and qualitative implementation of the granted Erasmus+ and, if applicable, European Solidarity Corps projects and the Erasmus plan/Activity plan of accredited organisations in the Youth, SE, VET and AE fields, please describe the National Agency's strategy to provide support and guidance to beneficiaries throughout the project lifecycle during the programming period.

In its strategy, the National Agency should ensure the establishment of a structured and systemic approach to monitor beneficiaries and project implementation, by taking into account the needs of the various target groups of the programme(s), including small beneficiary organisations or informal groups of young people in the youth field, and covering both policy and project management issues.

The National Agency should identify the objectives to pursue to address existing and/or potential weaknesses, as well as areas of interventions by programme and sector and ensure constant improvements of the quality of the programme implementation throughout the programming period. Where weaknesses are identified, the National

Agency should establish a structured plan to address them, by establishing clear objectives and targets in view of future improvement.

The NA provides support to the beneficiaries of the Programmes throughout the project's life cycle. Support takes the form of at least guidance, support and advice.

Furthermore, the NA provides specific training and coaching adapted to the beneficiaries' needs.

In order to foster the quality of youth work as well as the recognition of non-formal education, PTNA will give support with more information, training activities, dissemination of best practices and always cultivating a relation of proximity with the beneficiaries.

Especially attention will be paid to the following contexts:

- Projects run by informal groups of young people in order to assure that all the administrative aspects of the project life cycle is properly accomplished;
 - projects awarded with an amount greater than 100.000 euros, applying on these cases a risk analyses more rigorous in order to assure a proper use of the Community funds and implementing additional monitoring measures;
 - KA2 Projects in order to avoid the risk of double funding and assuring that the predicted impacts are in fact results of the projects.
 - Solidarity projects submitted directly by informal groups of young people, giving special support and guidance to the projects.
 - Volunteering projects that involve young people with fewer opportunities or special needs, ensuring they have the most adequate support during their projects.;
 - In line with the Inclusion and Diversity Strategy and the European Training Strategy, the AN will implement an approach to support organisations, youth workers and young people who aim to access the opportunities offered by Erasmus + in the area of youth;
 - In the youth field, the NA will monitor organisations holding a Quality Label under the European Solidarity Corps to verify compliance with the principles of the European Solidarity Corps;
 - The NA will provide the necessary resources to advise by telephone, email, letter, and online to beneficiaries seeking help;
 - The AN will organise regular group meetings for beneficiaries of decentralized actions. These meetings are organised at least once a year for each decentralized action. At such monitoring meetings, the NA will provide advice both in relation to the implementation of the decentralized actions and in grant management and contractual reporting;
 - Sending participants to partner countries, with special attention to the preparation of activities, ensuring that all legal procedures related to visas and authorizations are correctly handled and that support organisations have an adequate plan for regular monitoring of these participants and for the safety of participants.
- After the identification of these target audiences, the National Agency, with the support of the pool of trainers, will organise awareness-raising and training actions, as well as activities for contact with peers that may constitute actions to enter the programme of these relevant actors.

The National Agency will promote the monitoring of projects financed by the Erasmus+ and European Solidarity Corps Programmes, at the level of primary checks in accordance with the guidelines of the Commission and

whenever there are reasons related to the risk associated with the projects that justify them.

Monitoring procedures will also be carried out in cooperation with the National Agency Erasmus+ Education and Training PT01 to common beneficiaries, reinforcing the work carried out.

The NA has appointed a person responsible for coordinating the monitoring and support of beneficiaries, each project is assigned a staff member as a project owner who monitors the entire life cycle of the project, meetings are organised in each project selection round for the beneficiaries of each of the programmes' actions, the agency also has a permanent helpdesk through various platforms – telephone, email, dedicated sections on the webpages and organises thematic meetings with all the beneficiaries specific/ dedicated meetings with project owners.

