



Annual Report

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Introduction

The Lisbon Project exists to build a community that integrates and empowers migrants and refugees. In a world still shaped by global conflicts, climate change, and economic instability, 2024 was no exception to the challenges humanity continues to face. Within Portugal, migration emerged as an increasingly critical topic. Ongoing labor shortages, a rising cost of living, and social integration challenges underscored the urgent need to foster inclusive and empowered communities.

At the Lisbon Project, we believe that adversity calls for empathy and intentionality. While we cannot solve global crises, we can create meaningful change at a local level. By dedicating ourselves to a mission rooted in love and respect, we strive to be a source of healing, hope, and empowerment for those building a new chapter in Portugal.

As the year began, we remained steadfast in our ambition to scale the Lisbon Project beyond Lisbon. By 2030, our vision is to establish three hubs across Portugal, each led by qualified staff who excel at fostering belonging and empowerment.

In 2024, we solidified who we are as an organization. Celebrating our seventh anniversary, we reflected on our journey and the growing credibility and influence we now hold in our ecosystem. The year marked a milestone as we forged more partnerships than ever before, collaborating across diverse sectors—from academics to finance, tech to sports, retail to public entities. These partnerships are a testament to our commitment to building bridges, and amplifying our impact across society.

When the Lisbon Project began in 2017, Portugal was home to roughly 400,000 foreign residents. Today, that number has more than doubled to over one million. This dramatic growth highlights the increasing importance of our mission. What began as a Lisbon Project is evolving into a national project, championing strategic, efficient and empathetic integration where everyone wins.

As we reflect on 2024, I am deeply grateful for the extraordinary individuals—team members, volunteers and community members—who make the Lisbon Project what it is. Together, we are not just a nonprofit organization; we are a movement that celebrates diversity, promotes inclusion, and strengthens social cohesion in Portugal.

Looking ahead to 2025, we are inspired to build on this year's momentum. We remain committed to creating opportunities for belonging, empowerment and integration for all. Thank you for being an integral part of our journey.



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Governance

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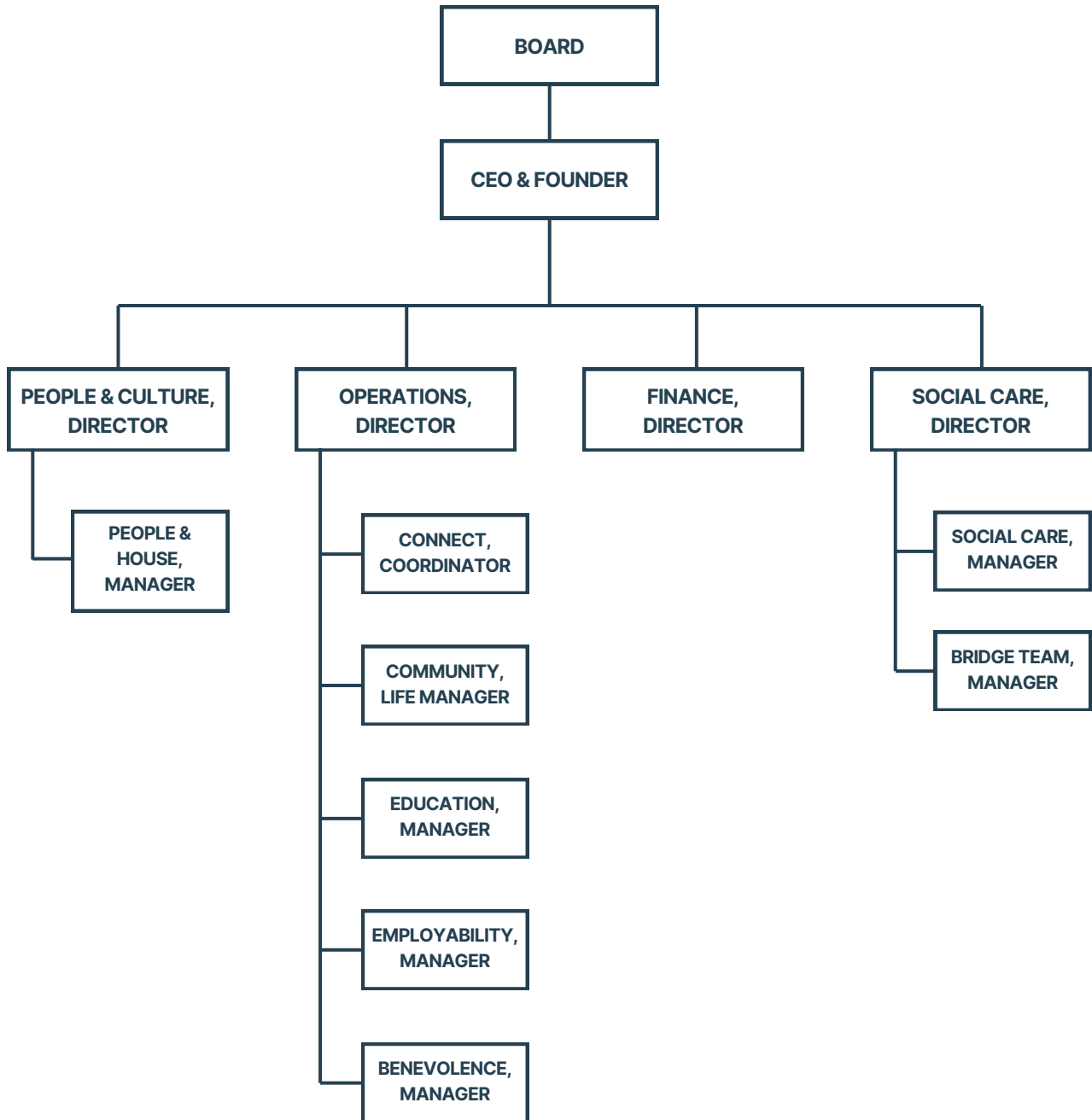
Thomas Clark
PRESIDENT

Eduardo Fernandes
VICE-PRESIDENT

Teresa Attinello
SECRETARY



Organizational Chart





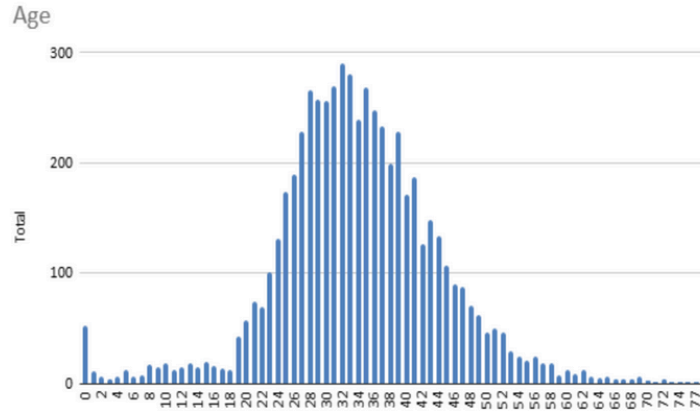
Community

New registrations

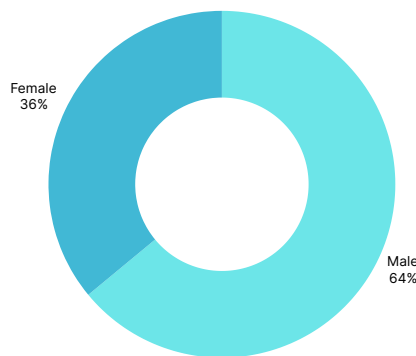
Total new registrations: 975
Total of new nationalities: 22
Total number of new households: 478

Active community members

Total number of registered community members: 5952
Total number of households: 1129
Total number of nationalities: 250
Top nationalities: Bangladesh, Nepal, India, Pakistan, Nigeria, Algeria
Top native languages: Bengali, Arabic, Nepali, Urdu, English, Portuguese
Unique native languages: 84
Age distribution:



Gender distribution:



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Community Life Program

From a Community Member:

"Dear Members of the LP community life, thank you so much for making my son's birthday a special occasion for him. He couldn't stop talking about how generously you celebrated his birthday, during the Kids Explore activity. I simply asked you to wish him, but you threw a party. You people are really amazing and never stop bringing happiness into our lives through various, countless actions of kindness and love. May God bless you with health, wealth, and prosperity. Amen."





Community Life Program

Introduction

Integration is only truly successful when there is a sense of belonging. Our Community Life Program exists to foster a feeling of community, build relationships, and ignite personal and societal development. The Community Life Program report is divided into three main areas: Welcoming Events, Cultural Events and Social Groups. The aim of these includes but are not limited to:

- Creating a welcoming environment where members of the community can gather and interact;
- Removing barriers that are based on race or ethnicity through fostering understanding amongst those with various backgrounds;
- Organizing frequent social events, making connections within groups that suit community preferences, and assisting in the development of friendships.

