

FINAL STRATEGIC REPORT

FM14-21

Estonia

1. EXECUTIVE SUMMARY

State Shared Service Centre, acting as the National Focal Point (further referred as NFP) for the implementation of the EEA and Norwegian Financial Mechanism in Estonia has prepared the Final Strategic Report on the Implementation of the EEA and Norwegian Financial Mechanisms 2014-2021 in Estonia. The Final Strategic Report reflects the implementation of the financial mechanisms during the whole implementation period (except management and implementation, monitoring and evaluation, and communication which cover period from 1 October 2024 to 31 August 2025).

NFP considers the implementation and the results of the programmes good. Most of the projects under programmes have achieved the results expected and some even more. Despite the crises in the world (COVID-19, Russia's invasion to Ukraine, prices going up, troubles with supply chain), we have managed to have the disbursement rate around 93%.

The flexibility options (presented in FMO letters in 2022) have been used widely: inside programmes, between programmes, from programmes to Bilateral Fund and to Technical Assistance. In all programmes project periods have been extended, modifications to budgets have been accepted. Overbooking has been used. All parties have contributed a lot to help to maximise the effects of the Grants in that sense. All parties have given everything and even more in this difficult situation in the world and some of amazing results have been achieved.

Together with the reallocations approved by the donors in January 2024 and October 2024, the budget of Bilateral Fund has increased more than three times (from 1 360 000 euros to 4 395 552 euros). Altogether 68 programme and national level initiatives have been approved and 67 of them successfully ended, one ended with partial results. We have witnessed strong motivation and great cooperation which is needed to implement initiatives successfully in short timeframe. When initially we were having difficulties with disbursements to initiatives then together with final efforts the disbursement rate of Bilateral Fund is 94%. NFP considers the implementation and the results of the Bilateral Fund good.

The main challenges during the whole implementation period were connected to the 2 crises in the world (travel restrictions, prices going up, troubles with supply chain, private enterprises focus on staying alive, state institutions focus on refugee crisis, hard to find donor partners etc). The main lesson learnt is that there are some things we cannot prevent from happening but there are ways to mitigate risks arising from these happenings. The main way to mitigate risks is good communication between all parties, openness to change, being solution oriented. And in Estonia we have managed well with effective communication and problem solving.

2. COUNTRY DEVELOPMENTS

The implementation of Financial Mechanisms has been effective but nevertheless also affected by the political, economic and social developments.

The complex of factors that has affected the implementation of the grants the most is the combination of COVID-19 crisis and the war in Ukraine, which was reflected in the acceleration of inflation, disruption of supply chains, high energy prices and the rise in constructions prices. Crises underlined the need to make value chains and work processes more risk-proof.

The economic downturn has affected the public sector research and development funding as well as affected the private sector R&D funding. Companies' ability to invest in R&D and product development decreased, focus was on preservation of economic activity and jobs, overcoming the results of the crisis. This and in addition, the disruption of supply chains due to the war and increase in the prices of raw material posed a challenge to the EE-innovation programme.

The COVID-19 pandemic brought uncertainty and affected several activities like training, study visits, student and staff exchanges and counselling. Even as restrictions eased the rules across countries and outbreaks still disrupted mobility. The activities primarily aiming at fostering cooperation are often not so effective over the web. This was seen as a challenge in the EE-Research programme.

On the other hand, COVID-19 accelerated digital adaption and remote working trends. Project partners were forced to implement remote work solutions practically overnight, which was a serious challenge, however as the situation stabilised it also resulted in economically favourable solutions, including saving on room rent and catering.

Russia's aggression and the broader security crisis affect also in the longer run the directions of Estonian research and development, since then new strategically important sectors have emerged, like defence industry, which has high potential for innovation.

The war in the Ukraine and number of refugees increased the need for many services, especially in the education, training, health and social areas, which was a challenge to the EE-localdev programme. It created an additional burden for specialist in these fields and made it more difficult to find time for project activities. In addition, it required adapting to the needs of the target group. Cultural heritage measures were also affected by the rise in construction prices.

Due to the nature and content of the EE-Climate programme projects, external political factors like Russia's aggression in Ukraine and COVID-19, did not have a negative impact on the projects and achievement of results as was confirmed by the programme evaluation.

3. EFFECTS OF THE GRANTS

EE-Innovation, EE-Research, EE-Climate and EE-localdev programmes have contributed to the developments in their focus areas enabling to reduce disparities at EU level. To move towards the objective of Estonia's economy to be strong, innovative and responsible, Estonia's people smart, active and care about their health.

Today 82,2% (2024) of working-age people (15-64 years old) are working or looking for work, which has increased from 79,3:2018 and is higher than EU-average 75,3:2024.

23,3% (2024) of adult are engaged in lifelong learning (19,3% in 2018, EU-average 13,5:2024). But 11% (2024) of young people aged 18-24 still leave education system too early (12:2018, EU average 9,4:2024). The ratio of NEET-youth has not reduced much, 11,5% in 2018 to 11 in 2024. Early school leaving leads to insufficient supply of skilled graduates, their lower employment rates and higher risk of poverty. Implementing the vocational orientation curriculum has among other contributed to addressing these challenges.

At birth, men have 56 years and women 60 healthy life years to be expected (data of 2024, compared to men 52,8 and women 55,6 in 2018, EU average men 62,8:2023, women 63,3:2023). From projects

aiming to increase the competences in the field of public health or research projects addressing the prevention and treatment of cancer, long lasting positive effect can be expected.

Effective use of grants has enabled to move towards reducing R&D and productivity gap with EU countries. Private sector R&D expenditure in GDP was 1,08 in 2023, 0,61 in 2018. In 2023, 2,28 researchers and engineers were in the private sector per 1000 residents, 1,33 in 2018, objective for 2035 is 4,53. Grants contributed by supporting participation in international research creation and networks.

Estonia's position in the IMD World Competitiveness Ranking was 33 in 2025 (31:2018). Labour productivity is 78% from the EU average (77,5%:2023, 77,2%:2018).

The grants have enabled to move towards society being caring, cooperative and open-minded and creating living environment, which is safe and high quality.

Estonia has got 61 points from 100 in the Gender Equality Index (100 means full equality), compared to 56,7 points in 2017 (EU 71:2024). From subcategories violence received 29,3 points (EU 31,9: 2024, in 2017 EU 27,2 and EE 25,8, higher score means more serious phenomenon). Grants enabled the development of victim support systems, train specialists and raise awareness.

91% of the population considers their place of residence to be safe. Regional differences in satisfaction with the living environment are small.