II.2.2 Analysis and evaluation of programme results

Please describe how the National Agency plans to enhance the quality and impact of the programmes' results (including the predecessor programmes) through analytical and evaluation activities. In describing its multi-annual strategy, the National Agency should focus in particular on:

- the key areas in terms of themes, needs, target groups and programme priorities it plans to address, if possible by programme and/or programme field (as applicable);
- the types of activities it plans to implement during the programming period;
- the objectives it plans to achieve in the medium and long term by establishing measurable targets, with a view to providing more qualitative support to applicants and beneficiaries, on the one hand, and qualitative evidence of programme results to stakeholders and decision makers, on the other hand.

If the National Agency manages also the European Solidarity Corps, it should make sure that Corps' specificities are covered with sufficient clarity and level of detail.

The management of the Programmes has demonstrated remarkable performance in achieving its implementation objectives in the youth field. The Programme is fully consolidated in Portugal, with a stable, informed, and engaged target audience, particularly youth organisations. It also benefits from strategic organisational partnerships at both national and international levels.

Achievements:

- Strategic Partnerships: The National Agency's involvement in several long-term partnerships balances knowledge and needs analysis within the Programme.
- Institutional Support: Full backing from Portuguese national authorities provides the Agency with a clear legal framework and strong mandate.
- Quality Applications: More than enough high-quality applications to effectively allocate the Programme's funds.
- Youth Engagement: Significant interest from young people in the Programme's actions, reflected in high demand across most activities.

- **Alignment with Priorities:** Effective incorporation of the new Programme priorities, as evidenced in submitted applications.

Positive Feedback from Beneficiaries:

- **Adaptation to Innovations:** Strong understanding and adaptation to new priorities, actions, IT tools, and accreditation schemes.
- **Participation in Agency Activities:** High levels of engagement in key events and initiatives, such as AgoraEU, best practice events, International Volunteer Day celebrations, training sessions, and the Eurodesk national network, which boasts over 80 active members.
- **Increased Visibility:** Greater public awareness of the Programme through multiple appearances in national media.

Monitoring and Evaluation:

The National Agency uses a Balanced Scorecard System to align performance with long-term goals. Quarterly monitoring assesses strategic objectives, benchmarks best practices within European frameworks, and provides a reliable overview of implementation. Insights from these evaluations drive continuous improvement, refining methods, informing policy adjustments, and fostering innovation for transformational impact.

Research & Policy Contributions:

The Agency is active in the RAY Network, contributing to studies like RAY MON, RAY SOC, RAY COMP, and RAY DIGI, producing reliable data and deeper insights. Methodologies, timelines, and evaluation indicators ensure high research quality.

With strategic innovation, robust partnerships, and proactive monitoring, the NA ensures the Programme's continued relevance and impact for youth and organisations.

PART III - PROGRAMME MANAGEMENT

III.1. Quality of the National Agency's management system

III.1.1. Does the National Agency hold external quality certification?

Choose as applicable: ☒ YES ☐ NO

III.1.2. Quality assurance and compliance

The National Agency needs to ensure:

- 1) reliability of reporting and indicators for monitoring progress and achievement of results in terms of effective and efficient programme management
- 2) respect of compliance with the EU requirements for the National Agency's organisation and the management of the Erasmus+ programme and the European Solidarity Corps (if applicable)

Describe how the National Agency's management system will ensure, in the light of the above: a) proper planning of activities, b) monitoring of progress, c) supervisory arrangements

In case the National Agency has an external quality certification, indicate its name, date of last renewal and how it will support the National Agency's quality assurance system in the programme management.

The NA will continue the internal innovation and quality management system path started with Erasmus+Youth in Action. A clear customer service policy is implemented with step-by-step communication, multi assessment model, executive summaries report, SWOT analysis feedback and close cooperation. Thus, the first step consists in the definition of an objective score system based on detailed criteria per each action. Secondly, PTNA implements 2 mandatory assessments performed by 2 different evaluators. Thirdly, for grade differences bigger than 20 points, PTNA adds a third assessment. Fourthly, PTNA performs executive summaries per project with SWOT analysis and direct feedback to applicants' improvement. Finally, PTNA shares detailed support by phone / email and receives project promoters from applications rejected in order to improve their quality in future rounds. In brief, the assessment phase is on track to what PTNA directors and the Selection Committee expected as a detailed, fair and trustworthy model.

