

Minutes for the Final Annual Meeting Financial Mechanism 2009-2014

First Annual Meeting Financial Mechanism 2014-2021 EEA GRANTS, PORTUGAL Lisbon, April 19th 2018

According to Article 2.3 of the Regulation on the implementation of the European Economic Area Financial Mechanism (EEA FM) 2009-2014, the sixth and final Annual Meeting between the **Financial Mechanism Committee (FMC)** and the **National Focal Point (NFP)** was held in Lisbon on April 19th 2018.

On behalf of the Portuguese delegation the meeting was chaired by the State Secretary for Development and Cohesion, Mr. **Nelson de Souza** and by Mrs. **Susana Ramos**, Head Coordinator for the National Management Unit, appointed as National Focal Point (**NFP**).

Mrs. **Pia Gjesme Holm**, Deputy Director at the Norwegian Ministry for Foreign Affairs (NMFA), co-chaired the meeting on behalf of the **Donors**.

The meeting was also attended by representatives of the FMO, the Royal Embassy of Norway in Lisbon, of the Portuguese Ministry for Foreign Affairs, the **Audit Authority**, the **Certifying Authority**, the **Programme Operators (PO)** and **NGO Fund Manager**, were also invited to participate.

A designated representative of the Monitoring Committee was present to deliver the respective opinion regarding the provisional Final Strategic Report.

All participants are indicated in the participants list, attached to the present minutes.

These minutes summarize the main issues discussed at the meeting according to the agreed agenda.

(1) Opening statements

Mr. **Nelson de Souza**, opened the meeting with a welcome address and stated that the EEA Grants go beyond the measure of the funding available and is valued by the exchange of experience and expertise. He hoped that the good results registered on the closing EEA FM 2009-2014 receives a good evaluation from the Donors, referring to the efficient work in the coordination of the different POs by the small but committed NFP team, stating that there is the availability and the will to go further in the next funding period to increase the capacity in the management of the funds and to reach good results. The work of the Certifying and Audit Authorities was considered critical support in the area of compliance. The political engagement is also ensured and Portugal is open to cooperation and advice from the Donors States to whatever can be improved.

Mrs. **Pia Gjesme Holm (Donors)** referred to the two important milestones that the present meeting represents on the implementation of the EEA Grants and on behalf of the Donors congratulated the very good results from the EEA FM 2009-2014. The NFP was paramount to the successful completion and strong emphasis is given on the continuity of the support by the

NFP. On the next funding period, Mrs. **Pia Gjesme Holm** stated that good progress is registered on the Work-Life Balance and Blue Growth Programmes and concerns exist on the Culture and Environment Programmes. Emphasis was put on sufficient management capacity as key driver for success and quality at entry at the present stage of programme preparations. The Donors look forward to continue the good cooperation and focus on more partnerships should be considered. A note of appreciation was given on the strong focus on bilateral relations on the programme of the closing event of the Financial Mechanism 2009-2014.

Mrs. **Susana Ramos (NFP)** welcomed all participants and identified the main expected results from the Portuguese side, aiming at a results oriented meeting:

- On the Final Annual Meeting for the EEA FM 2009-2014, provide an overview of the results of the EEA Grants in Portugal and status on the closure of Programmes, including the Fund for Bilateral Relations, as reported in the provisional draft of Final Strategic Report;
- Share with the Donors the results from the evaluation study carried out and the recommendations made by the Monitoring Committee on the provisional draft of the Final Strategic Report of the EEA FM 2009-2014;
- On the First Annual Meeting for the EEA FM 2014-2021, provide an update on the Strategic Report 2018 submitted in March with the status of programme preparations and management set up.
- In more detail a report on the use of Fund for Bilateral Relations at national level including the status of the Joint Committee for Bilateral Funds
- And finally briefly address communication issues.

Final Annual Meeting Financial Mechanism 2009-2014

(2) Provisional Final Strategic Report and recommendations from the Monitoring Committee

The **NFP** referred that the Final Strategic Report is due until 30 June 2018. However, it was relevant to provide a draft report in order to support the works on the present Annual Meeting. It was highlighted that at the present stage, the reported results are provisional when only 1 out of 8 Final Balances is approved. The presentation on the Final Strategic Report will focus briefly on (i) Main numbers and results; (ii) Report on the FBR at national and Programme level; (iii) Some highlights on Communication issues (iv) Main conclusions and (v) Results from the evaluation carried out.

