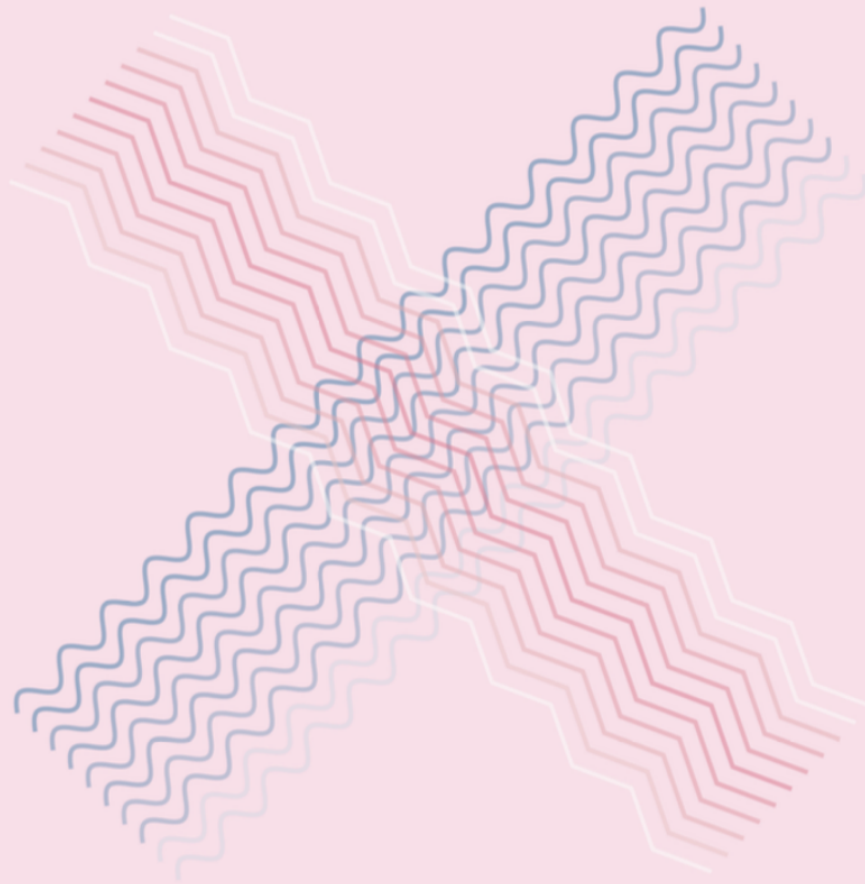


2025

ANNUAL REPORT



NDPHS

Northern Dimension
Partnership in Public Health
and Social Well-being

SECRETARIAT'S ACTIVITIES

2025 was a year of continued growth and further consolidation for the Northern Dimension Partnership in Public Health and Social Well-being (NDPHS). The year was defined by continued expert-level and project-based activities, alongside high-level strategic renewal. This renewal included formally extending the NDPHS Strategy until 2027, reviewing the existing collaboration framework, and revising the Policy Area Health section in the EU Strategy of the Baltic Sea Region renewed Action Plan (EUSBSR).

The Partnership was exceptionally productive in its project work. Throughout the reporting period, the NDPHS managed 10 active projects, successfully concluding 3 initiatives and launching 3 new ones. While not the sole focus of the NDPHS activities, these projects offer opportunities to:

- Pilot novel approaches to public health and social well-being.
- Deliver tangible population-level impacts and measurable results that can directly contribute to policymaking in various areas of health and social well-being.
- Engage new stakeholders, forge new cross-sectoral alliances, and deepen existing professional relationships.

As in previous years, the NDPHS Expert Groups and the mandate as the Policy Area Health Coordinator in the EU Strategy for the Baltic Sea Region (EUSBSR) continued to serve as the Partnership's operational cornerstones.

Across all these activities, the NDPHS Secretariat played a crucial role in coordinating, leading, and/or supporting. The following pages provide a more detailed account of the activities carried out in 2025.