Progress is monitored by milestones, quarterly meetings with team coordinators according to the quality management system.

The PT NA promotes the active involvement of NA Staff in optimizing the results of the quality and agency management system, through the implementation of a culture of demand and commitment and providing them with appropriate skills, resources and environments that lead to greater personal and professional satisfaction.

The NA focuses on the mutually beneficial relationships it establishes with the parties involved in its activity, such as collaborators, suppliers and partners, and in order to share with them its ambitions established and Disseminates its vision, mission and values.

The National Agency's has an external quality certification, NP EN ISO 9001:2015, the quality management system of implemented in the selection, assessment, promotion, monitoring and management of projects and implementation of information and training activities within the framework of management of community funds and information services for young people, meets the requirements of the standard.

The quality management system implemented in accordance with NP EN ISO 9001 leads to the provision of a service of excellence. This quality certification was issued by "APCER", with the Certificate nr. 2018/CEP.5551, grant the maintenance of certification to the Management System in 24/11/2020 and done update in 2021, 2022, 2023 and 2024.

III.1.3. Risk management strategy

Please describe the system established to detect and prevent possible risks with regard to the respect of the minimum requirements for compliance set out in the Contribution Agreement and in the Guide for NAs as well as with regard to the implementation and management of the programme(s) in the medium and long term. In particular, in this section the NA should describe:

- its long-term plan/strategy to prevent frauds and irregularities
- its approach to prevent and address complaints from beneficiaries/participants

PT NA risk management is monitored by an external accountant, external supervisors for informatics systems and external auditors. Notwithstanding, several internal risks are being addressed such as elimination of physical servers and use of cloud servers, roll-out of laptops and substitution of previous old CPU towers. The PT NA plan integrates the organizational model and its procedures, described in processes, activities and tasks, in order to improve practices, safeguard assets, prevent/detect fraud and errors, and ensure the correct accounting record of the transactions carried out.

To prevent irregularities and fraud and, if necessary, NA takes legal action to recover lost, improperly paid and misused programme funds by recipients of an EU grant. In case the NA presumes substantial errors, irregularities or fraud, the NA may suspend the implementation of the grant agreement or payments in order to verify whether the presumed cases actually occurred. If not confirmed, implementation will resume.

Where audit or control findings demonstrate systemic or recurrent errors, irregularities or fraud attributable to the beneficiary to which a number of grants were awarded under similar conditions, the NA may extend and apply the findings to all the grants concerned. However, a formal contradictory procedure with the beneficiary will be mandatory before any actions. The Code of Ethics and Conduct is also a fundamental element that is taken into account in the internal control. In view of the segregation of duties, the verification and checking of operations is carried out by staff who have not intervened in their realization or registration. PT NA Manual of Procedures describes the NAs procedures and includes the responsibilities, functions and procedures of all NA Areas,

describing the tasks of authorizations and approvals. The NA has also in place an accountable/financial structure appropriate to its management model, allowing the preparation and presentation of the financial statements, respecting the accounting principles in force; The financial department control the life-cycle phases of the projects in order to validate that they are being carried out, in accordance with the Manual of Procedures and guidelines of the COM.

III.2. Data protection

Personal data included in or relating to the Contribution Agreement and its implementation is processed in conformity with Regulation (EU) 2018/1725. This data is processed solely for the purposes of the implementation, management and monitoring of the Contribution Agreement by the data controller. Please describe the measures put in place or planned to be implemented by the National Agency to meet its obligations as data processor

As in previous years, any personal data included in each phase of the project life cycle, as well as on the administrative procedures related with the NA Stakeholders, will be processed by the NA in accordance with the following legislation:

- Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018¹; Law 58/2019 of 8/8/2019, of the Portuguese Republic Assembly, Ensures the implementation, in the national legal order, of Regulation (EU) 2016/679 of the Parliament and of the Council, of 27 April 2016.

PT NA will accomplish with all of the determinations imposed by these laws that are also embedded on the Quality System adopted by the NA and are object of regular and continuous monitorizations, assessments and revisions by the NA officers assigned to this area.