(2.1) Main Numbers and Results

The **NFP** highlighted (i) the high demand registered on the open calls with applicants demoing as much as 5 times more than the funding available (ii) the 100% rate of completed projects reported (iii) the pre-defining of almost half the grants and the exceptional extension of the final eligibility of project expenditures as a significant mitigation measure of risks previously identified due to the fact that Portugal was the last beneficiary country to sign the Memorandum of Understanding. To a large extent POs agreed with promoters an earlier date before the 30th April 2017 for final eligibility date and conclusion of projects and closely monitor the most challenging projects for further possible extensions until the final date (April 2017) in case by case basis, which was considered a strong risk mitigation measure.

As reported in the provisional Final Strategic Report it was stated that Final Programme Reports and Final Balances were submitted until 30 June 2017 for the NGO and Cultural Footprint Programmes and until 28 February 2018 by the remaining programmes. With only one Final Balance approved (NGO Programme) provisional aggregated amounts registered on DoRIS by March 2018, showed the level of disbursement of 96,33% and incurred amounts of about 85%. The NFP noted, however, that considering the amounts incurred as reported in the Final Balances and not reflected in the Doris extracted tables, this percentage increases up to 93%. Programmes show a high level of incurred expenditures reported on Programme Outcomes (between 85% and 100%) by contrast financial execution of the budget headings for FBR and Complementary Actions show the lowest levels of incurred expenditures reported at 57,58% and 27,10%, respectively. Some selected projects and results were highlighted by the NFP referring that the different nature of contracted indicators prevents to show aggregated results from Programmes but the tangible results achieved are visible when, as reported in detail in the summary of each Programmes, the contracted indicators were completed to a great extent and in many cases outstanding the initially set targets.

The **Donors** noted the good results and congratulated the POs and NFP for the successful completion of the Programmes. Reference was made to the review underway of the Final Programme reports that show overall good quality and urged the NFP to work closely with the FMO on closing of the pending irregularities cases. A note on the sustainability of the Programmes' results where some projects continue on the next period but sustained results should be remain in all supported projects.

Upon request from the Donors, the representative of the PO for the Integrated Marine and Coastal Management, General Directorate for Maritime Policy, Mrs. **Conceição Santos**, gave a status of the project of the acquisition of the research vessel MAR PORTUGAL. The status report provided by the project promoter (IPMA) indicates that the structural works are finished with certification of the structural modification of the vessel by Lloyds Register, and is concluded with success. Shipyard now indicates the 29th of April 2018 for the conclusion of the remaining works (final work on the labs and paint works) that will run in parallel with the certification process. This implies running a stability test (scheduled for April 23rd) followed by modelling software (task already contracted by IPMA). The deadline for the completion of these tasks is expected to last three weeks. The **Donors** welcomed this status report.

(2.2) Report on FBR at national level

The **NFP** presented a detailed report on FBR at national level with an overview of all the funded initiatives since 2013. At Programme level bilateral relations were promoted and valued. Of the 212 contracted projects, 62 had one or more Donor Project Partner, representing 29,25%. By excluding the NGO programme funded projects (113 in total), the level of bilateral partnerships is raised up to 55,56% of the supported projects with Donor States Partner entities.

The **Donors** noted the excellent results with higher percentage of partnerships than the average registered in all beneficiary states and urged the NFP to present a more in-depth analysis in the Final Strategic Report with reference to how these partnerships affected the bilateral relations. The new approach on the funds available for bilateral relations in the next period was mentioned aiming to improved its results.

(2.3) Communication Issues

The **NFP** stated that considering the assessment of communication issues during the implementation period, the following is underlined:

- The NFP staff participated in several events/initiatives promoted by both Project Promoters and POs and gave visibility through the national website;
- Constant monitoring of the progress of programmes and regularly updating the webpage with relevant information about projects, in particular completed projects;
- Good cooperation between the NFP, the Royal Norwegian Embassy in Lisbon, the Communication Team of the FMO and POs proved to be essential on promoting and disseminating results. The joint organization of the Communication Workshop in September 2015 stands as a good and fruitful evidence.

The **Donors** congratulated the work done with several events and publications over the implementation of the EEA FM 2009-2014 and the close cooperation with the Embassy. Again the theme of the closing event next day was welcomed and details on the programme set up were provided by the NFP.