Overview of key achievements

- **Successful Delivery of Activities:** During 2024, activities across social groups (Kids Explore, Youth Explore, and Better Together) were consistent and reliable which strengthened relationship building.
- **Community Life Team Cohesion:** Improved collaboration and communication among team members, resulting in a more cohesive and efficient structure.
- **Increased Engagement:** Steady attendance and engagement in Kids Explore and Youth Explore, with an average of 15+ participants per session. A beautiful transition of community members graduating from Kids Explore to Youth Explore, testifying of the power of these groups in their lives and integration to Portugal.
- **Strong participation in women's activities:** a great variety of workshops, including community members leading some events themselves, building leadership development opportunities.
- **Strengthened Partnerships:** Collaborations with external organizations for various skills development workshops, self-defense classes, and surf lessons for kids and teens.
- **Positive Impact on Participants:** Participants consistently reported feeling seen, heard, and supported. The simple celebration of one CM's birthday, impacted not only him, but his mother also, in a powerful and meaningful way.
- **Summer Club:** Summer Club this year brought about intentional changes through having an art therapist drive the content of the program. This allowed us to create a deeper impact than years before.



Overview of key challenges

While 2024 presented its share of challenges, each one served as an opportunity for growth and improvement. We recognized the need to streamline internal documentation to better support our growing team, and enhance onboarding processes, especially as frequent turnover and internship transitions highlighted the importance of continuity and proper handovers. Incidents of bullying at school among younger participants pushed us to implement stronger safeguarding measures, and better support our CMs in vulnerable situations.

Additionally, the lower participation of women, teenagers and children in wider community events encouraged us to rethink our outreach strategies to ensure greater inclusivity. We are happy closer bonds are being made within gender or age specific groups, but would also like to see a greater mix in our larger events. Finally, while budget limitations sometimes constrained our ability to organize activities, they inspired us to innovate and prioritize impactful initiatives that maximize resources. These lessons strengthened our commitment to adaptability, creativity and intentionality in building a thriving, empowered community.

Welcoming events

Project	Description	Total nr. of events	Total nr. of CMs
Community Dinner	Free dinner with people from LP and Riverside Lisbon communities. Multiple learning experience before and after offered.	46	902
Family Friday	Fun time to get to know other people from the LP over games and snacks. Pop Up store available.	46	1017

Social Groups

Project	Description	Total nr. of events	Total nr. of CMs
Youth Explore	Youth group for children aged between 13 and 18 years old. Teenagers are given an opportunity to form friendships, and explore new skills in diverse types of activities.	28	49
Better Together	Women only group where participants are encouraged to build friendships, and learn new skills in a safe environment.	70	128



Kids Explore	Creative social activities aimed at children between the ages of 5 and 12 years old. The social gatherings encompass a range of activities such as creative arts, local excursions, sports.	23	108
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Community events

Project	Description	Participants
An Evening In...	Cultural evening with food, music and cultural presentations.	109
Lisbon Project Birthday	Cultural evening with food, music and cultural presentations.	200
Christmas & Year End Party	An afternoon celebrating Christmas with food, music and cultural presentations.	123
Fundraising Concert "One Voice"	Event with a diverse set list showcasing incredibly talented artists from all over the world.	91
Children's Christmas event	A Christmas celebration for all Lisbon Project children partnering with Funtoche.	45

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Education Program

From a Welcome Course student:

"Thank you very much. This course was one of the best things that happened to me in the 2 years that I was in Lisbon. The teachers are highly qualified and warm hearted. Lisbon project is an amazing institution, the atmosphere of love, cooperation, appreciation, humility, tolerance, service attitude is contagious and very inspiring. Hope that many more people get the benefit of your programs."

From a Homework Club parent:

"I left because of the war in Syria with my kids. So we left to Egypt and lived there for 7 years but life there was difficult and Thanks to luck we came to Portugal through UN. I was struggling with settling in for a while then a friend of mine told me about LP, and the support I received from them was very sweet. I appreciate all the support my children have received from this. It's truly been great having this extra support with them."





Education Program

Introduction

At the Lisbon Project, we recognize how essential breaking the language barrier is for migrants and refugees striving to integrate into Portugal. Whether it's finding employment, forming social connections, or navigating essential services like education for their children, language proficiency is often the first and most critical step. The Education Program exists to meet this need, offering high-quality resources, and tailored learning opportunities, primarily focused on Portuguese. Through our various initiatives, we aim to empower our community members to overcome linguistic challenges, fostering a sense of belonging, and improving their ability to thrive in their new environment.

In 2024, the Education Program successfully expanded its offerings, ranging from intensive Portuguese courses to personalized tuition for children and adults. Notable highlights include the launch of the Speak & Connect Language Exchange, and the continued development of the Lisbon Project Learning Centre. These efforts have not only supported language learning but also created avenues for community engagement and cultural integration. The program's growth and impact were driven by the dedication of a robust team of volunteers and staff, despite significant challenges such as resource constraints and turnover.

Overview of key achievements

- Delivered 15 Portuguese language courses, including A1 and A2 intensive formats, and the rebranded Portuguese Welcome Course.
- Launched and scaled the Lisbon Project Learning Centre, providing both physical and digital resources for language learning.
- Reduced drop-out rates in several courses through improved processes, including hybrid class formats, and structured feedback mechanisms.
- Automated application and placement processes for Portuguese courses, enhancing efficiency and data tracking.
- Successfully hosted graduation events, community engagement activities, and practical language immersion events like scavenger hunts.
- Recruited and onboarded new key roles, including teacher trainers and course coordinators, improving volunteer support and teaching quality.



Overview of key challenges

- High turnover among volunteers and key positions (every 6 months), affecting program consistency.
- Limited funding, which constrained the ability to improve infrastructure, hire qualified staff, and expand services.
- Ongoing challenges in managing a large volume of applications, placements and data manually.
- Engagement challenges in some activities, such as the Speak & Connect Language Exchange, which required restructuring due to limited participation.
- Difficulty maintaining momentum for the Homework Club due to coordinator transitions, and the complexities of matching tutors with tutees.

Formal Portuguese Courses

Description: This year, all formal Portuguese courses were taught by volunteer teachers. Levels A1 and A2. 1 Format: Hybrid – 1 online lesson and 2 lessons at the LP (per week).

Duration: A1 courses last 12 weeks (74 hours), A2 courses last 13 weeks (80 hours), however, for the second round the A2 course only had 74hs. For the third round, both A1 and A2 had an 80-course plan, but an average of 77hs were delivered in A1 and 80 hours in A2.

Schedule: Morning and evening courses were available.

Certification: At the completion of A2 course testing, students were given the opportunity to undergo an official Portuguese exam where they would be eligible to receive a nationally recognized certificate throughout our partnership with Qualifica.

Number of courses opened:

Type	Target	Achieved	Observations
A1 course	6 new courses	10 new courses	167% achieved
Students placed in A1 courses	120 students	214 students	178% achieved
A1 Drop-out rate	Below 60%	Below 33%	100% achieved
A2 course	6 new courses	5 new courses	83% achieved
Students placed in A2 courses	120 students	100 students	83% achieved
A2 Drop-out rate	Below 60%	Below 48%	100% achieved



2024 was a very transformative year regarding tuning already existent procedures to be more efficient and creating clear processes. From the course format to the enrolment process and the addition of more interactive and fun experiences for the students and teachers in the course plan.

It was the first year with a teacher trainer, a role we want to nourish and reinforce for 2025. We ended the year with more dynamic courses, a more cohesive and supported team of teachers - with an important start in creating class presentations based on the book for the teachers to use in class, to make the classes more engaging and helping the teachers prepare the classes.

Another interesting note is that due to resources of available, mainly funding, we do not promote our courses externally. All formal courses are only promoted to existing Lisbon Project community members.

Portuguese Welcome Courses

Description: For students who do not get placed in our formal courses, they can apply to our Portuguese Welcome Course for Adults. Short courses for adults without any previous knowledge of Portuguese taught by volunteer teachers. It proposes a strictly communicative approach, to allow students to: learn to interact in basic everyday situations, acquire vocabulary associated with these interactions, and practice useful speech acts. Once a week early and late evening courses were available.

Type	Target	Achieved	Observations
Portuguese Welcome Course (PWC)	6 new courses	10 new courses	167% achieved
Students placed in PWC	120 students	200 students	167% achieved
PWC Drop-out rate	Below 60%	Below 30%	100% achieved

The Portuguese Welcome Course underwent significant changes this year, including rebranding, adjustments in course structure, and adapting to students' demands. A key takeaway from these challenges was recognizing the importance of balancing the course's time investment and resource needs. By keeping the structure simple and materials straightforward, we managed to find teachers more easily and maintain excellent activity management, even while upgrading the course to 8 lessons and incorporating an interactive role-play for the final revision.

Additionally, we've prioritized committed and successful students from this course to progress into the A1 level, a practice we aim to reinforce in 2025. This natural progression—from the Portuguese Welcome Course to A1, A2 Intensive, and later Speak & Connect or future B1 courses—ensures we are investing our efforts in those who value and benefit most from our services.



Speak & Connect Clubs

Description: Conversational language learning opportunities for our community members to develop their Portuguese and English oral communicative skills. Aimed at adults with at least an A2 level of both English and Portuguese. Registration and placement test required.