Grants enabled to support companies in their green transition, developing clean technologies and reducing the economy's resource intensity. Energy storage systems and saving solutions were created, production processes modernised. In 2023 41,0% of the energy consumed was renewable energy (30% in 2018). In 2023, 18,1 % of material was circularly used (13,8:2018).

Grants enabled addressing challenges in climate adaption area. Among others supporting local authorities in developing energy and climate plans. In 2023, 12,99 million tonnes of greenhouse gases (CO₂) were released (23,26:2018, objective for 2035 is 8) as a result of human activities.

4. CHANGES IN IMPLEMENTATION OF THE GRANTS

There have been several changes throughout the implementation period.

In the end of 2020 together with mid-term review National Focal Point proposed to allocate all reserve foreseen in MoU-s to Active Citizens Fund. The need and the appetite for additional funds was the biggest there due to several reasons but mainly the uncertainties that the COVID-19 pandemic brought.

Regarding the changes of Programme Agreements, there have been many technical updates, but the biggest changes have been in relation to introducing new-predefined projects (EE-Climate 2021, EE-Localdev 2023), conducting new calls for proposals from surpluses (EE-Innovation) and reallocations (2023 between programmes EE-Innovation and EE-Localdev, 2024 twice from programmes EE-Localdev, EE-Research, EE-Innovation to Bilateral Fund and Technical Assistance). The changes are related to the circumstances not foreseen in the beginning when planning the programmes. Later in implementation better impact was foreseen when introducing pre-defined projects and with reallocations.

The flexibility options (presented in FMO letters in 2022) have been used widely: inside programmes (including from one call surpluses to another call, to pre-defined project; from management costs to a call; additional funds to already approved projects), between programmes, from programmes to Bilateral Fund (from surpluses of ended projects) and to Technical Assistance (from programme management cost). In all programmes project periods have been extended, modifications to budgets have been accepted. Under EE-Climate programme we used overbooking to approve one project from the reserve list. There has been usage of funds to address refugee crisis: new pre-defined project under EE-Localdev programme, many new bilateral initiatives. All parties have contributed a lot to help to maximise the effects of the Grants in that sense.

Together with the reallocation approved by the donors in October 2024, the budget of Bilateral Fund has increased more than three times (from 1 360 000 euros to 4 395 552 euros). Altogether there have been two reallocations from the surpluses of projects under programmes to Bilateral Fund – one was finalised in January 2024, the other in October 2024. Altogether 68 bilateral initiatives out of which 67 were finished successfully and one partially. The additional funding to Bilateral Fund raised the absorption rate regarding 2014-21 EEA and Norway Grants to Estonia 4% altogether.

5. SUSTAINABILITY OF THE GRANTS

References to the regulation Article 8.14 have been made in the calls for proposals texts where applicable. National Focal Point comments on the call texts and ensures that the reference has been made.

Implementing Agency has reminded Project Promoters of the obligations through the national information system after the projects have been completed. After that Implementing Agency conducts a sample once a year regarding which projects to check and whether on the spot check is needed.

National Focal Point may conduct risk-based checks. Risk-based checks are usually decided together with the Annual Performance Analysis. For example National Focal Point has checked whether Article 8.14 applies to projects and whether it has been reflected correctly in the national information system.

In a broader view the achievements in all programmes demonstrate a strong foundation for sustainability. Many project promoters have expressed their intention to continue collaborating with their partners.

Greater sustainability can be expected from projects whose implementing institutions/associations are characterized by a good economic, social and other ability to continue their activities as well as activities that were led by an enthusiastic person who will continue their activities.

The sustainability is expected from projects that were supported by national developments on the same topic (law changes, creation of an institutional system) and which became national services. An important prerequisite for sustainability is also political priority.

The sustainability of what has been achieved is also supported more in the projects that were able to develop the knowledge and skills necessary for the work of specialists, and in the projects where well-functioning specialist networks or cooperation models were strengthened or created, which will

continue to function after the end of the project. In some cases, the sustainability is supported by the creation of user-friendly and easily accessible materials.

6. STATUS OF BILATERAL FUNDS

a. On national level

Astonishing number of 37 bilateral initiatives have been approved by the JCBF on national level during the whole implementation period (additional 7 initiatives on programme level approved by JCBF). Altogether there have been two reallocations from the surpluses of projects under programmes to Bilateral Fund – one was finalised in January 2024, the other in October 2024. The budget of Bilateral Fund has increased more than three times (from 1 360 000 euros to 4 395 552 euros).

There are 30 country level initiatives with Norwegian partner, 6 with partner from Iceland and 1 with partner from Liechtenstein. Some initiatives have both Norwegian and Icelandic partners. The proportion of donor partner origin stays almost the same with the programme level bilateral activities. Grants have also mitigated the refugee crisis in Estonia as a result of Russia's invasion to Ukraine with 4 bilateral initiatives. Out of these 4 initiatives 3 do not have a donor partner ("Creating a comprehensive trauma training programme for Estonia with special attention on the war in Ukraine and its refugee crisis", "Supporting mental and physical health of Ukrainian children and Ukrainian refugees through cultural and sports activities in Estonia", "Empowering Ukrainian Youth in Estonia to Protect and Advance Human Rights and Civic Engagement"). Bilateral initiative "ROSE Estonia (Road to Self-Employment for Ukrainian refugees in Estonia)" had a partner from Norway although there was no donor partner requirement.

There have been activities in many different fields, for example (non-inclusive list):

- **Culture:**

- Tartu and Bodø cooperation in the frame of European Capital of Culture 2024 and Tartu Folk 2024.
- Estonia and Liechtenstein exchange of artists.
- Estonian-Norwegian writers' dialogues.

- **Police and forensic science:**

- Estonian Police and Border Guard Board and Norwegian Police University College cooperation (Investigative interviewing training).
- Estonian Forensic Science Institute and National Criminal Investigation Service in Norway cooperation (Supporting the development of laboratory information systems, 3D scanning technology, biometric technology).

- **Education:**

- Feasibility Study for Joint Next-Generation Study Management System for Estonian Universities.
- Knowledge exchange for the development of STEM education and after-school activities.
- Norwegian for foreigners.

- Development of higher education in cultural management in cooperation between Estonia and Norway.
- Inclusive education and NEET youngsters, best practice from Norway and Iceland.
- **Other:**
 - One vision: Integrating profit and social impact in Estonia and Norway.
 - Visionary report on Estonian-Norwegian cooperation in renewable energy and green transition, circular economy and digitalisation.
 - Co-operation for decent work and fair competition in labour market.
 - Estonian-Icelandic Cooperation Towards a Sustainable Arctic.