(2.4) Main Conclusions in Final Strategic Report

The **NFP** underlined the main conclusions from the provisional Final Strategic Report:

- The management approach with Programme and Fund Managers introduced by the EEA FM 2009-2014 proved to support well the Result Based Management of the EEA Grants. The design of Programmes by entities with strong ties to the respective sectors allowed for Programmes to deliver tangible and meaningful results.
- The main risks and challenges identified were linked with the different fund management capacities of the different Programme Operators overcome by extensive support from the FMO, the NFP and the Certifying Authority. Risks identified throughout the implementation period were timely addressed, prevented were possible and to a great extent mitigated.
- Bilateral Relations proved to be an added value to the funded projects. New links and networks were built and in many cases reported by Programmes Operators as sustained for future cooperation.
- The completion of 100% of the contracted projects and the tangible results delivered demonstrates that the contracted objectives EEA FM 2009-2014 were successfully achieved.

(2.5) Evaluation Results

The **NFP** informed that has recently contracted an ex-post evaluation of the results of the EEA FM 2009-2014 and that the results were going to be presented the following day in the Closing Event, by the contracted company (Logframe). The NFP gave a brief overview on the strong points, issues for reflection and ideas for the future that resulted from the evaluation study.

The **Donors** noted that in broad terms the evaluation was very positive and appreciated the ex-post evaluation to reflect on the future and expected to see these results reflected in the Final Strategic Report due by June 2018. The Donors consider in particular as lesson learnt the sufficient management capacity of POs and urged the NFP to continue to ensure that this capacity is in place. The Donors also highlighted the high risk in public procurement which may result in unforeseen delays. The EEA FM 2014-2021 has a longer implementation period and the Donors expect this to have a positive effect on implementation. It will nevertheless be highly important to focus on programmes with complex procurement components and plan appropriate mitigation measures for such risks.

The Donors commended the NFP for their dedication and professionalism. The close collaboration with the FMO and the Norwegian Embassy is highly valued.

(2.6) Recommendations from the Monitoring Committee

The Monitoring Committee meeting was held on 12 April in order to assess and provide an opinion on the draft Final Strategic Report.

Mr. **Rogério Martins** presented the recommendations from the Monitoring Committee.

On the implementation of the EEA FM 2009-2014:

- *It was recognized the role of the Programme Operators in the implementation of the Financial Mechanism 2009-2014, where the late start and new technical requirements, left about two to three years of time available for its implementation;*
- *It was highlighted the Financial Mechanism as a successful instrument with a high level of execution and performance above expectations and that despite some complexity, showed a low level of irregularities;*
- *In the case of NGO funding, the relevant experience of partnerships with donor countries and the importance of this funding for civil society organizations was underlined;*
- *It was noted the absence of an Information Management System centralized in the Financial Mechanism;*
- *Reference was made to the multiplicity and complexity of indicators that prevents a more transversal reading of the results.*

On the Final Strategic Report:

- *The Cohesion chapter should, to the extent possible, reflect the social and economic impact of the Financial Mechanism and the framework of macroeconomic indicators can be updated with data made available by the National Institute of Statistics.*
- *The chapter on Bilateral Relations will benefit from the presentation of the bilateral indicators.*
- *The financial implementation tables should be updated and revised taking into account the final expenditure certified by the beneficiary country, beyond the EEA GRANTS financial execution.*
- *The Final Strategic Report can be improved with more references to lessons learnt from the implementation of the Financial Mechanism 2009-2014 for consideration in the future.*

The **Donors** noted that the recommendations from the Monitoring Committee were much in line with the views from the Donors.

FOLLOW-UP POINTS:

- The Donors urged the NFP to work closely with the FMO on closing of the **pending irregularities cases**.
- The Donors noted the excellent results with higher percentage of partnerships than the average registered in all beneficiary states and urged the NFP to present a more in-depth analysis in the Final Strategic Report with reference to how these partnerships affected the bilateral relations.

First Annual Meeting

Financial Mechanism 2014-2021

3.1 National implementation and management set-up

The **NFP** opened the first Annual Meeting on the EEA FM 2014-2021 by highlighting the main milestones so far:

- The Council of Minister's Resolution published by 10 March 2017 appointing the National Management Unit as National Focal Point;
- The signature of the MoU on the 22nd May 2017;
- The beginning of the preparation of Programmes design that was initiated immediately after.

As reported in the Strategic Report 2018 the first drafts of the concept notes were exchanged between the POs and the FMO/Donor Programme Partners (DPP) by August and September 2017. By early November 2017 it was clear and widely consensual that the original timeline for the formal submission of the concept notes in 6 months from the signature of the MoU would be with advantage disregarded in order to ensure quality at this early stage. Drafting of concept notes has demanded extended exchange of drafts and drafting meetings between PO/FMO/DPP. The description of pre-defined projects has also received extensive support by dedicated meetings and/or conference calls between the PO/DPP and the designated projects promoters. The NFP has been following closely discussions and supporting POs in the discussion and revision of drafts.