Type	Target	Achieved	Observations
S&C Language Exchange	3 groups	3 groups	100% achieved
Students attending at least 1 S&C session	90 students	43 students	48% achieved
Students attending at least 5 S&C session	45 students	25 students	58% achieved

The Speak & Connect Language Exchange provided community members with a dynamic setting to practice conversational Portuguese and English. Early challenges, such as inconsistent attendance and limited volunteer availability, highlighted a greater demand for Portuguese practice. Mid-year restructuring introduced real-life applications and cultural exchange, but participation only improved later when A2 students joined, and a dedicated new coordinator revitalized the sessions by actively engaging volunteers and participants, fostering a more consistent and motivated group.

Looking ahead, the program will align more closely with A2 courses, increasing focus on Portuguese-speaking practice and cultural immersion. In 2025, we aim to rebrand the activity to better reflect its purpose, expand outreach to Portuguese course students, and enhance volunteer recruitment and training. Additionally, we plan to partner with corporates and other institutions to mobilize local residents as volunteers, offering our community members informal opportunities to practice Portuguese. By incorporating structured, practical content and improving communication and evaluation, the program will strengthen its impact and foster greater linguistic and social integration.

Homework Club

Description: The Homework Club (HWC), a vital component of the LP Education Program, offers personalized tutoring to support children (aged 6-18) integrating into the Portuguese education system and language. Providing academic aid, including homework assistance and test preparation, our dedicated tutors collaborate with families to create a comprehensive support network. Through a careful personal pairing process, each student is matched with a tutor aligned with their academic needs and interests. Weekly tutoring sessions, lasting about one and a half hours, occur either online or at the Lisbon Project's office, offering flexibility to accommodate both student and tutor schedules.



Type	Target	Achieved	Observations
Students	60 students	68 students	113% achieved
Tutors	20 tutors	21 tutors	105% achieved

The Homework Club achieved significant milestones this year, including an increase in active tutors, innovative session formats, and record-breaking engagement. Despite challenges like the need for more Portuguese-speaking tutors and managing a diverse volunteer team, targeted outreach and enhanced support strategies laid a strong foundation for growth.

Looking ahead, the focus will be on fostering meaningful educational experiences, strengthening community partnerships, and expanding access to quality tutoring to meet the evolving needs of students and volunteers.

Learning Centre

Description: The Learning Centre (hereafter LC) was launched in 2024 with the aim of making both physical and digital learning resources available to our community members. Community members can currently access Libib (the platform where they can see the books available in the LP’s physical library) and the Learning Centre Blog with resources for learning Portuguese, and tips and articles related to learning languages, both from the internal member website. The LC team is also responsible for offering quarterly events to engage the community and motivate them to use the library resources.

Type	Target	Achieved	Observations
Community Members making use of library resources at least once.	100 CMs	62 CMs	62% achieved
Quarterly Events	4 events	4 events	100% achieved
Community Members attending quarterly events	40 CMs	57 CMs	143% achieved

This year, the Learning Centre (LC) achieved key milestones in community engagement, including launching the LC, creating the LC Blog, and hosting events that fostered a sense of belonging. Despite challenges such as team stability, book tracking, and blog limitations, improvements were made in library organization, digital resources, and securing a promising partnership with Universidad Católica, which has actively supported library management and community events.

Looking ahead to 2025, our priorities include making LC events like the book club more regular and innovative, finding an improved blog platform with better tracking features, and expanding online resources for Portuguese learners. We also aim to secure funding to upgrade library management systems, refine our catalogue to meet community needs, and increase library promotion within our Portuguese courses. Additionally, we will strengthen key partnerships, such as with Universidad Católica, to further enhance the Learning Centre’s impact and resources for our community.

Annual Report

Employability Program

From a Community Member:

*"Dear Team,
I got a job in Lisboa. It's because of the help of Lisbon project. I attended a Randstad workshop through Lisbon Project. There I met the recruiters and discussed about my profile. Finally I got a job through them. I will be joining on 7th June."*

From a Community Member:

*"Dear Margarida,
I hope you are well. Hospital Luz send me the work schedule. I am going to start my work on 6th May onwards. This is my first job to entering into the Portuguese labour market which was not possible without your enormous support. I assure you that I will maintain the work ethics & professionalism at all times. Thanks for your support."*





Employability Program

Introduction

The Employability Program plays a key role within the Lisbon Project, focusing on addressing one of the primary challenges faced by the Community Members (CMs) in their job search efforts. It equips them with the necessary tools to enhance their competitiveness in the job market and broaden their opportunities for job success.

Additionally, this program serves as a vital bridge between the migrant workforce and the Portuguese labor market (something we will focus on even more in 2025). By fostering connections with employers, organizing training sessions, and providing mentorship opportunities, the program not only empowers migrants but also supports local businesses in addressing labor shortages with a skilled and diverse workforce. Through this work, we aim to create a more inclusive and dynamic labor market where everyone can thrive.

Overview of key achievements

- **Secured Leadership:** The Employability Program achieved a significant milestone this year by securing funding to retain our Employability Program Manager. This crucial step ensured the program benefitted from longevity, tested experience, and consistent leadership, driving its impact and effectiveness.
- **Team Cohesion:** Presence of more long-term volunteers, which not only contributed to greater stability but also helped build institutional knowledge and expertise within the program.
- **Workshops:** Despite the absence of a dedicated Activities Coordinator, the Employability Program hosted multiple workshops, welcoming 417 attendees with high satisfaction rates.
- **Partnerships:** We successfully established valuable connections with organizations like Microsoft, Highgate, Mastercard and Maid to You, which added significant value to our programs.
- **Program:** By creating an Employability Program with a more specific user journey for CMs, we were able to follow-up more closely and build relationships with each and every CM that registered.

Overview of key challenges

Despite some challenges, the project also provided valuable learning opportunities and areas for growth. Following up with referrals proved to be a complex task due to turnover and occasional disconnect with recruiting companies, but it highlighted the importance of building stronger relationships and refining our communication strategies. Although we relied on interns for coordination, their limited commitment—usually around six months—presented an opportunity to culti-



vate a diverse range of perspectives and fresh ideas, while also revealing the need for more sustainable solutions to ensure program continuity. The shortage of CV editors became an opportunity to improve efficiency by streamlining processes and potentially expanding our team. Additionally, volunteer engagement, while initially inconsistent, prompted the introduction of Minimum Performance Guidelines (MPGs), which created a clearer framework and fostered a more committed and accountable volunteer base. These experiences have provided important insights to help us strengthen the program moving forward.

CV Editing

Description: Our team offers CV Editing Sessions to provide one-on-one support for Community Members (CMs), helping them create high-quality CVs that are tailored to their unique skills and the demands of the job market. This year, we introduced the Calendly system, allowing CMs to conveniently book sessions in advance with our CV Editor or attend Open Afternoons on a first-come, first-served basis. Our goal is to ensure that each CM leaves with a polished CV that showcases their strengths and is strategically adapted to maximize their chances in the competitive job market.

Type	Target	Achieved	Observations
CVs edited	188	137	73% achieved

Skills Development Session

Description: Skills Development is aimed at empowering migrants and refugees with the skills necessary to find employment in Portugal. This activity matches interested Community Members with suitable volunteer guides, in order to provide individualized guidance in the process of searching for, applying, and retaining a job. Although participation fell short of expectations, this activity remains vital and we are taking learnings to improve future efforts.

Activities: There were 156 matchings done between Community Members and Volunteers. From these 156 matchings, there was a total number of 75 Skills Development Sessions in 2024.

It is important to point out that there were more sessions which were not properly registered due to the relational culture of the Lisbon Project where some sessions are viewed as “friends helping friends” and not officially tracked. We are encouraging our team members to ensure they track their sessions correctly.



Type	Target	Achieved	Observations
Skills Development Matchings	100 matches	156 matches	156% achieved
Skills Development Sessions	100 sessions	75 sessions	75% achieved

We did fall short of our target for the number of sessions. This was primarily due to last-minute cancellations from both volunteers and community members, which disrupted the scheduling and planning of these sessions. We recognize the critical importance of these sessions and are actively working on strategies to prevent them from falling through.

Skills Development Session

Description: Workshops are a crucial part of the Lisbon Project, providing Community Members (CMs) with valuable opportunities to develop both professional and personal skills.

Activities: Our dedicated volunteers led sessions on Professional Communication, LinkedIn Optimization, Cover Letter Writing, and CV Workshops, consistently ensuring high-quality content and delivery. We also formed impactful partnerships with organizations such as Mastercard, AIMS, Global Citizen Solutions, Microsoft, and Re-Fi, enriching our workshops with their expertise and resources. Looking ahead, we are excited to strengthen these partnerships and continue enhancing our workshops to better serve and empower the community.

Type	Quarter	Participants	% of CMs that rated the activity 8 or above (1-9)
CV Editing Workshop	I	41	93%
Interview Workshop	I	14	79%
Linkedin Workshop	I	22	82%
PT Job Market and Culture	I	51	69%
CV Editing Workshop	II	28	89%
Professional Communication	II	18	78%
AIMs International Event	II	63	83%
CV Editing Workshop	III	30	100%
Interview Workshop	III	25	88%
Mastercard Event	III	30	Feedback survey not done
Re-fi Blockchain Workshop	IV	33	68%
PT Job Market and Culture	IV	9	100%
LinkedIn Workshop	IV	21	100%
Computer Literacy Workshop	IV	20	83%
Cover Letter Workshop	IV	12	82%



We're especially proud of the high satisfaction rates for most workshops. Throughout the year, we found that smaller groups tend to result in higher satisfaction, as we can provide more individual attention to each Community Member.