The high number of bilateral initiatives has been a challenge for the National Focal Point. NFP brought temporary employees to deal with reviewing interim and final reports and provide comprehensive support to the beneficiaries. NFP had a close contact with the Project Promoters and other relevant parties to secure successful implementation of the bilateral initiatives.

Most of the bilateral initiative promoters and partners have expressed high satisfaction with the cooperation and results of the initiatives and most of them confirm that the partnership will very likely continue. Both, Estonian and partner side have learned from each other's experience and have used or will use this knowledge to improve their field of expertise.

Only one initiative ended with partial results (EE-BI011 "Estonian - Norwegian Cooperation Towards a Sustainable Architectural Education and Diverse Creative Output"). Despite the efforts we made to help the initiative finish successfully and their good efforts to finish it, some activities were not implemented in the eligibility period. The initiative is also linked to irregularity case IR 414.

Joint Committee for Bilateral Funds (JCBF) has been very active and flexible with needed changes regarding bilateral initiatives (extensions, budget/activities modifications) and Bilateral Fund overall (reallocations) to allow more time to implement and to maximise the value of formed partnerships. There have been written procedures when with time pressure meetings are hard to organise. There have been virtual meetings and hybrid meetings. Norwegian Embassy has played a valuable role in the search for new bilateral initiatives and has been a big support with advice to the National Focal Point.

b. On programme level

Programmes have done all bilateral activities planned.

Main bilateral activities successfully carried out in EE-Localdev programme:

- Ministry of Justice enhanced the topic of restorative justice measures with the Norwegian young people from Change Factory (*Forandringsfabrikken*). The Ministry of Justice carried out 8 regional seminars during 2022-2023 and at each seminar, there were at least 60 participants / specialists working with children and youth.
- Estonian Heritage Board and Norwegian Riksantikvaren carried out a study trip to England in autumn 2024 on energy efficiency in historic buildings. The study trip provided participants

with an overview of heritage policy development and the practical implementation of energy efficiency measures in historic buildings.

- Ministry of Social Affairs learnt Iceland's best practices on developing a comprehensive child well-being dashboard from the Icelandic Ministry of Education and Children. Study trip to Iceland took place in January 2024. As a result of the bilateral initiative an analytical paper "Proposals for developing a comprehensive child well-being dashboard in Estonia building on the experience of Iceland" was published.
- In October 2024 Ministry of Social Affairs with Social Insurance Board, Ministry of Justice and Ministry of Education and Research visited with the help of the Norwegian Directorate of Health multiple organisations in Tromsø and Oslo in the field of domestic violence, violence against women, children and adolescents. Feedback from the study trip indicates that the trip was very fruitful and laid foundations for further cooperation.
- Successfully implemented bilateral initiatives "Creating a comprehensive trauma training programme for Estonia with special attention on the war in Ukraine and its refugee crisis" and "Improving the quality of victim support services" have supported the goals of EE-Localdev programme.

Main bilateral activities successfully carried out in EE-Research programme:

- PO has participated in FMO and/or DPP organised events/PO seminars in the field of research and higher education.
- PO has provided travel grants to researchers to participate in research conferences, including final conferences of research programmes of other Beneficiary States.
- Regarding the bilateral initiative "Joint EEA-Baltic Cooperation Platform for Research Managers" (additional allocation through JCBF) different study visits (including to Iceland and Norway), networking events and seminars have been organised.

The overall conclusion made by all stakeholders is that EE-Research programme multilateral partnerships undoubtedly contributed to both regional and international cooperation, and increased the competencies of researchers, their research productivity and visibility.

Main bilateral activities successfully carried out in EE-Climate programme:

- Study trip to Norway (May 2022) was organised in the field of „Local level climate mitigation and adaptation measures“. The participants of the study visit can apply the knowledge and experiences gained in planning circular economy and climate activities in their municipalities.
- Study trip to Iceland (August 2023) was organised in the field of "Ecosystem resilience (marine and inland water alien species)". Estonian experts had opportunity to draw useful conclusions from Icelandic alien species management and the results of it.
- Study trip to Norway, Oslo (October 2024) and its surroundings was organised. Study visit focused on climate change adaptation and mitigation and circular economy measures in and near Oslo. Seeing nature-based solutions implemented in an urban environment really demonstrated how such solutions do not just benefit climate and biodiversity but also the people that live and move around these cities.

- 6 additional bilateral initiatives were successfully implemented (financed in September 2024 through JCBF):
 - “Operationalisation of the novel assessment framework to evaluate the impact of invasive species on Baltic Sea ecosystems in the context of climate change”
 - “Transferring knowledge on climate change from Norway to Estonia via state-of-the-art exhibition and an accompanying educational programme”
 - “Enhancing climate awareness and sustainability education through Eco-Schools network collaboration”
 - “Evaluation and improvement of the quality of climate education”
 - “Climate Partnership: Building Bilateral Relations for Sustainable Futures”
 - “Best practice exchange: digitalisation of the EU Ecolabel awarding process and increasing EU Ecolabel awareness”

Main bilateral activities successfully carried out in EE-Innovation programme:

- Different Estonian entrepreneurs have visited Oslo Innovation Week and Circular Economy events to discover options for cooperation with entrepreneurs in Norway almost every year during the programme implementation period.
- Donor Programme Partner (DPP) Innovation Norway has organised matchmaking events for entrepreneurs of beneficiary countries and Norwegian entrepreneurs, and investors along with these activities.

There has been an excellent partnership with DPP who has actively introduced the programme to Norwegian entrepreneurs and helped in more complex bilateral project cases to negotiate with the Norwegian partners involved in projects. Involvement of DPP has provided a good ground for sharing experiences and best practices during the entire implementation period of the programme.

7. MANAGEMENT AND IMPLEMENTATION

a. Management and control systems (MCS)

There are no significant changes in the setup and/or structure of the national authorities involved in the implementation of the EEA and Norway Grants.

Nevertheless, it is important to point out that the workload increased in 2024 and 2025.

In 2024 and 2025 Audit Authority had to use additional workforce to fulfill the audit requirements. They had to perform more audits than foreseen initially. Technical Assistance budget has been modified due to that (reallocation in January 2024 and October 2024).

From the end of 2024 until the end of August 2025 the National Focal Point used additional workforce to coordinate Bilateral Fund initiatives. But this was a great possibility to have even bigger impact with EEA and Norway Grants and use the surpluses from programmes successfully through Bilateral Fund initiatives. Technical Assistance budget was modified due to that (reallocation in October 2024).

b. Complain

Irregularities Authority has not received any complaints.

c. Irregularities

Since October 2024, three irregularities have been identified under the Fund for Bilateral Relations.