The **NFP** noted that there is a high expectation regarding the possibility of launching the agreed Programmes and the first open calls on 2nd semester of 2018. For this the role of the PO/FMO/DPP is crucial and the NFP restated that it is ready to continue the support given. A brief update on the progress of the drafting of the concept notes by the different Programmes was provided by the NFP:

The Blue Growth, Innovation and SMEs Programme (Blue Growth Programme), with the objective to increase value creation and sustainable growth, covers 3 Programme Areas (i) Business Development, Innovation and SMEs, (ii) Research and (iii) Education, Scholarships, Apprenticeships and Youth Entrepreneurship. With such broad and ambitious approach, the PO (Directorate General for Maritime Policy – DGPM) benefits from four DPP to support its design and implementation and that can foster expertise in all the 3 Programme Areas covered: Innovation Norway (IN), Icelandic Centre for Research (RANNIS), Research Council of Norway (NFR) and Norwegian Centre for International Cooperation in Education (SIU). The experience of DGPM in the previous EEA FM 2009-2014 has been crucial and the drafting of the concept note was able to achieve a high level of maturity on the main priorities, for which the good contribution of the four DPP involved was very relevant. DGPM expects that by the end of April 2018 a final draft of the concept note can be ready for submission to the Programme Team at the FMO after which the NFP will be able to formally submitted CN for assessment by the Donors.

The **Environment, Climate Change and Low Carbon Economy Programme (Environment Programme)** aims at improving the environmental status in ecosystems and reduce adverse effects of pollution and other human activities. It will cover 2 Programme Areas (i) Environment

and Ecosystems and (ii) Climate Change Mitigation and Adaptation. The special concerns of the programme in the MoU (Circular Economy in the building sector, living labs for low carbon cities and National Network of Biosphere Reserves) translate in a strong focus on innovative approaches, in particular from private business. Innovation Norway as DPP can play an important role in the implementation of the Programme. The Programme can also benefit from the exchange with Donor States' entities with a more sector/policy base that can be supported through allocations from the Fund for Bilateral Relations. The General Secretariat for the Ministry for the Environment (SG AMB) is the designated Programme Operator. With a wide and diverse scope, the Programme can benefit from the management experience of SG AMB that holds a horizontal competence within the Ministry for Environment and the expertise in managing the national Environmental Fund ensuring complementarity. The exchange of drafts of the concept notes has been lengthier than desired and comments from the FMO and DPP have been slower than expected. However, the PO expects that soon the concept note draft can be ready for submission to the Programme Team at the FMO after which the NFP will be able to formally submit it for assessment by the Donors.

The **Programme Work-life Balance and Gender Equality (Work-Life Balance Programme)** covers 3 PA (i) Work-life balance, (ii) Domestic and Gender-based Violence and (iii) Good Governance, Accountable Institutions, Transparency. According to the MoU the programme shall focus on gender equality and work-life balance, with special concern on research, local development and social cohesion. At a very early stage the PO (Commission for Citizenship and Gender Equality - CIG) and the DPP (The Norwegian Equality and Anti-Discrimination Ombud - LDO) very easily found common ground for the drafting of the concept note which enabled for a swift drafting process. The Concept Note of the Work Life Balance Programme was submitted on the 17 April to the donors.

The **Cultural Entrepreneurship, Cultural Heritage and Cultural Cooperation Programme (Culture Programme)** aims at social and economic development strengthened through cultural cooperation, entrepreneurship and heritage. The special concerns of the programme in the MoU directs the Programme to focus on the role that arts, culture and cultural heritage play in local and regional development with emphasis on employment, social inclusion and cohesion, on cultural entrepreneurship, on cultural heritage management, preservation and conservation and on audience development and cultural activities in education. This instrumental role that Heritage and Arts can play on local and regional development have been extensively highlighted in the stakeholder's consultations. The main challenge of the programme design has been to address two different cultural scopes (Heritage and Arts) under the same umbrella. Due to the different nature of measures that can be funded under each outcome safeguarding of cultural heritage will proportionately demand a higher appropriation.