Employment Resources

Description: We continuously update our employability resources to provide Community Members (CMs) with the most relevant and effective tools for their job search and career development.

Activities: After each workshop, we incorporate the materials and insights shared, ensuring that CMs have access to the latest information. These resources are stored in a dedicated folder and distributed quarterly to all registered CMs, as well as non-registered participants in our activities. By doing so, we ensure that everyone, regardless of their registration status, has access to the essential resources they need to succeed in the job market and advance their careers.

Type	Target	Achieved	Observations
Provide Employability Resources after CM registers in Employability Services	250 CMs receive resources	544 CMs received resources	218% achieved

Technical Skills Courses

Description: Technical Courses are essential in helping Community Members (CMs) develop the skills necessary for securing employment.

Activities: Although our goal was to offer one course per quarter, we were able to organize two this year, in Quarter 2 and Quarter 4. This was due to various challenges in coordinating the courses, which we are actively addressing.

In 2025, our primary focus will be to align training programs more directly with job placements, ensuring that Community Members (CMs) gain the skills most needed by employers. We aim to secure funding from corporate partners who will benefit from investing in the training of a skilled migrant workforce. By creating these mutually beneficial partnerships, we hope to provide CMs with clear pathways to employment, while also helping companies tap into a diverse, highly trained talent pool. This strategic approach will not only enhance the employability of CMs but also contribute to the long-term sustainability of our training initiatives.

Type	Quarter	Participants
Software Development – JAVA Basic Level	II	13
Maid to You – Domestic Work Training	IV	10



Partners Job Referrals

Description: Our referral activity is built on partnerships with various organizations that provide us with their job vacancies and specific hiring needs. Through these collaborations, we are able to connect our Community Members (CMs) with relevant job opportunities. Once we receive the vacancies from our partners, we refer qualified CMs who meet the job criteria, facilitating potential interviews and job placements. This process ensures that our community members are connected with employers actively seeking their skills, creating a pathway to meaningful employment and supporting both the job seekers and the hiring companies.

Type	Target	Achieved	Observations
Job referrals made	80 referrals made	263 referrals made	329% achieved

Around 120 Community Members (CMs) have been referred to multiple job opportunities across 33 companies. While this is a positive outcome, the number of referrals is somewhat limited by the lack of an automated and efficient database that allows us to easily filter CVs and match skills directly with job vacancy requirements. We have been working to improve this process, but the absence of suitable software has posed challenges. In 2025, we are optimistic that the introduction of new tech software will significantly enhance our referral system, making it easier to match CMs with the right opportunities. Additionally, without proper software, tracking the outcomes of these referrals has been difficult, as community members and companies don't always provide feedback on the results. This gap has made it harder to assess the effectiveness of the referrals and refine the process further.

Annual Report

Social Care Program

From a Community Member:

"I want to express my heartfelt gratitude for the constant support and encouragement you've provided me. Your help has made a significant difference in my life, and I truly appreciate everything you've done for me. Knowing that I can rely on your organization gives me strength and hope to keep moving forward. Thank you for being there for me."





Social Care Program

Introduction

The Social Care department is dedicated to providing essential administrative support and emotional care to our Community Members (CMs). Our role is to assist CMs in navigating the complexities of Portuguese bureaucracy while offering a supportive space for their emotional well-being. Additionally, the department is responsible for building and maintaining strong relationships with social care institutions and key stakeholders in the broader community. Where Lisbon Project cannot directly provide a service, the Social Care department looks externally to identify resources and opportunities, bridging the gap between our CMs and external partners. This ensures that both our community members and our partners can access the support and services they need, fostering a more connected and resilient network. The department also oversees safeguarding, implementing measures across the NGO to ensure the protection and well-being of all those we serve.

Overview of key achievements

- Development of a clear and robust department structure, providing LP with a safety net of emotional and administrative support that strengthens the inclusion work of Community Life and the empowerment opportunities offered through Education and Employability.
- Establishment of Family Friday Plus workshops as an opportunity for both community and team members to learn from external experts and for LP to build partnerships.
- Establishment of Bridge and Care Team Expert Panels as a structure through which external expertise can be brought "in-house" for ongoing internal benefit.
- Creation and development of AdminHub and External Mapping platform, capturing learning for ongoing internal benefit.
- Elevation of safeguarding awareness and practice through increased communications and the creation of a new Care Team.

Overview of key challenges

Securing key managerial roles for the long term has been a challenge, as these roles are currently unpaid. Progress with partners has sometimes been slowed by the complexity of authorization processes with key support providers, such as APAV and Santa Casa, which require time and careful coordination on their end. Within the Bridge Team, the boundaries have occasionally become blurred, leading to team members taking on more responsibility and emotional pressure than expected. Conversely, in the new Care Team, the initial approach has been more structured, which has unintentionally limited direct community engagement. However, there have been significant improvements with initiatives like AdminHub and External Mapping, as well as longer handovers, though ensuring effective knowledge transfer between generations of Bridge Team members remains a challenge to maintain continuity and preserve valuable insights.



Bridge Team

Description: The Bridge Team is dedicated to helping Community Members (CMs) navigate the complexities of Portuguese bureaucracy across various sectors, such as social security, education, healthcare, and more. The team provides vital support by assisting CMs with understanding and accessing services, ensuring they can fully engage with the systems available to them. Appointments can be made on a drop-in basis at LP, where volunteers are available to provide guidance and assistance. Additionally, LP team members can accompany CMs to appointments, offering further support and helping to ensure that the bureaucratic processes are understood and successfully completed. The goal of the Bridge Team is to empower CMs to confidently manage their administrative needs, reducing the barriers they face in accessing essential services.

Type	Target	Achieved	Observations
Daily Drop-in sessions	300 sessions	345 sessions	115% achieved
Daily Drop-in CMs supported	300 CMs	240 CMs	80% achieved
Team accompanies CMs to bureaucratic appointments	75 CMs	19 CMs	25% achieved

These numbers are likely underestimated due to a lapse in Bridge Team (BT) recording towards the end of the year. Volunteers supported CMs and did not always track it, again due to the relational organic culture of the LP. Additionally, the new IT system is expected to help differentiate between the number of sessions and the number of Community Members (CMs) supported, making tracking more accurate. However, the significant number of 147 sessions with returning CMs is a strong indication of their trust in the services provided and their positive experience.

Type	Target	Achieved	Observations
Articles added to platform	25	27	108% achieved
Recordings of FF+ sessions uploaded onto platform	5	0	0% achieved
Visitors to the information platform website	250	331	132% achieved

Online Platforms: Within the Bridge Team, we also developed and launched online resources to better support our community members, specifically the AdminHub and External Mapping platform. These information platforms are regularly updated, incorporating insights gained from direct support interactions with the community. By learning from these experiences, we've been able to continuously improve the content and ensure that it is relevant and accessible. The platforms provide community members with valuable resources, empowering them with the information they need to navigate various bureaucratic processes and access essential services. Feedback indicates that these tools have made our community members feel more equipped and confident in managing their administrative needs.

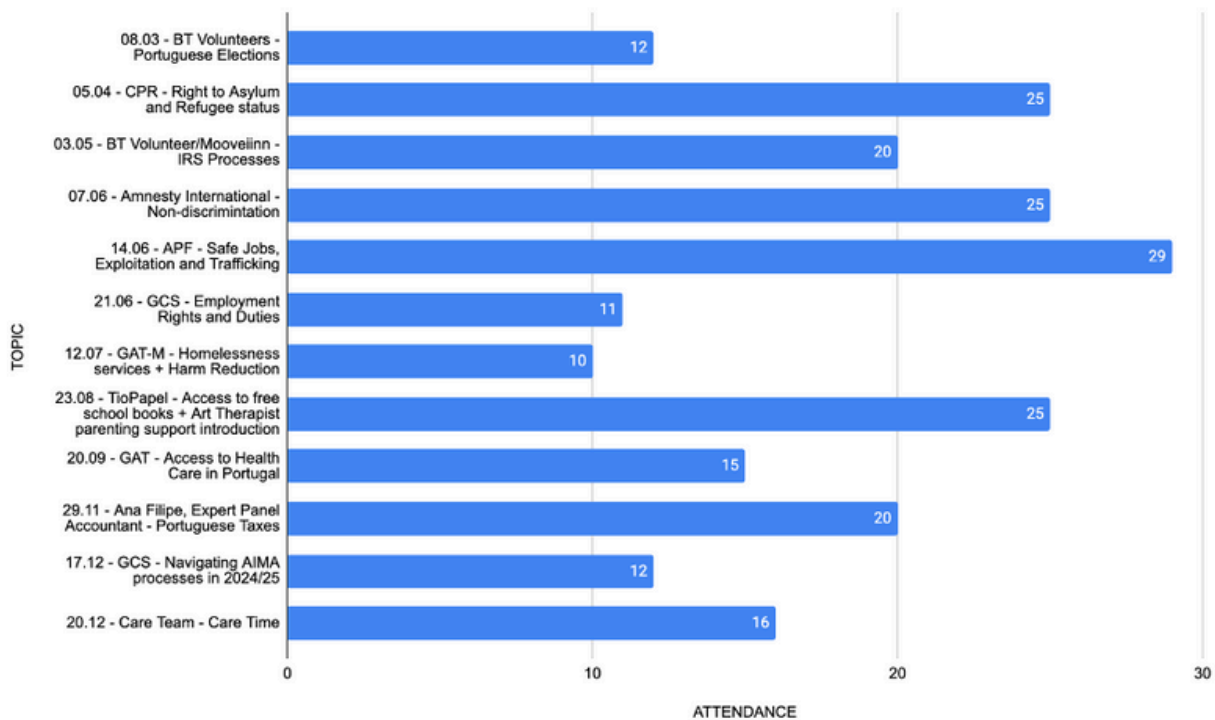


Family Friday Plus Workshops

Description: The Family Friday Plus workshops are designed to provide empowering and informative sessions during a time when the community is already gathered. These workshops aim to address the specific needs of our migrant and refugee community by focusing on topics that are most relevant and impactful. To ensure the content meets the community's needs, each workshop is carefully planned and tailored based on a thorough needs assessment. Once the key topics are identified, we collaborate with external partners who specialize in each area to deliver expert-led sessions. This approach allows us to offer valuable insights and resources, fostering empowerment and creating opportunities for personal and professional growth within the community.