1. Administrative and organizational issues

The Director of the NDPHS Secretariat continued to manage financial and administrative matters, including developing and executing the Secretariat's budget, managing relations with the Host Country and governing bodies, supervising the Secretariat's personnel, and managing the Secretariat's daily operations.

2. Meetings and events

In 2025, meetings and events continued to play a vital role in fostering professional connections built on trust and long-term partnership. Whenever relevant and practical, meetings were held in person, while online formats were used effectively whenever feasible, ensuring both inclusivity and efficiency.

The following is an overview of key meetings held throughout the year, reflecting our stakeholders' active engagement and the Partnership's continued commitment to collaboration.

2.1 Organization of the NDPHS governing bodies' meetings

The following meetings of the NDPHS governing bodies have been organised by the NDPHS Secretariat in 2025:

- 39th meeting of the NDPHS Committee of Senior Representatives, in conjunction with the 5th EUSBSR Policy Area Health Steering Group meeting, 3-4 April 2025 in Vilnius, Lithuania
- 25th meeting of the NDPHS Management Board (formerly known as the Parties to the Agreement on the Establishment of the NDPHS Secretariat), 9 June 2025, online
- 26th meeting of the NDPHS Management Board, 4 September 2025, in Stockholm, Sweden
- 27th meeting of the NDPHS Management Board, 21 October 2025, online
- 17th ministerial-level Partnership Annual Conference, 14 November 2025, Vilnius, Lithuania

2.2 NDPHS Secretariat's participation in and contribution to the organization of Expert Group meetings

- 18th meeting of the Expert Group on Primary Health Care, 24 January 2025, online
- 25th meeting of the Expert Group on Occupational Safety and Health, 19 February 2025, Trondheim, Norway
- 29th meeting of the Expert Group on Alcohol and Substance Use, 20 February 2025, Vilnius, Lithuania
- 26th meeting of the Expert Group on Occupational Safety and Health, 9 April 2025, online
- 20th meeting of the Expert Group on HIV, Tuberculosis and Associated Infections, 26 May 2025, online
- 27th meeting of the Expert Group on Occupational Safety and Health, 24-25 September 2025, Riga, Latvia
- 28th meeting of the Expert Group on Occupational Safety and Health, 4 December 2025, online
- Several meetings with the Leadership of the Expert Group on Antimicrobial Resistance
- Several meetings of the Expert Group on HIV, Tuberculosis, and Associated Infections related to the LTBI project.

2.3 NDPHS Secretariat's participation at and contribution to other events (a selection of events of strategic importance to the NDPHS)

- Monthly online meetings of the EUSBSR Policy Area Coordinators and National Coordinators
- SAFE Project Partners' meeting, 7-8 January 2025, Tallinn, Estonia