- The first case was reported immediately in February 2025 (suspected fraud, project code EE-BI011, Irregularity Report IR 414). Financial correction decision was made on 20.06.2025. Beneficiary appealed on 14.07.2025. On 18.08.2025 a decision on the appeal was made by State Shared Service Centre, according to which the appeal was dismissed, but the amounts in the decision were corrected. Also, State Shared Service Centre must decide on the eligibility of other costs than these reduced with financial correction decision. The potential fraud is also under the investigation by the Estonian Police and Border Guard Board. This case remains unresolved.
- The second case (project code EE-BI019) was reported to the FMO in May 2025 as Irregularity Report IR 493. The case was closed on 29/07/2025.
- The third case (project code EE-CLIMATE-BI009) involved issues related to public procurement procedures. As the irregularity had no financial impact, it was not reported to the FMO. The case was closed on 21/04/2025.

Please note that this is not the final overview, as additional audits are pending and may lead to further findings.

d. Audit

For background information on the Audit Authority, please see the Audit Strategy as well as the last Annual Audit Report presented on the 14th of February 2025.

Systems audits carried out by the Audit Authority in 2024

In the year 2024, the Audit Authority did not carry out any additional system audits. The reason for that is that the Programme period is coming to an end, and all Programme activities will be closed in 2025. The Audit Authority is confident that until the period closure, it is possible to rely on the assurance drawn from the numerous system audits already conducted during this programming period.

However, the Audit Authority is planning to conduct additional small-scale system audit work or analysis for the purposes of the closure of programming period.

From all previous system audits, the Audit Authority has carried out the follow-up actions and all findings have been closed.

Project audits carried out by the Audit Authority in 2024

In the year 2024, the Audit Authority carried out ten regular project audits and one which was carried out for the programme "Research and education" separately (containing nine projects). The

reason for that was that very few projects from the programme “Research and Education” had been audited before.

All project audits were finalized with no significant findings that would contain any ineligible costs.

Overall opinion of the Audit Authority for 2024

Although no system audits were carried out, as the programming period is coming to an end, the assessment of the system audits carried out so far during the programme period shows that the most likely assurance is Category II, therefore indicating an unqualified opinion.

The audits of operations revealed a total error rate of 0%, indicating an unqualified opinion.

Therefore, the Audit Authority issued an unqualified opinion for the year 2024.

Audit plan for 2025 and its status

For 2025, the Audit Authority has drawn a sample of 10 + 12 projects to be audited. Almost all the projects have been finalized, and some ineligible costs have been found. The error rate will be calculated once all results are finalized.

In addition, the Audit Authority has drawn an additional sample of 3 projects to be audited for the purposes of closure. Work on those projects has started.

However, the Audit Authority foresees that at least one additional sample of projects needs to be drawn for the purposes of closure. Therefore, the Audit Authority proposes to request an extension to the official closure date of 31st of December 2025, as this seems currently unfeasible.

8. MONITORING AND EVALUATION

a. Monitoring

The main activities carried out/findings discovered as a result of the **NFP monitoring plan for 2024**:

- Sample basis check of the non-procurers’ checklists of implementing agencies to get the assurance that the implementing agencies have used the input from the NFP developed guidelines (for non-procurers for conducting purchase procedure) in their control procedures. Overall implementing agencies have proceeded from agreed checkpoints and checked everything according to procedures in place. There was one finding that resulted in irregularity case IR 492. NFP has a point of view that this is not a systematic error.
- Sample basis check regarding the durability requirements in projects. NFP checked whether Article 8.14 applies to projects and whether it has been reflected correctly in the national information system. No findings were discovered.
- Check whether Estonian Research Council as an implementing agency of EE-Research programme has technically connected all procurement related costs to procurements in national information system to secure that irregular amounts have been deducted from costs related to procurements that have irregularities. This is a risk-based check only regarding one implementing agency because they have had technical problems before. It was discovered that 2 costs were not technically connected to procurement. It was checked that these

procurements did not have irregularities and therefore these findings did not have financial impact.

- Check whether Education and Youth Board as an implementing agency of EE-Research programme has technically shown indirect costs in national information system correctly and therefore shown the amounts of indirect costs correctly. The results of the check had no financial impact.

In addition to monitoring activities listed above NFP has ensured effective implementation through following activities:

- NFP has been actively involved in Annual Programme Reports commenting; programme agreements and other relevant documents modification commenting.
- NFP has advised POs and implementing agencies on any issue that may occur regarding EEA/Norway Grants. For example reallocation possibilities, flexibility options, eligibility issues, regulation interpretation, audit findings and follow-ups.
- NFP has organised regular meetings with POs (4 times a year) in order to get an overview of the programmes, bilateral relations and discuss current and problematic areas (for example surpluses and reallocation).
- Ad-hoc meetings are also organised when there is need.
- NFP has organised/ helped to organise trainings and network meetings in different areas: procurements, state aid, simplifications, information system, payments/eligibility, financial corrections, irregularities etc.
- NFP has participated actively in meetings organised by POs (CC and other relevant).
- NFP has participated in project events (eg opening/final events) when invited and if it is possible. This has allowed to see a little bit into project level and therefore helps to broaden the view and note red flags or discover success stories.
- NFP has sent out guidance letters to POs, implementing agencies of any new issue or any issue that needs to be emphasized in the point of view of NFP.
- NFP has asked POs for an overview/input if necessary (for Strategic Report, for IFR, for other inquiries).
- NFP has carried out risk assessment once a year. NFP has gathered POs risks and assessed risks itself and then risks are being monitored (mitigating measures set). NFP has monitored risks also in APRs and assessed key risks again while compiling the Strategic Report. Risk management and mitigation is a part of everyday work and NFP assesses it to be effective.
- NFP has checked payments on risk-basis. It means that payments of projects that have open irregularities will be checked in order not to reimburse irregular amounts. NFP has also checked financial corrections.

In the beginning of 2025 NFP carried out the performance analysis of the functioning of the system, of every aspect of the implementing (payments, eligibility, financial corrections, irregularities, audits etc) similarly to the structural funds. As a result of the analysis NFP can say that **overall the system is functioning well**. As a result of the performance analysis there were no new/additional checks decided.

Nevertheless, NFP has continued with everyday monitoring activities like advising POs, PP of Bilateral Fund; commenting programme final reports; risk-basis checks of payments and financial corrections; checks of costs and final reports of bilateral initiatives.

In 2025 the main focus has been on finishing the 2014-21 period successfully and starting the new period 2021-28 successfully. In December 2024 we had a big final event of 2014-21 period. After that in 2025 we have commented final programme reports and helped the bilateral initiatives to finish successfully. Regarding new period 2021-28 we have had several meetings with the donors which ended in MoU signing in May 2025. Concept Note discussions have started effectively.