Type	Target	Achieved	Observations
Family Friday Plus Workshops	10	11	110% achieved
Family Friday Plus Attendance	250 CMs	205 CMs	82% achieved

In 2024, 11 Family Friday Plus (FF+) workshops were held, featuring key stakeholders from various social care institutions. This was a significant achievement, as it allowed us to bring essential content directly to our community with the active participation of our network partners. While we didn't meet our target number of participants, feedback from both the community members and broader organizational discussions highlighted that smaller group sizes often lead to more meaningful and impactful sessions. Looking ahead to 2025, we aim to enhance the FF+ introductions by incorporating local community and Portuguese News summaries to further enrich the content for our participants.





Care Team

Description: The Care Team was set up in 2024 as a trial group of trained mental health practitioners, with the goal of providing emotional support to individual Community Members (CMs). Additionally, the Care Team served as ambassadors for Care and Safeguarding across other Lisbon Project (LP) programs and activities.

By the fourth quarter, the Care Team was fully launched, and awareness of their support steadily increased among both team and community members. Initial responses to their reflective practice sessions, Care Team Drop-In, and safeguarding support were overwhelmingly positive, with community members expressing appreciation for the assistance provided.

However, challenges arose, particularly for the Bridge Team in redirecting CMs to the Care Team for support. To address this, a plan has been developed for 2025 to ensure the expanded Care Team will work more closely with the Bridge Team, providing direct support during shifts and assisting with Drop-In requests from CMs. This collaborative approach will ensure smoother coordination and more effective care for community members.

Type	Target	Achieved	Observations
Care Team Support	50 CMs	10 CMs	20% achieved
Reflective Practice Sessions	4	4	100% achieved

The main objective of the Care Team was successfully achieved, providing a much-needed outlet for community and team members to discuss their burdens with someone who could offer support. This has helped address a key emotional need within the community. Looking ahead to 2025, we plan to further promote and strengthen access to this valuable resource, ensuring more individuals can benefit from the support and care offered by the team.

The target of supporting 50 Community Members (CMs) individually proved to be overly ambitious during the early months of the Care Team's formation. However, the team successfully recorded 10 one-on-one focused sessions and, in reality, engaged with a significantly larger number of both community and team members.

The most commonly raised concerns by Care Team volunteers related to issues such as financial difficulties, unemployment, and loneliness. In response, and in alignment with the team's training and supervision guidance, the tool most frequently employed was *Creating Empathic Rapport / Emotional Co-regulation*. This approach has proven effective in addressing the emotional needs of the community while fostering stronger connections.

Annual Report

Benevolence Program

From a Baby Supplies Workshop attendee:

"I was really happy to visit and spend time with the lovely team of LP. As usual, you did more than the expectation. I feel so light and happy after this workshop."





Benevolence Program

Introduction

The Benevolence Program is dedicated to assisting migrants and refugees facing economic hardships or lacking essential resources in our community. It accepts donations from various contributors with the aim of meeting the material needs of community members.

Its existence is grounded in the belief in collective responsibility to assist those facing economic hardships or material deficiencies in the community. Through its activities, the program ensures that donations are effectively utilized to make a tangible difference in the lives of those in need, fostering a sense of solidarity and support within the community.

By providing practical assistance to individuals facing challenges, the Benevolence Program plays a role in the integration and empowerment of migrants and refugees in Lisbon.

Overview of key achievements

- **Campaigns** – The Back-to-School Campaign reached more children than ever before, helping to provide essential school supplies and making a positive start to the academic year for vulnerable families. The Baby Care Campaign was also a highlight, bringing together essential baby products and a Parenting Workshop, ensuring that parents had the support they needed to care for their children. This initiative combined tangible aid with valuable knowledge, providing a holistic approach to family welfare
- **Consistency** - we achieved greater consistency in our monthly pop-up stores, bringing stability and reliability to the community. Families knew they could count on these events for essential supplies, and the regularity of these stores helped build trust within the communities we serve.
- **New partnerships** - We forged new partnerships across different sectors, mobilizing businesses, schools, and community organizations to contribute items and volunteer their time. These collaborations were crucial in amplifying our reach and ensuring that we could support as many people as possible
- **Program review/evaluation** - At the end of the year, we conducted a thorough evaluation of the program, which provided valuable insights into our operations and areas for improvement. Based on this feedback, we have restructured our approach to maximize impact in 2025, ensuring that our efforts continue to evolve and meet the growing needs of the community.



Overview of key challenges

Key team turnover led to varying team focuses, making it difficult to ensure alignment across all initiatives. Additionally, there was a noticeable lack of partner relation management, which hindered our ability to strengthen existing partnerships.

We also encountered difficulties in sourcing items in demand, particularly household items and men's clothing, which affected our ability to meet the specific needs of the community we serve.

Not having a vehicle was yet again a challenge that made it difficult to connect donors to recipients for bigger items like furniture and larger appliances. These challenges have provided us with valuable lessons that will guide our strategies moving forward.

Pop-Up Store

Description: The Pop Up stores have always been a main attraction at the Lisbon Project. At the last Saturday of each month, all the items that have been donated by the public goes on display for our community. The Lisbon Project prioritizes its core mission of building a community that empowers migrants and refugees, and the Benevolence Program felt a need to make sure it was aligned with this through the pop up stores more than before. The Saturday morning Pop Up stores were transformed into a community feel with the Ping Pong and pool table as well as board games and snacks being brought out for those who wait for their turn in the store.

It has been received with positive feedback by the community members who now could spend their morning not in a “waiting room” but in a community space where they could catch up with friends and have their kids be entertained too.

Type	Target	Achieved	Observations
Monthly Pop-Up Stores	11	10	91% achieved
Number of participants monthly Pop-Up Store	550 CMs	530 CMs	96% achieved
Mini Pop-Up Stores	14	9	65% achieved
Number of participants in Mini Pop-Up Store	210 CMs	136 CMs	65% achieved



Baby Supplies

Description: Even though the regular sponsorship for baby item distribution ended at the end of 2023, it has always still been a desire of the Benevolence team to be able to provide relief for parents of young children by supplying them with a hamper of baby products. In 2024, we were able to do this at least 3 times with the help of different corporate partners. Not only did they provide the money to buy the items to be distributed. But these partners sent volunteers from their staff to help sort, pack and distribute the items to the families.

The final 2 distributions were both paired with a baby and parent workshop. Both were highly successful and parents left the space feeling heard and seen. The first workshop focused on helping parents connect with their babies through play. While the second workshop was more focused on the parent and coming up with ways to destress. Both of these workshops, mostly attended by women (but not only) created a safe space where they could share what life is like as a migrant parent and share different tips and ideas with each other.

Activity	Nr. of CMs participated
Quarter 1	47
Quarter 2	16
Quarter 3	19

Distribution campaigns

Description: These campaigns are designed to provide essential items like heaters/fans, clothing, and school supplies, ensuring that individuals and families have the resources they need to thrive. In 2024, we successfully planned and implemented five major distribution campaigns, each one tailored to meet the specific needs of the community.

One of the key developments this year was the introduction of integrated workshops alongside our distribution efforts. These workshops added significant value by offering practical knowledge and support to families while they received essential items.

Through these campaigns, we not only delivered much-needed goods but also strengthened relationships within the community, fostering a sense of trust and empowerment. The strategic integration of workshops with the distribution initiatives allowed us to make a more tangible, lasting impact, equipping individuals with the tools, knowledge, and resources they need to build better lives for themselves and their families.