- “Culture and Health: Collaborative workshop”, organised by the municipalities of Cēsis and Saldus, 16 January 2025, Riga, Latvia
- “NordAN Open Day”, hosted by the NDPHS Secretariat, 6 February 2026, Stockholm, Sweden
- “Sharing Success Stories on Alcohol Control Policies”, organised by WHO/Europe and the WHO Country Office in Lithuania, 17-19 February 2025, Vilnius, Lithuania
- 7th MentalHealthMatters Transnational Workshop, led and moderated by the NDPHS Secretariat, 18 February 2025, Trondheim, Norway
- Arts on Prescription Project Partners’ meeting, 6-7 March 2025, Cēsis, Latvia
- SAFE Project Partners’ meeting, hosted and organised by the NDPHS Secretariat, 10-11 March 2025, Stockholm, Sweden
- Arts on Prescription in Norway workshop, 26-27 March 2025, Oslo, Norway
- EUSBSR Policy Area and National Coordinators’ meeting, 1-2 April 2025, Turku, Finland
- 8th MentalHealthMatters Transnational Workshop, led and moderated by the NDPHS Secretariat, 28 April and 5 May 2025, online
- MentalHealthMatters National Closing Event in Finland, 8 May 2025, Helsinki, Finland
- SAFE Project Partners’ meeting, 15-16 May 2025, Haapsalu, Tallinn
- Interreg Baltic Sea Region Programme Conference, 20-21 May 2025, Tampere, Finland
- Kick-off meeting of the Interreg Baltic Sea Region Platforms, 20 May 2025, Tampere, Finland
- Kick-off meeting of the Estonian EUSBSR Presidency, 11 September 2025, Tallinn, Estonia
- “Conference on Psychosocial Working Environment”, organised by the Finnish Presidency of the Nordic Council of Ministers, 11 September 2025, Helsinki, Finland
- The European Health Forum Gastein, 30 September - 3 October 2025, Gastein, Austria
- SAFE Project Partners’ meeting, 14-15 October 2025, Helsinki, Finland
- “Culture and Health: Building Resilient Cross-sectoral Cooperation in Latvia” event, 15 October 2025, Cēsis, Latvia
- BSSSC Day of Cities and Regions, 28 October 2025, Sopot, Poland
- EUSBSR Annual Forum, 29-30 October 2025, Sopot, Poland
- 75th Session of the WHO European Regional Committee, 28-30 October 2025, Copenhagen, Denmark.
- The Move Congress, 30 October - 01 November 2025, Copenhagen, Denmark.
- “Acting on Health: The Role of Arts in Well-being”, organised by the NDPHS Secretariat as a thematic side event to the 17th Partnership Annual Conference, 13 November 2025, Vilnius, Lithuania
- “Towards Elimination of Tuberculosis: Addressing Tuberculosis Infections in the Baltic Sea Region” policy symposium, organised and hosted by the NDPHS Secretariat, 4 December 2025, Stockholm, Sweden.
- “ArtWell Net: Building Links between Culture and Health Initiatives”, organised and hosted by the NDPHS Secretariat, 12 December 2025, Stockholm, Sweden

3. Coordination of the Policy Area Health (PA Health) in the EU Strategy for the Baltic Sea Region (EUSBSR)

The commitment to the EUSBSR was formally reaffirmed during the 17th Partnership Annual Conference in Vilnius on 14 November 2025. The Conference concluded that the NDPHS's coordination of PA Health has successfully transitioned Policy Area Health from a siloed sector limited to health and social care services to a cross-sectoral responsibility, recognised by other sectors as a natural partner. By facilitating transnational exchanges, collaborative initiatives, and cross-sectoral dialogue within the EUSBSR, the NDPHS contributes to exploring innovative approaches, generating evidence, learning from the neighbouring countries, and fostering consensus on critical issues.

The internal coordination of PA Health ran successfully in 2025, chaired by Lithuania, represented by the Ministry of Health, in the first half of the year, and by Estonia, represented by the Ministry of Social Affairs, in the second half of the year. The PA Health Steering Group met twice: on 3 April 2025, in connection with the NDPHS Committee of Senior Representatives, and on 14 November 2025, in connection with the Partnership Annual Conference. Both meetings discussed innovative and practical approaches to strengthening and promoting mental health in the Baltic Sea Region, explored the outcomes of PA Health projects, and discussed future initiatives in this field.

A primary focus in 2025 was the revision of the EUSBSR Action Plan. In Spring 2025, the National Coordinators' group confirmed the continuation of PA Health in the updated Action Plan, thereby providing a clear mandate for the NDPHS to continue the Policy Area Coordinator. In collaboration with the PA Health Steering Group, the NDPHS Secretariat defined specific actions and measurable outcomes for the upcoming Action Plan to ensure alignment with regional health priorities.

In 2025, PA Health consolidated outcomes from several transnational projects into a cohesive BSR Health and Social Care Platform (Integrum) to strengthen social services. The objective of the platform is to create a transnational network and digital hub that scales innovative remote care solutions to address the systemic challenges of ageing populations, workforce shortages, and regional disparities. The consortium developed an application for funding from the Interreg Baltic Sea Region Programme 2021-2027.