NFP has a good overview of the implementing of EEA/Norway Grants and communication between NFP and other parties (POs, implementing agencies, CA, AA, Irregularities Authority, FMO, the Royal Norwegian Embassy) is considered very good.

b. Evaluation

There has been one evaluation regarding each programme (4 altogether, all done by the end of January 2025), NFP has not conducted any extra evaluations. All evaluations are ex-post evaluations.

ANNEXES

The Annexes are intended for internal use only and will not be published.

A. Cooperation with Donor Programme Partners and/or International Partner Organisations

EE-Innovation

Cooperation with Innovation Norway (DPP) is considered excellent. DPP has taken strong initiative to arrange bilateral events involving several beneficiary countries of EEA and Norway Grants. This approach has provided various matchmaking opportunities and sets a solid ground for partner search in all participating countries. In terms of DPP involvement in programme, the comprehensive knowledge and experience has sufficiently supported the evaluation processes of calls.

DPP was responsible of evaluating the bilateral partnerships in the applications, which resulted with timely and thorough assessments, and comprehensive input to Selection Committee meetings. Due to DPP active involvement in Cooperation Committee meetings, all the essential topics were mutually deliberated prior any enforcements. Reallocation of surplus funds to other EEA/Norway Grants programmes and to Bilateral Fund has also been jointly discussed and agreed with DPP.

EE-Localdev

Cooperation with the Donor Programme Partners – Norwegian Directorate of Health, Norwegian Institute of Public Health and Norwegian Directorate for Cultural Heritage has been very tight, constructive and helpful. The organisations (as well as the contact persons in the organisations) were the same as in the previous financing period, so the cooperation started quickly and smoothly and has remained as highly valued by the Programme Operator and Estonian counterparts all through the years of implementation. The donor partners have been very active about bilateral relations and creating bilateral partnerships between Estonian and donor country organisations. Additionally, the Embassy of the Kingdom of Norway in Estonia has been of crucial help in advancing bilateral relations between Estonian and Norwegian organisations.

EE-Research

POs from the research and education programmes have met almost every year face to face to exchange experience and study from each other. Meetings have been organised by DPPs. Implementing Agencies and POs from Baltic Research programme have had Teams meetings over a week during the whole programme period. There have been also many study visits from Ministry of Education and Research and Estonian Research Council to Research Council of Norway, RANNIS, HKdir, Innovation of Norway and many universities for sharing best practices and develop cooperative relations.

EE-Climate

PO had a very close cooperation with Donor Programme Partner Norwegian Environment Agency (NEA). Their advice through Cooperation Committee has been very valuable. NEA organized a Cooperation Committee meeting with visiting sites in Oslo in November 2023. Also, NEA has participated in EE-Climate programme final event and in Estonian-Latvian event for climate programme operators.

B. Financial report for the last reporting period on the Fund for Bilateral Relations

B1. Statement of actual expenditure incurred and interest earned

Incurred expenditure - summary

Start date of incurred expenditure period 01/01/2025

End date of incurred expenditure period 30/04/2025

	Previously incurred expenditure	Incurred this period	Total to date
Eligible expenditure	€ 1,234,680.11	€ 2,897,293.31	€ 4,131,973.42
<i>EEA Grants</i>	€ 350,400.54	€ 433,372.57	€ 783,773.11
<i>Norway Grants</i>	€ 884,279.57	€ 2,463,920.74	€ 3,348,200.31

Incurred expenditure - details

Title: Activities carried out by the NFP

Brief description of incurred expenditure

No costs or actual expenditures made by the NFP itself.

Eligible expenditures

Eligible expenditure - EUR
€ 0.00
Total
€ 0.00

Title: Call for proposals on national level

Brief description of incurred expenditure

No calls for proposals have been carried out.

Eligible expenditures

Eligible expenditure - EUR
€ 0.00
Total
€ 0.00

Title: Pre-defined activities on national level

	Previously incurred expenditure	Incurred this period	Total to date
Eligible expenditure	€ 880,493.32	€ 2,119,768.06	€ 3,000,261.38

Brief description of incurred expenditure

Activities behind incurred costs are under bilateral initiatives:

"Estonian - Norwegian Cooperation Towards a Sustainable Architectural Education and Diverse Creative Output" (JCBF approved 14.04.2022)

"ECOC 2024 Duo networking" (JCBF approved 27.07.2021)

"Improving the quality of victim support services" (JCBF approved 19.04.2024)

"Estonian-Norwegian writers' dialogues" (JCBF approved 19.04.2024)

"Supporting mental and physical health of Ukrainian children and Ukrainian refugees through cultural and sports activities in Estonia" (JCBF approved 25.06.2024)

"Supporting the development of laboratory information systems LIMS and biometric technology in the Estonian forensic service" (JCBF approved 14.06.2024)

"Breaking gender-bias around women's career choices" (JCBF approved 25.09.2024)

"Cross-sector Action Plan of Green Tiger for 2040" (JCBF approved 24.09.2024)

"EST-LI: Sound Connections - Uniting Cultures Through Music" (JCBF approved 30.09.2024)

"Feasibility Study for Joint Next-Generation Study Management System for Estonian Universities" (JCBF approved 18.01.2024)

"Inclusive education and NEET youngsters, best practice from Norway and Iceland" (JCBF approved 19.04.2024)
 "Development of higher education in cultural management in cooperation between Estonia and Norway" (JCBF approved 14.06.2024)
 "Norwegian for foreigners" (JCBF approved 14.06.2024)
 "ROSE - The Road to Self-Employment for Ukrainian Refugees in Estonia" (JCBF approved 14.06.2024)
 "Empowering Youth Workers: Advancing Human Rights and Equal Treatment through Estonian-Icelandic Cooperation" (JCBF approved 24.09.2024)
 "Investigative interviewing training" (JCBF approved 24.09.2024)
 "Building up a network to gain Norwegian expertise in restoring and exhibiting Swiss-style buildings" (JCBF approved 24.09.2024)
 "One vision: Integrating profit and social impact in Estonia and Norway" (JCBF approved 24.09.2024)
 "Knowledge exchange for the development of STEM education and after-school activities" (JCBF approved 25.09.2024)
 "Empowering Ukrainian Youth in Estonia to Protect and Advance Human Rights and Civic Engagement" (JCBF approved 25.09.2024)
 "Enhancing Youth Competitiveness through the Entrepreneurial Youth Center Pilot Program" (JCBF approved 24.09.2024)
 "Transnational Perspectives on Modernisation and Nation-Building: Comparative Research Network on Scandinavian and Baltic Art" (JCBF approved 24.09.2024)
 "Small countries, small nations- how to support each other to preserve your national face" (JCBF approved 24.09.2024)