Type	Description	Nr. of Participants
Shoe Distribution	A successful shoe distribution campaign was conducted in partnership with Samaritan's Feet. Most of our community members do not own a car and walk many miles a day to get around, search for jobs, etc...	120 CMs
Women's Health	This campaign provided essential hygiene products for women and featured a women's health session led by a gynecologist. The session offered valuable health information and created a safe space for women to share their experiences.	8 CMs
Back to School	In partnership with Sonae, provided essential school supplies to migrant and refugee children—the highest number served in our history. This initiative ensured that every child could start the school year equipped and empowered for success!	161 CMs
Winter Drive	Our Winter Drive, in partnership with the British School of Lisbon, provided warm coats to migrant and refugee families, ensuring they were protected during the colder months. The numbers do not account for the remainder of distribution that is taking place in Jan 2025.	21 CMs

Financial workshops

Description: Our Benevolence Program serves the more vulnerable community within the LP. Because of this, the program set to pilot a set of workshops promoting financial intelligence and other tools to enrich self-sustainability. A Personal and Family Budget workshop was realised, led by partners, Ekonomiza during quarter 2 and attended by 20 community members. This workshop was positively received and community members were excited to learn more about financial planning and have a deeper understanding of how to manage.

Unfortunately due to a lack of team structure and because of transitions, further workshops were not implemented.

Type	Description	Nr. of Participants
Personal and Family Budget workshop	Workshops promoting financial intelligence and other tools to enrich self-sustainability.	20 CMs

Annual Report

People & Culture Department

From a Volunteer:

"It's amazing to see the growth of LP and I'm honoured to be able to support the mission. It's great having the initial perspective as a CM and now as a volunteer. I look forward to seeing great results and working on the necessary improvements."





People & Culture Department

Introduction

The mission of People and Culture is that everyone that integrates our team will know: “You are valued!” As a global team with a big range of different backgrounds, ways of thinking, and varied experiences, we want every one of our team members to feel that they belong, are included, and can thrive. That way they’ll have a set ground and understanding to serve fully and committed to our community members.

“At the Lisbon Project our aim is to invest in building big people rather than building a big organization. Big people will always build big.”

Context of 2024

2024 was a year focused on bringing reliability and stability to the People & Culture (P&C) teams. Our goal was to consolidate existing processes, such as onboarding, development discussions, and internal communications, while also recognizing the need to reassess and improve certain areas, like our recruitment strategy.

At the start of the year, amid the total restructuring of the P&C team, we saw an opportunity to rethink and redesign our structure to better align with the vision for People and Culture. With a more stable team and refined processes in place, we were able to identify key patterns in both staff turnover and team momentum, enabling us to better prepare for these fluctuations in the future—particularly during the high-turnover months of March and September.

Understanding these patterns has been central to our approach this year, shifting the organizational mindset from viewing turnover as a major challenge to embracing it as a natural part of growth. By refining recruitment strategies and improving handover timelines, we are now better equipped to handle turnover effectively.

Overall, 2024 was a year of achieving stability and laying the foundation for sustained growth, both in terms of team size and performance standards.

Overview of key achievements

- Development of the recruitment strategy with a targeted 1 Month handover period.
- Creation of a recruitment centered database.
- Achieved the highest ever attendance in team events (Quarterly dinners and Breakfasts).
- Development of an Engagement and Internal Communication Plan.
- Built a stable and long term oriented Welcome Team.
- Joint effort from the People Team to create a comprehensive “People Manual”.



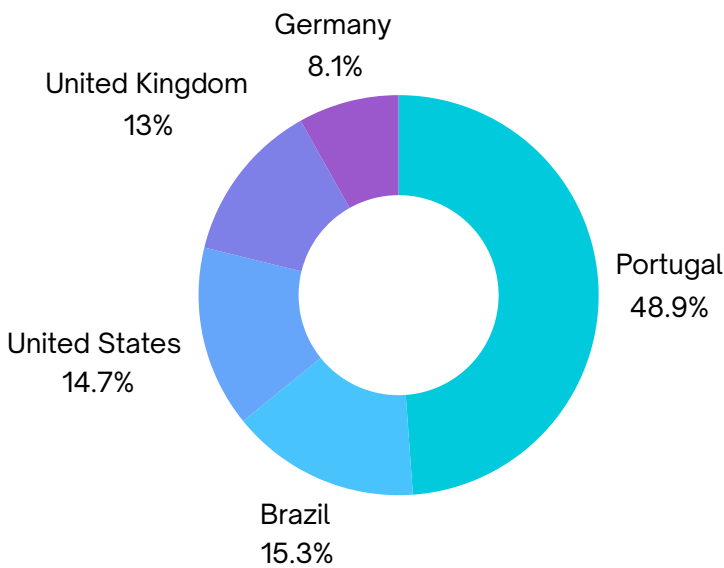
Overview of key challenges

The People & Culture (P&C) team underwent a full structural change this year, which, at times, led to challenges, particularly when key team members left unexpectedly. During the summer holiday season, team cooperation on data collection was somewhat compromised, affecting our usual workflow. Additionally, managing the impact of bulk turnovers posed a challenge, requiring extra focus on protecting and maintaining LP's workplace culture through these transitions.

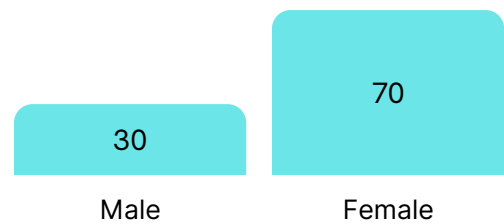
Team profile

Our team currently consists of 212 members, including 8 staff, 38 interns, and 166 volunteers. The following table outlines the total number of staff, interns, and volunteers who contributed to the Lisbon Project's mission in 2023 and 2024. We've seen a significant increase in the overall number of team members, with notable growth in both the intern and volunteer categories, reflecting our expanding capacity to drive the project forward.

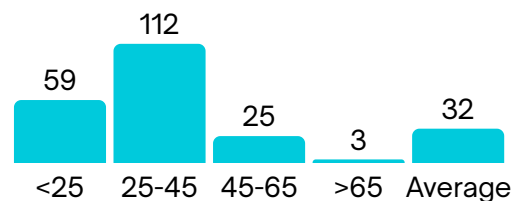
Top 5 nationalities:



Gender distribution (%):



Age:



Engagement

Description: At the Lisbon Project, engagement activities play a crucial role in strengthening team spirit and fostering a positive organizational culture. These activities are designed to inspire and motivate our team, offering opportunities to regroup, share feedback, and listen to one another's perspectives. They also serve as a platform to celebrate our collective achievements, ensuring that everyone feels recognized and valued for their contributions. Through these activities, we aim to reinforce our sense of community, encourage open communication, and create an environment where collaboration and mutual support are at the heart of everything we do.



Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Monthly Team Breakfasts	99 team members	85 team members	65 team members	100 team members
Quarterly Dinners	55 team members	72 team members	76 team members	n/a

Our engagement levels were higher than ever this year, thanks to improved planning and communication across the team. We made a concerted effort to ensure that internal communication was a top priority, providing multiple reminders to our teams about its importance. We encouraged leadership to actively pass on People & Culture (P&C) messages and extend invitations to engagement activities, helping to create a stronger connection and alignment within the organization. This focus on clear, consistent communication has been key in driving the increased participation and fostering a more engaged and cohesive team.

Training & development

Training and development are integral to the Lisbon Project's commitment to empowering our team members and ensuring that they have the skills and support needed to excel in their roles. We believe in providing continuous opportunities for learning, fostering an environment where personal and professional growth are prioritized. Development discussions are a key part of this, allowing us to regularly assess progress and set clear goals. Additionally, feedback is woven into our day-to-day operations, ensuring that team members receive guidance and support in various forms—whether through formal reviews, mentoring, or informal check-ins. This approach not only enhances individual performance but also contributes to the overall success and sustainability of the organization.

Type	Quarter	Description	Nr. Attendants
Collective Intelligence Workshop	II	By Rémi Alliot. This workshop focused on creative brainstorming and working on the synergies between the team members.	12 team members
Excel Training	II	By Dhina Swaminathan, one of our volunteers.	12 team members
Lead 101	IV	We partnered with Elige Hacer, a South American Consulting company, that gave a six-lesson training on the principles of leadership.	8 team members
4Ds	IV	By Cassiana Tavares. This training addressed stress management in the short, medium and long term. Contains strategies to understand the reasons for the suffering, resolving conflicts that cause stress and unease, and regaining a sense of control.	9 team members



Recruitment

The data reveals a steady increase in total applications over the three years, with a significant rise in 2024. While volunteer applications dipped slightly in 2023, they recovered strongly in 2024, showing renewed interest. Intern applications, on the other hand, displayed consistent growth year-over-year, reflecting increasing attractiveness or improved outreach for these positions. The overall trend highlights a growing engagement with both volunteering and internship opportunities, especially in the most recent year.