The NDPHS Secretariat has ensured the visibility of PA Health activities through regular communication on the NDPHS and PA Health/EUSBSR websites, social media channels, newsletters, and contributions to relevant meetings, events, and forums. Some highlights from 2025 include:

- Organisation of a PA Health workshop, "When a yoga session is not enough: How to sustainably promote mental well-being at work?" in the EUSBSR Annual Forum.
- Leading healthy breaks during plenary sessions at the EUSBSR Annual Forum.
- Organisation of a session "Social, green, and arts prescriptions for health: Harnessing the power of community interventions for well-being" in the European Health Forum Gastein.
- Presentation "Mental health matters: Building a resilient workforce in the Baltic Sea Region" at the "Conference on Psychosocial Working Environment", organised by the Finnish Presidency of the Nordic Council of Ministers.

4. Projects

The projects implemented by PA Health/NDPHS Secretariat in 2025 are further detailed in this section.

4.1 PA EDU PA HEALTH project (PA Health Support 4)

Status: Ongoing

Duration: 1 January 2022 - 31 December 2024. A prolongation was granted until 31 December 2026, with an additional prolongation expected until the end of 2028.

Funding: Interreg Baltic Sea Region Programme 2021-2027

Role: Project partner

Lead partner: Norden Association (Policy Area Education Coordinator)

The project aims to strengthen the NDPHS Secretariat's capacity to fulfill its role as coordinator of the EUSBSR PA Health and to support implementation of the three Actions identified by PA Health in the EUSBSR Action Plan. The project objectives will be revised, following the adoption of the revised EUSBSR Action Plan in early 2026.

Activities within the project will:

1. Coordinate the work of PA Health, including its governance through the PA Health Steering Group.
2. Promote active and healthy ageing in the Baltic Sea Region.
3. Promote the Health in All Policies and the Economy of Wellbeing concept.
4. Engage new stakeholders from different levels in the work of PA Health.
5. Promote the development of new project ideas and applications aligned with PA Health's actions and priorities.

The project has achieved success in providing the NDPHS with essential resources to effectively coordinate PA Health within the EUSBSR, as demonstrated in the section above. It has also successfully implemented the Actions of the current EUSBSR Action Plan through project development support and the implementation of projects and other initiatives.

Overall, the NDPHS Secretariat has played a major role in communicating the results of the PA Health projects to the policymaking level, providing increased visibility at the transnational level. They have served as a link between the projects and the PA Health Steering Group, and as an advocate in international fora in 2025, including the WHO Regional Committee (RC75) for Europe, the EUSBSR, and the European Health Forum Gastein 2025.

4.2 BSR Mental Health Platform

Status: Ongoing

Duration: 1 July 2025 - 31 June 2028

Funding: Interreg Baltic Sea Region Programme 2021-2027

Total budget: 1 199 900 EUR

Role: Lead partner

Project partners: Poznan University of Life Sciences (PL), Odense Municipality (DK), International Sport and Culture Association ISCA (DK), and Estonian Coalition for Mental Health and Well-being VATEK.

Building on the results of more than 13 EU-funded projects, the platform will provide decision-makers with recommendations on how to harness the power of cross-sectoral approaches to mental health promotion, prevention, and treatment. It will outline a novel model that uses cultural, artistic, educational, green, and physical activities at the community level to improve mental and social well-being. By driving broader adoption of these solutions, the initiative will expand access to effective interventions, improving mental health and social resilience across the BSR.

In 2025, the NDPHS Secretariat, as the lead partner of the project, led further consolidation of the platform's planned activities and outcomes and the establishment of information exchange and shared learning between the platform partners. The Secretariat organised partner meetings and individual meetings with platform partners to agree on how to achieve the deliverables and establish workflows. In addition, an important part of activities in 2025 was the project's advocacy and promotion efforts, for example, in connection to the Partnership Annual Conference in Vilnius, the 75th World Health Organization Regional Committee for Europe meeting in Copenhagen, and the European Health Forum Gastein.