The Norwegian Directorate for Cultural Heritage (RA) is the designated DPP and is fully involved in the programme design. The Arts Council of Norway (ACN) has been, as foreseen in the MoU, also involved in the preparation of the programme

Following up on the management capacity concerns expressed in the MoU for the Culture Programme, the proposed change of the previously appointed PO to the General Directorate for Cultural Heritage (DGPC) has been considered by the Ministry for Culture as a solution that receives the full support from the NFP. A formal letter to the FMO was sent by the NFP on the 29 of March and is under assessment by the Donors. Changing the PO to DGPC can bring a better approach in the management of the Programme in the opinion of the NFP. DGPC is the public body within the Ministry for Culture that has the strongest ties to the supported sector regarding the heritage component with the highest allocation within the purpose Programme. It holds in Portugal similar competences as of the Donor Programme Partner (Directorate for Cultural Heritage (RA)).

The Active Citizens Fund is operated directly by the FMO with the selected consortium of Fundação Calouste Gulbenkian and Fundação Bissaya Barreto. An update was provided by the representatives of the Fund Manager present at the meeting, Mrs. **Mafalda Leónidas**, stating that a final draft of the concept note was delivered to the FMO and that has received good feedback. It is expected that it will soon be formally submitted.

The **Donors** recognized that it is limited what can be reported at this stage in the Strategic Report. Comments can still be made but without demanding any further revisions following the meeting. One year after the signature of the MoU the Donors acknowledge that progress has been made especially in the Work-life Balance and Blue Growth Programmes. The Environment Programme is considered complex and close work with the FMO, DPP and the Embassy was encouraged to continue. On the Culture Programme the Donors stated that the change of Programme Operator is being assessed by FMO and further clarifications may be requested before moving forward.

The **NFP** restated that it was not possible to continue to work with the previously appointed PO, that the change of PO is the only solution possible at this stage and that DGPC has full capacity and legal mandate to manage the programme. At this stage the concept note progress was standing still but it was expected to resume without affecting the progress made in the discussions with the DPP and the Arts Council and the FMO.

The FMO informed that a change of PO (if approved by the Donors) would require an amendment to the MoU.

Answering questions on the Technical Assistance allocations in Portugal the **NFP** restated that the fund available is sufficient to cover only the staff costs on the National Management Unit created as an additional management system for the EEA Grants in Portugal. Other costs such as communication, travel, etc. is covered by the National Budget and the Certifying and Audit Authorities cover all the costs from the respective National Budget allocations.

3.2 Fund for Bilateral relations

On the Fund for Bilateral Relations the **NFP** informed that by 12 January 2018 the NFP presented the appointed members of the JCBF a first draft for the Work Plan to be discussed at the first formal meeting that was conveyed for 6 February, in Lisbon.

The main results of this first meeting, are reflected on the minutes and reported in the Strategic Report 2018:

- A revision of the draft WP should be prepared by the NFP considering the following:
- Further details on the possible initiatives in priority areas after consultations with the potential promoters and Donor Partners must be presented, and clear tangible results in each area – beyond the exchange and networking activities – should be explicit;
- A detailed section describing the open calls following the discussed approach considering (i) a broad approach in order to reach the potential candidates (ii) minimum grant amounts able to take on board the different proposals; (iii) different periods to the open call with cut-off dates for applications; (iv) clear priorities identified for focused support of initiatives
- Estimative budget by POs on possible expression of interest for the allocation of additional funds;
- Further details on the NFP allocation with examples of initiatives where no other promoter can be identified.

The **Donors** are very pleased that the new Programmes all have one or more Donor Programme Partners and the use of the funds for bilateral relations are used from a very early stage. The

Donors expect a more strategic use from the new set up of the Fund for Bilateral Relations and expect an update on priorities and milestones to follow up.

The **NFP** informed that plans to convey the next meeting of the Joint Committee for Bilateral Funds by June where the first framework of the Work Plan can be approved and then be ready to launch the first initiatives identified in the current year.

No comments to the Work Plan were provided by the **Donors** during the meeting. The **FMO** referred that is looking forward to the revised draft of the Work Plan on which the Donor States will have a chance to comment before its adopted in the JCBF.

3.3 Communication

The **NFP** informed that in accordance with Annex 3 of the Regulation, the Communication Strategy was submitted to the FMO by 22 November 2017 and highlighted the main communication activities developed:

- the presence of EEA Grants Portugal in social media networks started in May 2017, and since then the NFP has ensured a daily presence. This presence translates into the publication of news, activities and also retweets and likes to other entities such as *EEA Norways Grants*;
- The NFP is developing a new joint website with POs for the EEA FM 2014-2021 that is expected to be online by the end of the first semester 2018.
- The NFP has also promoted the dissemination of the EEA Grants in different meeting or events (v.g. Economic and Social Council, information events for funding opportunities, etc.).
- The NFP has agreed with POs to hold monthly meetings since the beginning of 2018.
- The NFP has an excellent collaborative working routine on communication with the Embassy of Norway in Lisbon.