Eligible expenditures

Eligible expenditure - EUR
€ 2,153,257.01

Adjustments

MM/YYYY adjusted	Eligible expenditure - EUR	Adjustment Type	Description
10.2022	€ -3,344.69	Recovery due to irregularity IR 414	
01.2023	€ -4,248.40	Recovery due to irregularity IR 414	
06.2023	€ -5,421.81	Recovery due to irregularity IR 414	
05.2024	€ -10,533.50	Recovery due to irregularity IR 414	
09.2024	€ -5,072.20	Recovery due to irregularity IR 414	
12.2024	€ -4,868.35	Recovery due to irregularity IR 414	

Total

€ 2,119,768.06

Title: Bilateral Funds for Programme EE-INNOVATION

Brief description of incurred expenditure

No incurred costs January 2025 - April 2025.
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Eligible expenditures

Eligible expenditure - EUR
€ 0.00

Total

€ 0.00

Title: Bilateral Funds for Programme EE-LOCALDEV

	Previously incurred expenditure	Incurred this period	Total to date
Eligible expenditure	€ 20,432.74	€ 78,608.76	€ 99,041.50

Brief description of incurred expenditure

2024 activities behind incurred costs: Estonian Heritage Board and Norwegian Riksantikvaren carried out a study trip to England on energy efficiency in historic buildings. The study trip provided participants with an overview of heritage policy development and the practical implementation of energy efficiency measures in historic buildings.

Ministry of Social Affairs learnt Iceland's best practices on developing a comprehensive child well-being dashboard from the Icelandic Ministry of Education and Children. As a result of the bilateral initiative an analytical paper "Proposals for developing a comprehensive child well-being dashboard in Estonia building on the experience of Iceland" was published.

Ministry of Social Affairs with Social Insurance Board, Ministry of Justice and Ministry of Education and Research visited with the help of the Norwegian Directorate of Health multiple organisations in Tromsø and Oslo in the field of domestic violence, violence against women, children and adolescents. Feedback from the study trip indicates that the trip was very fruitful and laid foundations for further cooperation.

Eligible expenditures

Eligible expenditure - EUR
€ 78,608.76
Total
€ 78,608.76

Title: Bilateral Funds for Programme EE-RESEARCH

	Previously incurred expenditure	Incurred this period	Total to date
Eligible expenditure	€ 139,234.45	€ 43,788.37	€ 183,022.82

Brief description of incurred expenditure

Activities behind incurred costs:

- Costs of final conference "Open Borders, Open Minds" (September 2024) of education part of Baltic Research programme.
- Participating in Final Conference of Baltic Research programme in Vilnius in November 2024.
- Participating in seminar in Cesis, in December 2024: Strengthening the Baltic and Nordic Joint Cooperation Platform for Research Administrators in future.
- Participating in research programmes PO-s meeting and conference "Arctic Frontiers 2025" in January 2025 in Norway.

Eligible expenditures

Eligible expenditure - EUR
€ 43,788.37
Total
€ 43,788.37

Title: Bilateral Funds for Programme EE-CLIMATE

	Previously incurred expenditure	Incurred this period	Total to date
Eligible expenditure	€ 69,647.68	€ 655,128.12	€ 724,775.80

Brief description of incurred expenditure

Activities behind incurred costs:

- MoU allocation -> Study trip to Norway in October 2024 - circular economy and nature-based solutions.
- JCBF approval -> Costs related to bilateral initiative "Enhancing climate awareness and sustainability education through Eco-Schools network collaboration" (JCBF approved 25.09.2024).
- "Climate Partnership: Building Bilateral Relations for Sustainable Futures" (JCBF approved 24.09.2024)
- "Operationalisation of the novel assessment framework to evaluate the impact of invasive species on Baltic Sea ecosystems in the context of climate change" (JCBF approved 25.09.2024)
- "Evaluation and improvement of the quality of climate education" (JCBF approved 25.09.2024)
- "Transferring knowledge on climate change from Norway to Estonia via state-of-the-art exhibition and an accompanying educational programme" (JCBF approved 25.09.2024)
- "Best practice exchange: digitalisation of the EU Ecolabel awarding process and increasing EU Ecolabel awareness" (JCBF approved 24.09.2024)

Eligible expenditures

Eligible expenditure - EUR
€ 655,128.12
Total
€ 655,128.12

Interest Earned

Interest generated on accounts established by the National Focal Point and Programme Operators for funds for Bilateral Relations for

EEA Grants	Norway Grants	Total
€ 0.00	€ 0.00	€ 0.00

Cumulative Interest generated on accounts established by the National Focal Point and Programme Operators for funds for Bilateral Relations

EEA Grants	Norway Grants	Total
€ 10,582.32	€ 13,856.34	€ 24,438.66

Comments

CA will comment on this

B2. National Focal Point

Full legal name: Estonian State Shared Service Centre (SSSC EE)

National Focal Point signature

I certify that I am duly authorised to sign this financial report.

I have thoroughly reviewed the actual expenditure incurred declared in Part B1 and confirm that the information provided is accurate. I confirm that activities under the Fund for Bilateral Relations are carried out as described in the Bilateral Fund Agreement and that the incurred expenditure is correctly represented.

Overall implementation status (including milestones):

Together with the reallocations approved by the donors in January 2024 and October 2024, the budget of Bilateral Fund has increased more than three times (from 1 360 000 euros to 4 395 552 euros). Altogether 68 programme and national level initiatives have been approved and 67 of them successfully ended, one ended with partial results. 32 initiatives ended in 2025. Final disbursement rate 94%. We have witnessed strong motivation and great cooperation which is needed to implement initiatives successfully in short timeframe. NFP considers the implementation and the results of the Bilateral Fund good.

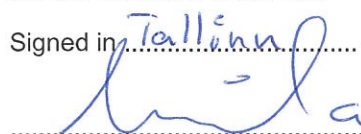
The high number of bilateral initiatives has been a challenge for the National Focal Point. NFP brought temporary employees to deal with reviewing interim and final reports and provide comprehensive support to the beneficiaries. NFP had a close contact with the Project Promoters and other relevant parties to secure successful implementation of the bilateral initiatives.

Joint Committee for Bilateral Funds (JCBF) has been very active and flexible with needed changes regarding bilateral initiatives (extensions, budget/activities modifications) and Bilateral Fund overall (reallocations) to allow more time to implement and to maximise the value of formed partnerships.