There are several examples of the application of national and European rules on data protection. For example, in all communication and information materials to potential candidates, a note is placed on how the National Agency handles national data and clear indications of how stakeholders can consult, remove or limit the use of their data at any time; in communications on the management of approved projects, a note is also placed on the management of the personal data of the people involved in the projects; a module on data protection is included in trainings with beneficiaries and project managers are urged to comply with national laws in the use of personal data; the NA has on its official pages the privacy policy followed as well as all the rights inherent to the holder of personal data; all existing contracts with subcontractors have clauses that guarantee that the personal data collected respects all the rules imposed by the GDPR and national law; the NA has promoted the adaptation of all documents that contain or promote the collection of personal data, respecting the legal norms in force; online forms duly inform recipients about the privacy policy as well as the purpose for which personal data are collected.

Also as part of the regular checks by the Independent Audit Body, the processing of data is carefully checked for compliance with national laws.

The data protection is a important subject of the training and meetings of the staff.

The physical facilities and the computerized infrastructure is designed to maximise the data protection. Cyber

security measures, namely through a VPN, reduces the the risk of unlawful access to personal information.

III.3. Greening the National Agency

Describe how the National Agency applies or plans to introduce green measures in its operations during the programming period.

The NA will incorporate into its operation a series of measures that effectively contribute to reducing carbon emissions and that have a reduced negative environmental impact.

Firstly, for the increasingly frequent use of virtual cooperation mechanisms in its dissemination, support and monitoring activities. There are several practices that have proven effective over the last few years and that can remain in the organisation's day-to-day activities. With technological evolution and the creation of creative solutions for virtual cooperation, very positive results can be obtained.

With the facilities we have, in its design, several aspects related to environmental sustainability were taken into account. One of the important features of the new installations is the use of energy-efficient and environmentally-friendly facilities and equipment. Other issues related to environmental sustainability will also be taken into account, such as implementation of savings and recycling mechanisms and use of environmentally friendly equipment.

Special attention will also be given to the travel of staff who must use low-emission public transport when traveling in services within the national territory and, whenever possible, when traveling to other countries. In addition, the AN intends to adopt mechanisms that offset carbon emissions resulting from the agency's activities through environmental promotion actions. This last practice has already started to be designed by the National Agency, which is in contact with youth and environmental associations in order to develop protocols that allow these organisations to be supported, as a way of compensating the Agency's environmental footprint, in reforestation actions, environmental awareness activities in the youth area, among others.

The NA has is developing a process of dematerialization of processes linked to the life cycle of projects and "going paperless". We are installing a document management system that will meet almost all dematerialisation needs. There are a number of practices that can be simplified without prejudice to the necessary implementation of control mechanisms, in particular the use of paper in processes that can be registered and stored electronically. The AN intends to, in a consistent and progressive way, and whenever the European and national legislation allow, to simplify these processes.

III.4. National Agency staff and external experts

III.4.1. Overview of National Agency's staff

Please complete the table below by indicating the actual number of staff in place in the National Agency in full time equivalents (FTE) as per 1 January 2022

The National Agency is also requested to include an updated organisation chart in the 'Attachment' part (compulsory).

Activity	Number of staff / FTE per programme	
	Erasmus+	European Solidarity Corps
Management(to be completed ONLY for NAs where the manager is not directly in charge of any of the below activities)	1.2	0.8
Administrative support	0.3	0.2
Communication, promotion, information, dissemination and exploitation of results	1.2	0.8
Project evaluation and grant award, issuing of grant agreements	2.8	1.8
Support and guidance to beneficiaries	1.2	0.8
Monitoring (quality and impact of project implementation)	0.6	0.4
TCA/NET officer	0.6	0.4
Inclusion officer	0.2	0.2
Analysis and checking of project reports	1.2	0.8
Execution of payments and recoveries	0.15	0.1
On-the-spot checks of projects	1.2	0.8
Analysis and evaluation of programme results	1.2	0.8
Human resources	0.3	0.2
Finance and accounting	1.2	0.6
Archiving	0.15	0.1
Internal audit and quality verification	0.51	0.34
IT support	0.51	0.34
Total (per programme)	14.52	9.48
Grand Total (Erasmus+ and European Solidarity Corps NA's total staff)	24.00	

III.4.2. National Agency staff policy: training, development and business continuity

Please, describe the strategy put in place by the National Agency in relation to the staff policy (i.e. recruitment,

business continuity, training). In particular, the National Agency should describe, from a multi-annual perspective:

the learning need and objectives in general (e.g. acquiring new skills and/or new competences, knowledge of certain programme areas) and the goals that the National Agency aims to achieve through its training activities

the policy and measures to ensure business continuity.