Type	Total	%
Google search	262	33
Word of mouth	215	27
Social media	143	18
Community member	62	8
University or school	39	5
Church	34	4
Company / Enterprise / Partner	11	1
Other	34	3

Annual Report

Finance





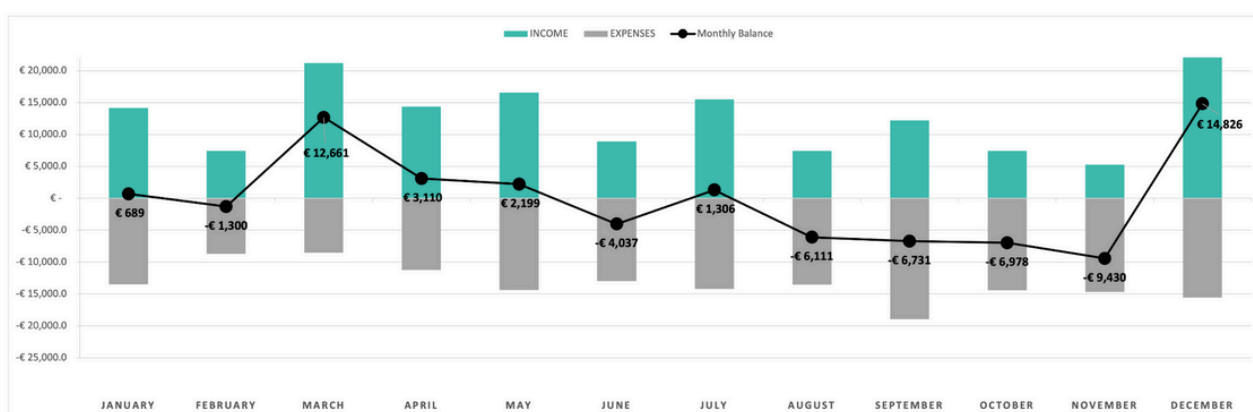
Finance

Overview

The table below presents the annual results, compared with what was budgeted for the year, according to the document “Plano de Atividades e Orçamento 2024” approved by the AGM.

	2024 Results	2024 Budget	%
Income	€ 160,921	€ 156,100	103 %
Expenses	€ 160,716	€ 151,375	106 %
Difference (+/-)	+ € 205		

The graphic below presents the Income and Expenses results, merged with the monthly overall balance.



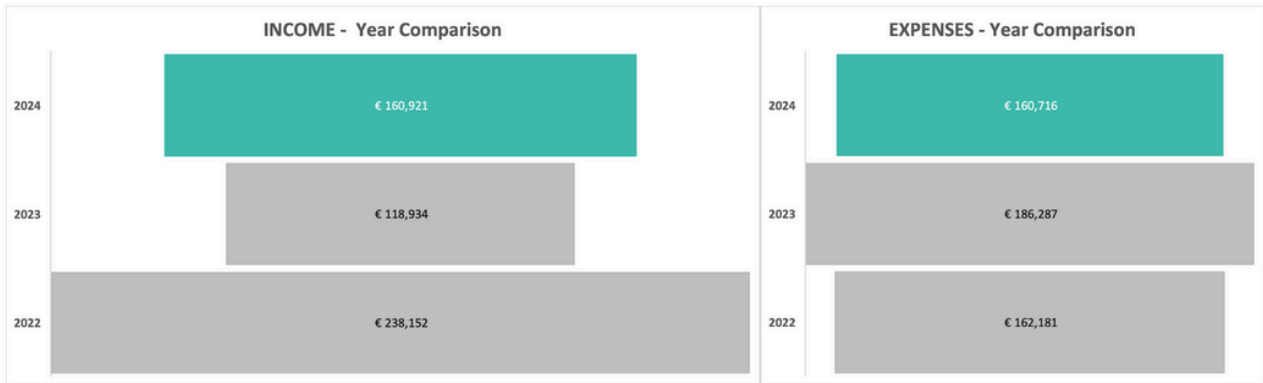
Income: The 2024 Income exceeded the annual target by 3%, driven primarily by the successful fundraising initiatives led by the CEO and the fundraising team, with the majority of contributions coming from individual donations (52%). Monthly income averaged 13,400€.

Expenses: The 2024 expenses also exceeded the annual budget by 6%. This increase is primarily attributed to fixed expenses related to investments in staff salaries within the Human Resources department, which account for 46% of total costs. Monthly fixed expenses amount to an average of 11,000€.

Difference: Key observations from the monthly overall balance graphic indicate notable fluctuations. While expenses remain steady due to the significant proportion of fixed costs, the primary source of variability lies in monthly income, which fluctuates considerably. The second half of the year highlights a strategic financial risk taken to sustain current expense levels, significant investment in Airtable system, while awaiting the outcome of grant applications, with the results expected to be reflected in the following year.



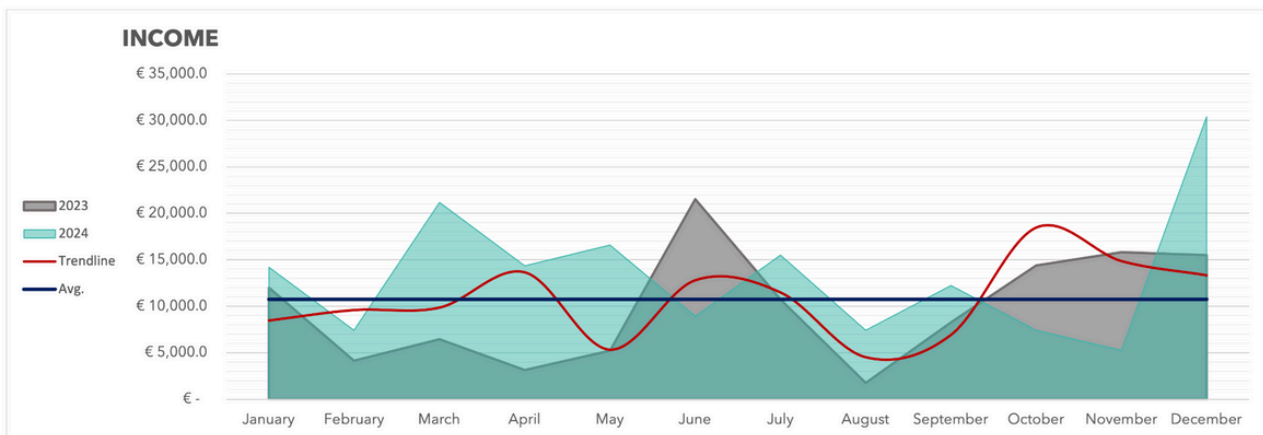
The graphic below illustrates the 2024 annual results in comparison with the previous two years, 2023 and 2022.



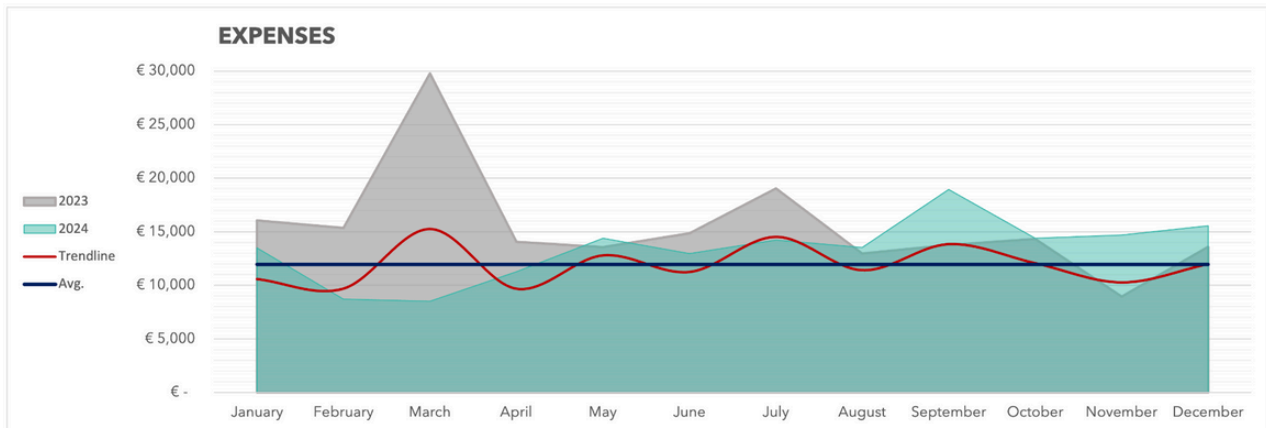
Income - Year Comparison: Compared to previous years, there was a significant increase from 2023 (+35%), driven primarily by individual donors, thanks to heightened awareness generated through targeted campaigns. However, results remain 32% lower than in 2022, largely due to a one-time major donation received from an individual in March of that year.

Expenses - Year Comparison: Compared to 2023, expenses decreased by 14%, mainly due to the conclusion of facility-related investments made during the previous year. 2024 results are 12% lower than the 3 years average.

The graphic below presents the comparison of the fluctuation results between 2024 and 2023.



Income: The results indicate that revenue remained above the 3-year average (blue line) for the majority of 2024 (5% higher). Christmas communication and campaign efforts were particularly successful, with December achieving double the revenue compared to the previous year. The 3-year trend (red line) highlights typical fluctuations, including a strong first quarter, the expected summer dip (August to September), and a robust third quarter. However, October and November fell slightly below expectations due to the strategic plan implemented during that period.



Expenses: The results indicate that expenses remained above the 3-year average line for most of 2024, mirroring the trend in income performance. However, for the majority of the year, 2024 expenses were lower than those in 2023, largely due to budget reduction measures, such as the implementation of a no-stipend policy. The overall steadiness in expense levels is attributed to the significant proportion of fixed costs, which accounted for 81% of total expenses.

The table below presents the overall balance of 2024 available in the bank as of 31st December.