4.3 Arts on Prescription in the Baltic Sea Region

Status: Finished

Duration: 1 January 2023 - 31 December 2025

Funding: Interreg Baltic Sea Region Programme 2021-2027

Total budget: 3 510 000 EUR

Role: Project partner

Lead partner: Odense Municipality (DK)

Other project partners: Ministry of Health, Women and Consumer Protection of the Free Hanseatic City of Bremen (DE), Bremer Volkshochschule - Adult Education Centre (DE), University of Southern Denmark (DK), Cesis Municipality (LV), Saldus District Municipality (LV), Westpomeranian Region (PL), Media Dizajn (PL), Sunderby Folk High School (SE), Norrbotten Region (SE), Turku University of Applied Sciences (FI), Lithuanian University of Health Sciences (LT).

The project aimed to develop a guide for establishing Arts on Prescription schemes adaptable to local and regional circumstances. To do this, the project developed:

- A generic programme concept that is based on evidence and experience, adaptable to various local conditions and public health systems.
- An information package including a flyer, a brochure, and an animated video to inform stakeholders about the Arts on Prescription concept.
- An Arts on Prescription guide with how-to-guides in organising, facilitating, evaluating, and financing AoP programmes, lessons learned from pilot programmes in Denmark, Germany, Poland, Latvia, and Sweden, and audiovisual guidance for project managers and link workers, culture and arts facilitators, and decision-makers.

- An evaluation framework which includes a cost-benefit analysis of Arts on Prescription programmes.

The NDPHS Secretariat has taken the leadership of Work Package 3, “Transferring solutions.” In 2025, the NDPHS Secretariat contributed to advocacy efforts through participation in multiple transnational events, including the European Health Forum Gastein, which serves as a high-level meeting place for discussing European health policy; the organization of the project's final event; and the development of draft policy recommendations for national decision-makers.

4.4 MentalHealthMatters

Status: Finished

Duration: 1 August 2023 - 31 July 2025

Funding: Interreg Baltic Sea Region Programme 2021-2027

Total budget: 499 000 EUR

Role: Lead partner

Project partners: the Finnish Institute of Occupational Health (FI), Riga Stradinš University (LV), Tallinn University of Technology (EE), Nofer Institute of Occupational Medicine (PL), and the Norwegian Labour Inspection Authority (NO)

The objective of the project was to propose measures to address psychosocial risks in workplaces, thereby contributing to both the well-being of the workforce and the competitiveness and resilience of enterprises. In 2025, the project developed the following outputs:

- *First-Aid Kit for Mental Health: Supporting Workplace Well-being* – a resource specifically created for small enterprises to help address common workplace psychosocial challenges.
- *Mental Health at Work: Discussion Document on Policy Options* – a document that presents country-specific recommendations to improve the psychosocial working environment in Estonia, Finland, Latvia, Poland, Norway, and highlights the importance of transnational collaboration to foster healthy workplaces.
- *Mental Health at Work: Needed Improvements in Estonia, Finland, Latvia, Poland, and Norway* – a collection of country-specific reports, analysing the current state of occupational health and safety policies, regulations, data availability, and education.
- *Mental Health at Work: Overview of Definitions, Regulations & Further Guidance* – an overview of definitions, legislation, policies, and guidance on psychosocial factors in workplaces in the countries represented in the OSH Expert Group.

In 2025, the NDPHS Secretariat facilitated the creation of all of these outputs. This entailed communicating with partners and other key stakeholders, strategic planning for execution, preparing and editing content, and compiling the final outputs. In addition, the NDPHS Secretariat organised two transnational workshops: one in Trondheim on 18 February 2025, and the second one online on 28 April and 5 May 2025. Moreover, the NDPHS Secretariat has supported strategic planning and project implementation at the national level.

As the lead partner, the NDPHS Secretariat has taken responsibility for project and financial management, as well as project communications.

4.5 SAFE – Solutions for Age-Friendly Employers

Status: Ongoing

Duration: 1 April 2024 - 31 March 2027

Funding: Interreg Central Baltic Programme 2021-2027

Total budget: 1 257 490 EUR

Role: Project partner

Lead partner: Tallinn University Haapsalu College (EE)

Other project partners: Golden League MTÜ (EE) and Metropolia University of Applied Sciences (FI)

The project seeks to support workforce retention and prevent early retirement in the health and social care sector by improving the age- and well-being-friendliness of work environments.