The NA's statutory staff consists of 22 officers plus 2 directors and can have three multidisciplinary teams as a technical support structure.

At the moment we have 15 vacancies in the recruitment process. The areas affected by the vacancies, beyond the project life cycle, are communication and accounting. Nevertheless, we have been able to maintain the quality of the management of the programmes, compensating for the lack of staff and their heavy workload by increasing the involvement of external experts in the evaluation process and in information and dissemination activities. NA will make every effort to fill the vacant posts at the beginning of the year.

We will continue with the staffing plan based on two different strands. On the one hand, according to the needs analysis of each staff member, each staff member will participate in actions offered by the National Network in many different areas. On the other hand, the staff will participate in all actions organised by the network of NAs and the Commission.

Each year, the NA carries out a needs analysis in which each member of staff is consulted in order to ensure that staff training is tailored to meet real needs. Following this procedure, the NA discusses with its staff which competences should be improved in their professional career and how.

In terms of business continuity, the TNA organises team meetings, usually every 4 months. These meetings serve 3 basic principles: evaluation of the implementation of the activity plan and its adjustments; preparation of the activities for the following four months and introduction of improvement processes; "team building" work, providing the team with spaces for personal/professional growth.

Participation in international events, exchange of experiences and good practices, comparison of practices with national counterparts are fundamental for positive reinforcement of performance.

Quarterly meetings to monitor the indicators of the quality management system, allowing the development of strategies to mitigate deviations, if any, and to work on continuous improvement processes based on the results of SWOT and other analyses.

NA promotes the active involvement of employees in optimising the results of the quality management system by implementing a culture of demand and commitment.

The action plans, supplemented by risk identification and treatment plans, which are carried out continuously throughout the year, are also fundamental management tools.

III.4.3. Management of the pool of experts

Please, describe the National Agency's approach to working with external experts (e.g. use of external experts, pool size and composition). Please also describe the overall plan to address in the short, medium and long-term

the learning needs of its pool of experts (e.g. improving the knowledge of certain programme areas), as well as the training strategy, including general training goals, planned for its team(s) of experts to address the challenges of the programming period.

In what refers to the pool of experts, in 2021, in order to respond to the new cycle, PT NA decided to open a call, where 2 training sessions carried out, addressing the most relevant aspects of the Expert Guide as well as the new Erasmus + and ESC programme guides. These actions are always complemented by evaluation sessions, namely through webinars and through an application assessment, thus making the recruitment process more robust, additionally one new annual training session is provided, as well as specific trainings, if justified.

The pool is composed of specialized evaluators for each Action of the Erasmus + and CES Programmes, with the appropriate size to respond to the Agency needs.

The training methodology for experts involves 2 methods: common specific trainings and/or peer-to-peer learning.

In the training sessions, the exchange of good practices between more experienced experts with possible newcomers is always promoted, ensuring a more effective learning process for the less experienced members of the pool.

The trainings may be on-site or in a webinar format, through the needs identified by the NA, and will focus on the evaluation rules and procedures of Erasmus+ and ESC programmes.

Experts are regularly monitored by PTNA board of directors and the appointed coordinator of the evaluation process to whom they report for guidance in the assessment process. PTNA evaluates experts' performance in yearly basis and creates a ranking to help the PTNA assess the quality of their work.

The evaluation carried out by external experts are an additional element to internal assessment; consequently, the PTNA systematically evaluates their standard deviation of opinions and feedback against internal assessments. Time, quality, and feedback are the key drivers of external assessment.