The **NFP** also mentioned that the EEA Grants awareness study in Portugal, demanded for the present Financial Mechanism, was contracted to an expert company and was recently concluded.

The **FMO** recommended that the conclusions of the awareness study be included in the Strategic Report.

The **Donors** stated that the Communication Strategy is approved despite the possibility of some further comments from the FMO and commended the NFP for the good collaboration with the Embassy. and the Donors are looking forward to the new joint website.

As final remarks the **Donors** confirmed the approval of the Strategic Report 2018 presented for the present Annual Meeting.

The **NFP** thanked all participants wishing that all can join the Closing Event for the EEA FM 2009-2014 the next day and the meeting was closed.

Programme and AGENDA

14h15 Reception of participants

14h30 Welcoming address by the Secretary of State of Development and Cohesion, Nelson de Souza, and FMC/FMO representatives

Final Annual Meeting for the 09-14 FMs

14h45 Preliminary version of final strategic report – Presentation and Discussions

- Closure of programmes
- Evaluation of results and good practices
- Bilateral Relations
- Communication
- AOB

16h Coffee Break

1st Annual Meeting for the 14-21 FMs

16h15 2018 Strategic Report – Presentation and Discussions

- National Implementation and management set-up
- Status of programme preparations
- Bilateral Relations, incl. status of JCBF
- Communication
- AOB

17h45 Meeting Ends

List of Participants

Nr.	Name	Entity	Position
1.	Pia Gjesme Holm	Norwegian Ministry for Foreign Affairs	Deputy Director
2.	Henriette Cathrine Gulbrandsen	Norwegian Ministry for Foreign Affairs	Senior Adviser
3.	Hrund Hafsteinsdottir	Icelandic Ministry for Foreign Affairs	Senior Counselor
4.	Anders Erdal	Royal Embassy of Norway	Ambassador
5.	Hanna Olsen Bodsberg	Royal Embassy of Norway	First Secretary
6.	Susana Graça	Royal Embassy of Norway	Advisor
7.	Marianna	Royal Embassy of Norway	Trainee
8.	Henning Stiro	Financial Mechanism Office	Director
9.	Thorsteinn Bjornsson	Financial Mechanism Office	Country and Bilateral Officer
10.	Susana Ramos	National Management Unit - National Focal Point	Coordinator
11.	Maria João Lois	National Management Unit - National Focal Point	Head Deputy
12.	Rita Soares	National Management Unit - National Focal Point	Communication Officer
13.	Filipa Rodrigues	National Management Unit - National Focal Point	Financial Officer
14.	Pedro Monteiro	National Management Unit - National Focal Point	Financial Officer
15.	Ricardo Perdigão	National Management Unit - National Focal Point	Coordination Adviser
16.	Rogério Martins	Certifying Authority	Unit Director
17.	Ricardo Reis	Audit Authority	Projects' Unit Director
18.	Luísa Fragoso de Almeida	Portuguese Ministry for Foreign Affairs	Senior Officer
19.	Tore Lasse By	Donor Programme Partner – Innovation Norway	Programme Director

Programme Operators

Nr.	Name	Entity	Position
20.	Conceição Santos	Direção-Geral Política do Mar	Programme Manager
21.	Duarte Ponte	Eletricidade dos Açores	President of the Board
22.	José Paulino	Agência Portuguesa do Ambiente	Programme Senior Officer
23.	Mafalda Leónidas	Fundação Calouste Gulbenkian	NGO Fund Senior Officer
24.	Maria Lúcia Santos	Fundação Bissaya Barreto	NGO Fund Manager
25.	Isabel Oliveira	Administração Central do Sistema de Saúde	Programme Manager
26.	Andreia Marques	Comissão para a Cidadania e Igualdade de Género	Programme Manager
27.	Francisco Martins	Direção Regional de Cultura do Centro	Programme Senior Officer
28.	Nuno Moura	Direcção-Geral das Artes	Programme Manager
29.	Alexandra Carvalho	Secretaria-Geral do Ministério do Ambiente	General Secretary
30.	Filipe Campos Silva	Direção Geral do Património Cultural	Deputy Director