The NDPHS Secretariat is responsible for Work Package 5 “Promotion and impact”, namely coordinating project communication efforts and leading the development of policy recommendations. In addition, the Secretariat contributes to the development of the organisational self-assessment test and facilitates input from Sweden.

In 2025, the project concluded its development phase, producing a prototype self-assessment test and tailored recommendations for employers in the health and care sector. The NDPHS Secretariat:

- Led the content writing for the self-assessment test’s result pages and managed the review cycle among the project partners.
- Contributed to the collection and mapping of existing high-quality tools and resources for the toolbox.
- Conducted field testing of the self-assessment test in Sweden.
- Launched the SAFE podcast series “SAFE and Sound” published through the NDPHS podcast channel “Tune in Health”.
- Ran an intense recruitment process for Swedish testing organisations
- Coordinated communication efforts

4.6 Effectively Prepared in Crisis, EPIC

Status: Ongoing

Duration: 1 August 2024 - 31 July 2026. Prolongation possible.

Funding: Swedish Institute

Total budget: 1 000 000 SEK

Role: Lead partner

Project partners: National Board of Health and Welfare (SE), Ministry of Health (LT), Ministry of Health (LV), and the Ministry of Social Affairs (EE).

The project seeks to strengthen transnational cooperation among Baltic Sea Region countries – specifically Lithuania, Latvia, Estonia, and Sweden – in health-related crisis preparedness and response. By sharing expertise, lessons learnt, and best practices, EPIC aims to improve the resilience and response efficiency of health systems during emergencies.

In 2025, the NDPHS Secretariat continued defining the exact scope of the project, given the sensitivity of the topic, the evolving security situation, and the strained national resources in this area of emergency preparedness. Based on expert consultations and discussions among the Project Steering Committee in July 2024, the thematic focus was narrowed down to strengthening the mental health resilience of the healthcare workforce and emergency services. Collaboration with the Expert Group on Occupational Safety and Health on this commenced with a first joint workshop planned for March 2026 in Tallinn.

4.7 Latent Tuberculosis Infections Inventory (LTBI Inventory)

Status: Finished

Duration: 1 January 2025 - 31 December 2025.

Funding: The Norwegian Ministry of Health and Care Services

Total budget: 3 885 000 NOK

Role: Lead partner

Project partners: Norwegian Institute of Public Health, the Finnish Lung Health Association, and the Estonian National Institute of Health Development.

The project examined and created an overview of the Nordic-Baltic countries' and Ukraine's approaches to handling LTBI and compared those with the existing WHO and ECDC guidelines and recommendations.

As the lead partner, the NDPHS Secretariat planned and organised the project's final event in Stockholm, Sweden, on 4 December 2025, and handled project administration and communication duties. In addition, the Secretariat developed a policy brief that provides unified recommendations for coordinated tuberculosis management at the national, regional, and international levels and contributed to the manuscript of the academic paper "Screening and treatment practices for tuberculosis infection in Nordic, Baltic and Central European

2 countries and Ukraine in 2023" was submitted for publication in the European Journal of Clinical Microbiology & Infectious Diseases. The manuscript has been accepted for publication.

4.8 Arts on Prescription in Norway

Status: Ongoing

Duration: 1 August 2024 - 01 February 2027

Funding: The Norwegian Ministry of Health and Care Services

Total budget: 3 488 000 NOK

Role: Project Partner

Lead partner: Norwegian Resource Centre for Arts and Health

Other project partners: Region Skåne (SE), Norwegian municipalities of Bergen, Bærum, Sarpsborg, and Verdal

During the first project year (2024–2025), Norway established close cooperation with the Interreg AoP project and Region Skåne, benefitting from their long-standing experience. A national workshop brought together 40 participants from the health, culture, research, and

policy sectors to analyse the suitability of AoP for Norwegian municipalities. Four municipalities – Bærum, Bergen, Sarpsborg, and Verdal – will anchor the concept locally and commit to piloting AoP. The project also succeeded in engaging stakeholders from Estonia, Lithuania, Iceland, and Greenland, who participated in exchange activities and expressed interest in exploring AoP in their own contexts.