PART IV - TCA and NET

A.IV. Erasmus+ Programme - Training and Cooperation Activities between National Agencies (TCA)

A.IV.1 TCA strategy

Please briefly describe the long-term strategy for the Training and Cooperation Activities (TCAs) that the National Agency plans to undertake during the programming period, with a particular focus on the next 3 years of the programme. The strategy should:

- 1) describe how the TCAs will be used to effectively support the quality implementation of the Erasmus+ programme and its impact at systemic level, and
- 2) explain:
 - the rationale of the National Agency's intervention,
 - the policy/programme objects pursued,
 - the target groups it aims to reach, and
 - the operational measures in place to monitor the effective implementation of TCA activities and their impact;
- 3) when relevant, if the National Agency is involved in a long-term strategic activity, please highlight how it fits into your long-term strategy;
- 4) when relevant, describe the synergies between TCA and NET activities implemented under the European Solidarity Corps.

PTNA main goal is to foster the implementation of the Programme, support Green and Digital dimensions, Participation in Democratic life, mobilize target groups and promote the development of their competences. This strategy will be implemented through online and residential activities, cooperation/networks, SNACS/LTAs, with national and transnational scopes, monitoring progress and results, increase and maximise the impact of the Programme.

The definition of strategic objectives was based on the previous programmes experience, on needs collection, having in account several strategic documents, towards high-level performance, intending to highlight the added value of the participation in the Programme.

TCA will follow a strategic vision framed in the overall objectives, priorities and target groups of the Programme aiming to foster youth work quality and support transnational cooperation, in the field of inclusion, participation, citizenship, creativity, employment, entrepreneurship, innovation, provide more and equal opportunities for young people in integration, education, training and job market, to foster EU values and Youth Goals.

This strategy gives emphasis to sustainable development, environment, climate changes, healthy lifestyles, mental health, and wellbeing. Intends to explore: Sport in the field of NFE, multilevel governance, digital youth work, education and media literacy, intercultural dialogue, and human rights.

TCA target: practitioners, potential applicants/beneficiaries of the programme, young people with fewer

opportunities, trainers, youth workers, youth leaders, decision makers, staff/representatives of organisations active on the field, stakeholders, multipliers, researchers, with a particular focus on reaching newcomers. Monitor of effective implementation and impact of the Programme and TCA will be done through RAY projects, several cooperation's, needs collections, tools and activities, PTNA is involved in several LTAs: SPI (inclusion and diversity); Democracy Reloading; Europe Goes Local; European Youth Work Agenda; European Academy on Youth Work; Digital Youth Work; Mental health and wellbeing; Strategic Cooperation on Sports; RAY; TOT and LTAs linked with network trainings or other activities with several editions over the years. They fit into the NA long-term strategy because their objectives have a clear link with objectives, topics, priorities, and target groups mentioned above and create a solid basis for its implementation.

B.IV. European Solidarity Corps - Networking Activities (NET)

B.IV.1. NET strategy

Please describe the National Agency's long-term strategy for the Networking Activities (NET) that the National Agency plans to undertake during the programming period, with a particular focus on the next 3 years of the programme. The strategy should:

- 1) describe how the Networking Activities will be used to effectively support the quality implementation of the European Solidarity Corps and its impact at systemic level, and
- 2) explain:
 - the rationale for the National Agency's intervention,
 - the policy/programme objectives pursued
 - the target groups it aims to reach, and
 - the operational measures in place to monitor the effective implementation of TCA activities and their impact;
- 3) when relevant, if the National Agency is involved in a long-term strategic activity, please highlight how it fits into your long-term strategy;
- 4) when relevant, describe the synergies between TCA and NET activities implemented under the European Solidarity Corps.