Reserves	2024
Main Account	€ 37,798
Savings Account	€ 30,000
Total	€ 67,798

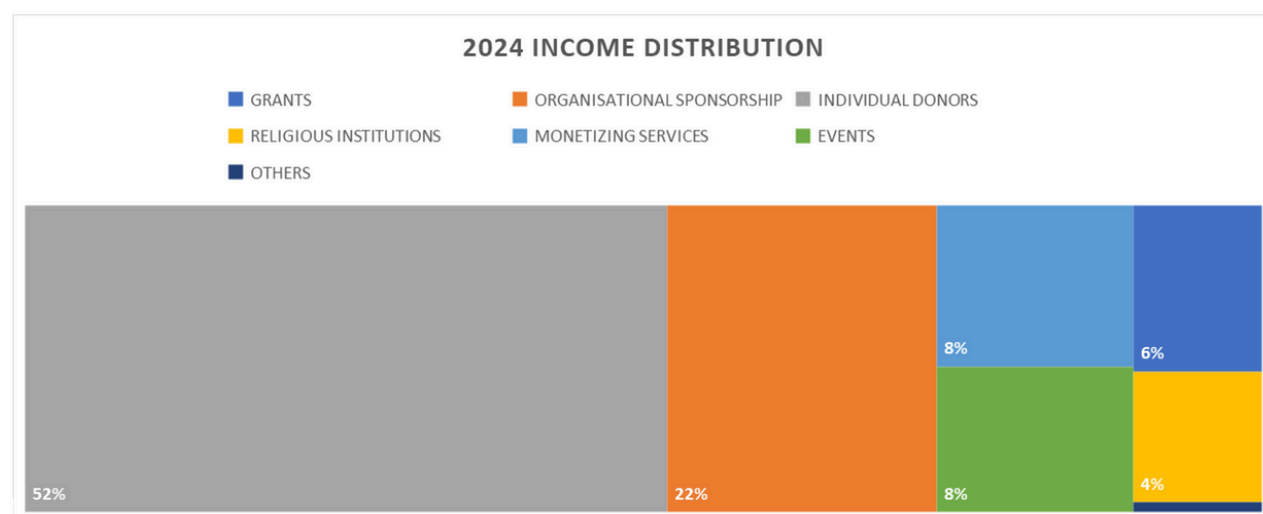
In the end of November it was transferred the amount of 15,729 from Savings into the Main account to help pay the remaining necessary expenses and the investment on setting up Airtable system.



Income analysis

The table and graph below display the 2024 balance results within its categories. The "24/23" column represents the percentage change in 2024 compared to the previous year, 2023.

	Annual Results	
	2024	24/23
Individual Donors	€ 85,572	+72%
Organizational sponsorship	€ 35,039	+36%
Monetizing services	€ 13,434	+81%
Events	€ 12,190	-49%
Grants	€ 9,012	n/a
Religious institutions	€ 7,134	-29%
Others	€ 539	-85%
Total Income	€ 160,921	+35%



Grants: The grants received were allocated to the Jobs Changes Lives campaign to fund the salary of the Employability Manager. The full amount on this category was solely provided by the Founders Pledge Foundation.

Organizational Sponsorship: In 2024, there was a significant increase of 36% compared to the previous year. This category includes donations from corporations, such as Bronzeventure (€5,000), Celfocus (€3,500), and Finevents (€3,000). Contributions also came from NGOs, with a notable €10,000 pledge from Convoy of Hope, and from educational institutions, where CAISL and Fundação Escola Americana were the largest donors. Additionally, €2,500 was received from Nova SBE as part of the partnership established for the Cadeira DT4SI project. Despite ongoing efforts to raise Corporate Social Responsibility (CSR) awareness, this category accounted for 22% of total income, ranking second behind individual donors.



Individual Donors: The results showed a significant increase of 72% compared to the previous year, making this the organization's largest source of income, contributing 52% of total revenue. The highest donation received was a one-time contribution of €10,000 in March. Regular donors accounted for 56% of the total individual donations. This result indicates a prominence on fundraising for 2025, shifting more efforts to more individualized long-term commitments.

Religious Institutions: In 2024, contributions from religious institutions decreased by 29% compared to the previous year, with only two institutions providing regular monthly donations.

Monetizing Services: The revenue primarily originated from student fees, accounting for 69% of the total, followed by volunteer fees at 14%. Students are asked to give a donation of €40 per course and volunteers are asked to contribute €30 in their onboarding process. Merchandise efforts were primarily aimed at supporting investments and increasing brand visibility.

Events: No significant financial results were recorded in this category, as efforts focused on ensuring self-sustained events. The Champions of Welcome football tournament was the most profitable, raising €3,600. The LP Anniversary "7 For 7" Campaign followed as the second-best result, generating €2,000.

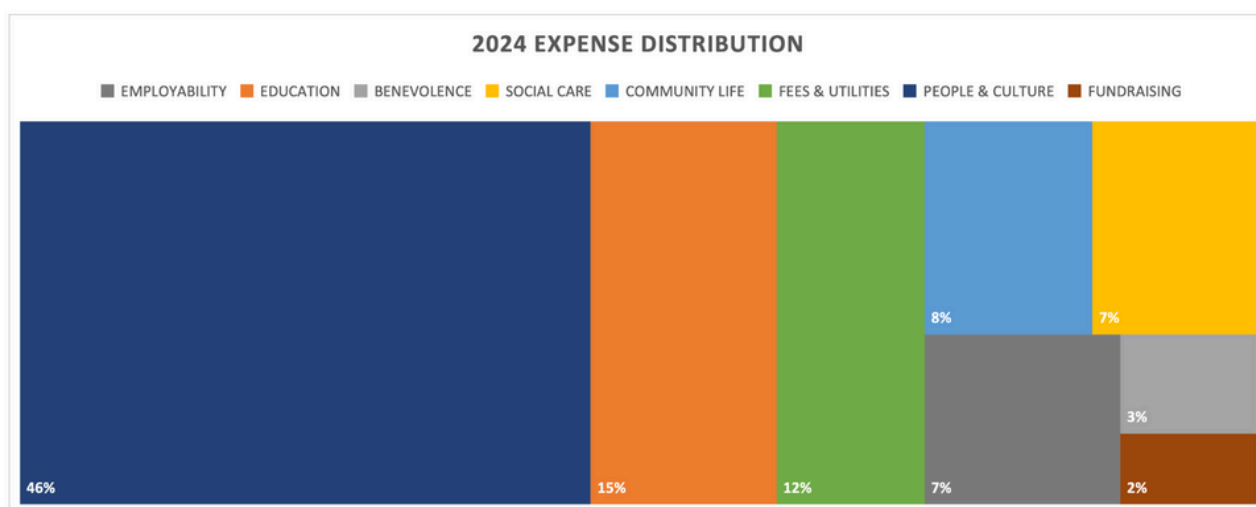
Others: These results primarily stem from reimbursement payments from insurance companies due to changes in the volunteer and staff listings, as well as cash donations deposited directly.



Expenses analysis

The table and graph below present the 2024 balance results within its categories. The column “24/23” is a percentual comparison between 2024 with the previous year 2023.

	Annual Results	
	2024	24/23
Employability	€ 11,283	+10%
Education	€ 24,152	-20%
Benevolence	€ 4,588	-23%
Social Care	€ 11,887	+38%
Community Life	€ 12,118	-30%
Fees & Utilities	€ 19,245	-30%
Human Resources	€ 74,148	-10%
Fundraising	€ 3,278	+13%
Total Expenses	€ 160,716	-13%



Employability: The results were largely driven by operational expenses, with the salaries of the Program Manager and a share of the Program Director accounting for 82% of the program's total costs. The program operates on a modest budget, and its impact cannot be accurately assessed using financial metrics alone.

Education: Portuguese language classes account for 30% of the program’s total expenses, including the cost of Portuguese textbooks for students, which is covered by student fees. This program represents 15% of the organization’s total expenses, making it the most resource-intensive among all programs. The 20% difference from 2023 resulted in the no-stipend policy adopted.



Benevolence: Overall expenses decreased by 23% compared to 2023, primarily due to the termination of the partnership with SONAE. Current program expenses are mainly related to the Pop-Up Store and the Back to School campaign, which raised a record €6,500 this year. The majority of program expenses are operational costs. This program has the lowest relative share of expenses among all programs, accounting for just 3% of total costs.

Social Care: Similar to the Employability and Benevolence programs, operational costs account for more than 80% of total expenses.

Community Life: Total costs decreased by 30% compared to 2023, primarily due to the Community Life Manager being on maternity leave. This program accounts for 8% of the organization's total expenses.

Fees & Utilities: This category accounts for 12% of total expenses. The total amount decreased by 30% compared to the previous year, primarily due to significant renovations of the organization's building completed in 2023. In Q4, a €5,000 investment was made to develop the Airtable software.

Human Resources: This category represents 46% of total expenses, with fixed costs accounting for 81% of the total, averaging approximately €11,000 per month.

Fundraising: No significant results highlighted. Expenses were primarily related to merchandise and promotional events. In 2025, a larger investment in representative expenses is planned to support increased in-person meetings and an annual trip to engage with US donors.