The second year (2025–2026) shifts from preparation to practical implementation. The four Norwegian municipalities will launch pilot projects, targeting groups experiencing mild to moderate mental health challenges, social isolation, or school dropout. Regular knowledge-sharing meetings will support the pilot municipalities and keep Scandinavian and Baltic partners connected. A knowledge-transfer workshop will be facilitated by the NDPHS Secretariat for Estonian stakeholders to prepare for future AoP pilots. Insights and evaluation results from the Norwegian pilots will contribute to a growing international evidence base on arts, health, and wellbeing.

4.9 ArtWell Net – Arts for Health and Well-being Network

Status: Ongoing

Duration: 1 September 2025 - 31 August 2027

Funding: Swedish Institute

Total budget: 2 000 000 SEK

Role: Project Partner

Lead partner: Sunderby Folk High School (SE)

Other project partners: Region Norrbotten (SE), Westpomeranian Region (PL), Kolomyia City Council (UA)

The project brings together professionals from the culture and health sectors to create a shared space for learning, exchange, and collaboration. By connecting artists, cultural actors, health practitioners, and policymakers, the initiative aims to build a vibrant network that strengthens understanding, fosters innovation, and supports capacity building across both fields.

The NDPHS Secretariat's role in the project is to coordinate transnational exchanges between project partners and external stakeholders interested in learning about the Arts on Prescription method. The Secretariat will be primarily responsible for establishing and institutionalising the ArtWell Network and expanding stakeholder engagement to ensure its long-term sustainability.

During 2025, the NDPHS Secretariat organised a hybrid launch event for the ArtWell Net in Stockholm, Sweden.

4.10 SchoolChanger

Status: Ongoing

Duration: 1 March 2025 - 28 February 2028

Funding: Interreg Baltic Sea Region Programme 2021-2027

Total budget: 1 700 000 EUR

Role: Project Partner

Lead partner: Poznan University of Life Sciences (PL)

Other project partners: Children's Clinical University Hospital (LV), Degefors Municipality (SE), Puuts Interior AB (SE), Region Skåne (SE), NDPHS Secretariat, NeuroLandscape (PL), Satakunta University of Applied Sciences (FI), and Saue Municipality (EE)

The idea of the project is to develop a model of cooperation among teachers, school management, and students, in which, with the involvement of professionals in design, furniture, welfare technology, and medicine, they could redesign school environments to support their well-being. By involving students in the decision-making process, the project aims to cultivate a culture of engagement from an early age, setting the stage for them to become proactive members of their communities.

The NDPHS Secretariat will contribute to the dissemination of project results and the transfer of outcomes across the Baltic Sea Region and to the policy-making level. In addition, they will facilitate cooperation between the project and similar activities across the region to enhance the project's impact for target groups and end users. In the early stages of the project, the Secretariat has an observer role with active engagement expected to increase from early 2026.

5. Communication

Communication remains a strategic pillar of the NDPHS Secretariat's work. Through the continuously evolving website, our primary external gateway, we showcased the missions, activities, and achievements of NDPHS and PA Health to a broad audience. Internal communication within the network ensures cohesion and collaboration across the Partnership.

A spotlight was placed on promoting the EUSBSR and NDPHS-related projects, strengthening their visibility and emphasising their relevance and impact in the region. To further enhance our outreach, a range of creative communication materials, including pens, notepads, and tote bags, were designed and produced to reinforce the NDPHS's brand and support our engagement at events and beyond.

6. Support to the NDPHS Chair and EUSBSR Policy Area Health Chair

The Secretariat played an active role in supporting the NDPHS Lithuanian Chairship team on governance and strategic development matters. This included assistance with the preparation of governing body meetings, adoption of the annual budget, and other key administrative and planning processes.

7. Support to the NDPHS Chair and EUSBSR Policy Area Health Chair

The NDPHS Secretariat maintains a stable financial and administrative standing. The staff is professional and dedicated, and the financial situation is robust – Partner Countries continue to pay their annual contributions regularly, and any budget deficits are reliably covered through project financing.