PTNA NET main goal is to foster the high-quality implementation of the Programme, its objectives, priorities, themes, activities and target groups, with strong focus on Solidarity, Inclusion and Diversity, call new applicants, promote employ and social entrepreneurship, support Green and Digital dimensions, Participation in Democratic life, mobilize target groups and promote the development of their competences. This will be implemented through online and residential activities, cooperation's/networks, SNACS and other long-term projects/activities, with national and transnational scopes, monitoring progress and results, to increase and maximise the impact of the Programme. This strategy is framed in the overall objectives, priorities and target groups of ESC and will

have a similar approach of TCA. We highlight the following: mobilise organisations and individuals, promote intercultural dialogue, encourage participation, active citizenship and commitment to European values; stimulate exchange of practices; implementation of Youth Work Agenda topics; support community building; promote opportunities for ESC target groups, to train and develop skills and competences; explore the role of youth worker; support the learning process, its certification and recognition; promotion of ETS competence models; fosters Programme awareness and incentive organisation's participation and development of new projects, offering quality activities/experiences. NET also gives emphasis to sustainable development, environment protection, climate changes/action, healthy lifestyles, mental health and wellbeing. Intends also to explore: Sport in the field of non-formal education, multilevel governance and digital youth work. This strategy was based on the previous programmes experience, on needs collection, having in account several strategic documents at national and European level. The long-term strategic activities we are involved in create a solid and strong basis for it. NET target the practitioners, potential applicants and beneficiaries, trainers, youth workers, youth leaders, decision makers, representatives of organisations active on the field, stakeholders, multipliers, researchers, other ESC actors, with a particular focus on reaching out to newcomers and participants with fewer opportunities. Monitor of the effective implementation and impact will be done through RAY projects, several corporations, needs collections, tools and activities.

PART V - SUPPORT AND NETWORK FUNCTIONS

V.2. EURODESK

To be completed by the NAs in charge of the youth sector

V.2.1. Eurodesk organisation

Please describe:

1. The structure and organisation of the national Eurodesk centre with regard to the following points in particular:
 - a. Organisation hosting the Eurodesk and its legal status (separate from or common with the National Agency),
 - b. Eurodesk's internal organisation chart (to be attached),
 - c. Number of staff employed in the Eurodesk (full time equivalent) and potential evolution during the programming period,
 - d. Subcontracting arrangements, if applicable,
 - e. Regional/local structure, if applicable (formal contact points, structures, coordinators).
2. The situation/needs in the country of the National Agency regarding the provision of information to young people at national, regional and local levels, in view of contributing to an informed discussion around the EU Youth Strategy.
3. The long-term objectives and goals pursued by the Eurodesk Centre during the programming period.

Eurodesk Portugal aims at improving access to European information for young people and those working directly with them. National information will also be made available, regularly, to all parts involved. The Eurodesk Network in Portugal is hosted by the National Agency for Erasmus+ Youth/Sports & European Solidarity Corps, which is a Public Mission Structure.

The governance of the Eurodesk follows the same model of the National Agency and is subject to the same quality standards, integrating the Quality Management System.

Internally, Eurodesk Portugal is hosted by E+ Y/S & ESC PTNA department for training, communication and Eurodesk. The team is made of 3 full time officers, representing 1 FTE exclusively dedicated for Eurodesk. On the start of the programmes' cycle a selection process was promoted, and Eurodesk Portugal is composed now by a network of more than 80 multipliers established in different type of organisations: municipalities, youth associations, social organisations, NGOs, etc. The multipliers are distributed by all the Portuguese territory, which assures a very broad network close to youth realities.

Cooperation with other EU information networks - such as Euroguidance, Europass, ENIC/NARIC and EURES will be strongly empowered. Eurodesk Portugal will focus its resources in providing high quality information throughout the website (www.juventude.pt), providing accurate and updated information to the European Youth

Portal, newsletters, and throughout personal advising online and offline. Eurodesk Portugal always reinforces the use of innovative platforms to inform more people about more opportunities. Trainings and national meetings and events to and with the multipliers will be delivered to promote and prepare the network to be an active asset to promote the EU Youth Strategy and other relevant topics and EU policies. For the same goal, contacts and partnerships will be prepared with the National Youth Council and National Federation of Youth Associations, municipalities, and other relevant stakeholders.

Considering the overall priorities regarding Eurodesk, the main objectives for Portugal are:

- To promote European Youth Portal, and strongly support its updated information.
- To promote existent and new portals, websites to inform about European programmes, specifically Erasmus+ and European Solidarity Corps.
- To answer the questions asked by the young people through the European Youth Portal, such as the questions related to the DiscoverEU contest and to the European Solidarity Corps.