Question	Answer	Comment
Management and control systems at national level set up fulfilling the general principles set out in the Regulation	Yes	Management and control systems at national level set up fulfilling the general principles set out in the Regulation.
Separate interest-bearing bank accounts dedicated to Fund for Bilateral Relations established and maintained	Yes	Separate interest-bearing bank accounts dedicated to fund for Bilateral Relations established and maintained.
Information and publicity obligations fulfilled (if relevant)	Yes	Information and publicity obligations fulfilled.
Monitoring and verifications conducted to ensure quality and/or regularity of implementation	Yes	Regular monitoring activities are described in the Final Strategic Report and Annual Performance Analysis.
Does the strategic report cover all Bilateral activities implemented (Reg. Art. 2.6)	Yes	Strategic Report covers all Bilateral activities implemented.

Activity-specific statistical data is entered and up to date in the reporting database	Yes	All bilateral initiatives at programme level (over 3000 euros) and at national level are entered in GRACE. Bilateral Fund Work Plan in Grace is also updated.
Special conditions and rules set out in the Bilateral Fund agreement fulfilled	Yes	Special conditions and rules set out in the Bilateral Fund agreement fulfilled.
All irregularities, their investigation and any remedies taken reported	Yes	All irregularities, their investigation and any remedies taken reported.

For the National Focal Point

Signed in Tallinn on 11.09.2025-y.


Urmo Meila

Deputy director General

Head of National Focal Point

B3. Certification of actual expenditure incurred and co-financing

Start date of incurred expenditure period	01/01/2025
End date of incurred expenditure period	30/04/2025
Actual expenditure incurred this period	€ 2,897,293.31
Co-financing committed to date	€ 0.00
Co-financing for incurred expenditure paid	€ 0.00
Interest earned	€ 0.00

In relation to the Financial report for the last reporting period and the calculation of the final balance of the Fund for Bilateral Relations, the Certifying Authority hereby certifies that:

- (i) the summary of eligible expenditure submitted by the National Focal Point is in full conformity with the supporting documents;
- (ii) the supporting documents have been examined and found to be authentic, correct and accurate;
- (iii) the summary of eligible expenditure is based on verifiable accounting which complies with generally accepted accounting principles and methods;
- (iv) the summary of eligible expenditure falls within eligible expenditure under the Regulation for the implementation of the EEA / Norwegian Financial Mechanisms 2014-2021;
- (v) the summary of expenditure is incurred as part of the implementation of the Programme in accordance with the Programme Agreement;
- (vi) sufficient audit trail exists;
- (vii) when relevant, that the interest earned at NFP account is correct.

For the Certifying Authority

Signed in on

.....



Iceland
Liechtenstein
Norway grants



Norway
grants

C. Final balance

	EEA Grants	Norway Grants	Total
Total reported eligible expenditure of the programme			
Total eligible expenditure incurred	€ 783,773.11	€ 3,348,200.31	€ 4,131,973.42
(=) Total grant contribution incurred (100.00 % grant rate)	€ 783,773.11	€ 3,348,200.31	€ 4,131,973.42
Amounts to be deducted from the total grant contribution¹			
(-) Total advance and interim payments to the fund from the Donors	€ 754,899.65	€ 1,397,711.94	€ 2,152,611.59
(-) Balancing of FMs	€ 0.01	€ -0.01	€ 0.00
(-) Total interest earned reported	€ 10,582.32	€ 13,856.34	€ 24,438.66
Final balance			
(=) Final balance payable to the National Focal Point	€ 18,291.15	€ 1,936,632.02	€ 1,954,923.17
(=) Final balance payable to the Donors	€ 0.00	€ 0.00	€ 0.00

¹ Any funds reimbursed from Promoters of bilateral initiatives to the National Focal Point or to the Programme Operators, not paid to other initiatives or reimbursed to the FMO (ref. Article 9.4.1(b)(iv) of the Regulation and Article 3.3 of Bilateral Fund Agreement) should be reported as negative adjustments in the Financial report for the last reporting period (Annex B1). In this case, such funds will be subtracted from the "Total eligible expenditure incurred" of the Bilateral Fund.

D. Communications

Visibility of the Grants and the Donors

In December 2024 we organised a final event for EEA and Norway Grants 2014-21 period in Swissôtel Tallinn. The final event gathered almost 100 participants. In the final event there were representatives of all related parties, from project promoters to programme operators, from national management to embassies, donors, FMO. All programmes and Active Citizens Fund had one representative to speak about their project, its achievements and challenges. Musical entertainment was provided by artists involved in bilateral fund initiative "EST-LI: Sound Connections - Uniting Cultures Through Music" (EE-BI035). After that visuals and summaries have been shared in our social media.

In May 2025 MoUs of new EEA and Norway Grants 2021-28 period were signed in beautiful Estonian Statehood House in Tallinn Old Town. We published an article in our newsletter titled "Estonia received €63 million in support from the Norway and EEA Grants during the previous funding period. The new funding period brings significant investments to Estonia." The newsletter was also shared on social media to reach a broader audience and raise awareness of the opportunities provided. Link: [Eesti sai eelmisel perioodil Norra ja EMP programmist 63 miljonit eurot toetust. Uus rahastusperiood toob Eestisse olulisi investeringuid | Riigi Tugiteenuste keskus](#)

In addition to EEA and Norway Grants' Facebook page, information about the new funding period was actively shared also on NFP's LinkedIn and Facebook channels. On 27 May 2025, a post announced the signing of the Memorandum of Understanding and included a link to a related article published on RTK's website. On 2 June 2025, a video of the signing ceremony was shared, highlighting the start of the new period. NFP's LinkedIn account [Riigi Tugiteenuste Keskus / State Shared Service Centre | LinkedIn](#) covers a broad range of topics and does not have a separate channel dedicated solely to the EEA and Norway Grants.

During the summer of 2025, two projects supported by the EEA and Norway Grants were featured on the television program "Elamusi Täis Eesti" (Estonia Full of Experiences). Projects were chosen with the objective to increase public awareness of the EEA and Norway Grants, highlight the role of the donors, and showcase the impact of funded projects on local communities.

These projects were Pelguaed (Project "The Pelgu allotment garden construction and follow-up activities in urban gardening", EE-CLIMATE-0024) and Elurikas Tori (project "Creation of pilot areas for nature-based solutions to increase biodiversity in Tori Municipality", EE-CLIMATE-0021), both showcasing the positive impact of international cooperation and local engagement. From those also articles were published, together with one article about EEA and Norway Grants in general. All articles and videos prominently featured the EEA and Norway Grants logos and acknowledged the support of Norway, Iceland, and Liechtenstein.

[Euroopa Majanduspiirkonna ja Norra uued toetused panustavad tervisesse ja Ukrainasse 72 miljonit eurot](#)

[Tori valla roheteekond pakub aednikele põnevaid üllatusmomente](#)

[Euroopa Majanduspiirkonna \(EMP\) toetusega rajatud Pelgu ühisaed sai linnarahva lemmikpaigaks](#)

The published stories received a total of 11 411 reads. The most impactful article was the feature on Tori municipality's green area initiative, followed by the story about community garden in Pelgulinn (Tallinn) and a general article introducing the grants and upcoming period. Through social media posts shared on newspaper Postimees' Facebook page, we reached 81 877 individuals, generating 133 936 impressions. All three articles demonstrated notable click-through performance, collectively gathering 3,923 link clicks. Also here Tori municipality's greenery article stood out with 1,860 clicks, indicating strong public interest and engagement due to the topic that is very important for people in Estonia.

Our webpage news page [EEA and Norway Grants Estonia | Riigi Tugiteenuste keskus](#) directs people to our Facebook page <https://www.facebook.com/EEANorwayGrantsEstonia> for news and project stories. Since the last Strategic Report we have had 38 posts in our Facebook page, 24 of them connected to concrete projects/bilateral initiatives.

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Media coverage

The news about launch of the new period of the EEA and Norway Grants in Estonia had a coverage in all main TV channels, newspapers/portals and the news agency. It was also on the frontpages of 4 ministries' websites, and on social medias of all partners.

TV:

[Aktuaalne kaamera, 2025.05.28 18:30 | Jupiter | ERR from 18:29](#)

[Kanal2 Telehommik from 0:05:00](#)

[TV3 Uudised from 33:55](#)

Newspapers/portals:

[Eesti saab Norralt, Liechtensteinilt ja Islandilt üle 70 miljoni euro abiraha - Ärileht](#)

[Eesti saab üle 70 miljoni euro välisabi Postimees](#)

[Kultuuriministeerium asub Norra toel kasvatama pärandivaldkonna kriisikindlust ERR](#)

[Norra toetab eestlaste kriisikindlust ja kodanikuühiskonna arengut - Lõunaeestlane](#)

[Eesti sõlmib 72 miljoni euro väärtuses välisabi lepinguid RUP](#)

[Замглавы МИД Норвегии подпишет в Эстонии договор о дотациях от ЕЭЗ и Норвегии ERR](#)

[Замглавы МИД Норвегии подписала в Эстонии договор о дотациях от ЕЭЗ и Норвегии MKE](#)

[Замглавы МИД Норвегии подпишет в Эстонии договор о дотациях от ЕЭЗ и Норвегии MKE](#)

News agency:

[Norway signs agreement with Estonia on EEA, Norway Grants BNS](#)

[Norwegian deputy formin to sign agreement on EEA, Norway grants in Estonia BNS](#)

[Norra allkirjastas Eestiga EMP ja Norra toetuste lepingud BNS](#)

[Norra asevälisminister allkirjastab Eestis EMP ja Norra toetuste leppe](#)

[Norway supports Estonia's crisis resilience, development of civil society BNS](#)

[Valitsus kiitis heaks vastastikuse mõistmise memorandumid Norraga BNS](#)

[Norra toel asutakse kasvatama pärandivaldkonna kriisikindlust](#)

[Vseiov arutas Norra riigisekretäri Euroopa kaitsevõime tugevdamist BNS](#)

Cultural cooperation also received attention and was featured in the meedia, for example Estonia-Liechtenstein bilateral project for musics:

[FOTOD | Cash, 5Miinust ja Puuluup hõivasid Jõhvi kontserdimaja! Tänavusele eurolaulikule aplodeeriti püstijalu - Kroonika](#)

and writers from Estonia and Norway coming together

[Kirjanike majas esilinastuvad filmid eesti ja norra kirjanike vestlustest | Film | ERR](#)

Website and social media

Link to the National Focal Point's webpage		Total number of page views in the reporting year 2024	
https://rtk.ee/toetused-ja-taotlemine...		2988	
Platform	Specific link or handle for the account	Number of posts published in the reporting year 2024	Number of followers
Facebook	www.facebook.com/EEANorwayGrantsEstonia	35	779

Visuals

During this reporting period NFP has added over seventy photos.

Signing of Memorandum of Understanding for the 2021-2028 period

<https://www.eealibrary.org/collection/preview/789c41fb-8d39-486f-94dd-4ac0b2ac818c-MoU%20signing?collectionAccessKey=77FB94A5110BAAF2278369529CD33F4DCE9FEFE7E9E9C254627886>

Bilateral project between Estonian and Norwegian writers (EE-BI018)

<https://api-d2d02aa7-9373-496e-b2eb-66682cb10649.digizuite.app/DigizuiteCore/CollaborationService/api/share/asset/B17868226D1180E11428A7F91325BA40D792BAF7CA7213E0F6B394>

<https://api-d2d02aa7-9373-496e-b2eb-66682cb10649.digizuite.app/DigizuiteCore/CollaborationService/api/share/asset/0E1DDC85E53CBB6E4C64254A998E51194DE005347EBE12F7433C91>

Students visiting Norway (EE-BI021)

<https://api-d2d02aa7-9373-496e-b2eb-66682cb10649.digizuite.app/DigizuiteCore/CollaborationService/api/share/asset/51A391AC122F6016844DA54D20B7CA69412C0F595FD6967A6FAD7E>

Estonia-Liechtenstein bilateral project Sound Connections (EE-BI035)

<https://api-d2d02aa7-9373-496e-b2eb-66682cb10649.digizuite.app/DigizuiteCore/CollaborationService/api/share/asset/50EA55C9571309C021EE692C2C6FB45268A6AB4ED4C90996E491C6>

<https://api-d2d02aa7-9373-496e-b2eb-66682cb10649.digizuite.app/DigizuiteCore/CollaborationService/api/share/asset/A0B0763D05B8FCD8D40CD82BA540364894A10A46B67912B9BA2761>

<https://api-d2d02aa7-9373-496e-b2eb-66682cb10649.digizuite.app/DigizuiteCore/CollaborationService/api/share/asset/CC602D09ED905A8CF0E38C39630D3FECF1E6379E9F0635A05C5A3F>

Closing event in Tallinn in December 2024

<https://www.eealibrary.org/collection/preview/10dd1116-5cb3-4583-9ab7-030ead78b644-Closing%20event%20in%20Estonia%20for%202014-21%20?collectionAccessKey=8FF18063EB4BC37EC5B5AB97EF7884F407E19C15E0428EBE9ACCOF>