



ACQUISITION OF SPECIALISED SERVICES TO CARRY OUT THE FINAL EVALUATION OF THE ENVIRONMENT, CLIMATE CHANGE AND LOW CARBON ECONOMY PROGRAMME, FINANCED BY THE EUROPEAN ECONOMIC AREA FINANCIAL MECHANISM FOR THE 2014-2021 PERIOD.

CALL FOR TENDERS NO. 133/SCP-DCP/MFEEE/2024

EXECUTIVE SUMMARY

ATTHIS CONSULTING | Environment and Natural Resource Economics
PPLL CONSULT

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Evaluation Team

Coordination

Cristina Marta-Pedroso

Technical Team

Cristina Marta-Pedroso

Filipa Seiceira

Lia Laporta

Marco Henriques

Paulo Pedroso

Rita Lopes

Selma Pena

Tatiana Alves

Framework and object of the Evaluation

The Environment, Climate Change and Low Carbon Economy Programme (hereinafter referred to as the Environment Programme) was created following the signing on 22 May 2017 of the Memorandum of Understanding (MoU) between Portugal, Norway, Iceland and Liechtenstein, with a view to the application in Portugal of the European Economic Area Financial Mechanism (EEAFM), known as EEA Grants, for the period 2014-2021 in the programme areas Environment and Ecosystems (PA11) and Mitigation and Adaptation to Climate Change (PA13).

The Environment Programme, in addition to contributing to the macro-objectives of the European Economic Area (EEA) (reducing economic and social disparities in Europe and strengthening bilateral cooperation relations with donor countries), has the strategic objectives of promoting the good environmental status of ecosystems and reducing the adverse effects of pollution and other human activities that are harmful to the environment. The Programme's chain of objectives also includes general objectives (*outcome*) and operational objectives (*output*), as shown in the table below.

Table 1 Chain of objectives of the EEA Environment Programme 2014-2021

Strategic objectives		Promoting the good environmental status of ecosystems Reducing the adverse effects of pollution and other human activities harmful to the environment
PA11. Environment and Ecosystems	General Objective 1	Increasing the application of Circular Economy principles in specific sectors
	Operational objectives	
	Output 1.1	Pilot deposit refund system for drinks bottles and cans
	Output 1.2	Regulation of the deposit system for plastic, glass, ferrous metal and aluminium beverage containers
	Output 1.3	Reduction of plastics in the oceans from land-based activities
	Output 1.4	Increasing efficiency in the use of resources in the construction sector
	Output 1.5	Development of environmental standards, guides and declarations in the construction sector that promote the circularity of materials and processes
	General Objective 2	Promoting sustainable development models in Biosphere Reserves
	Operational objectives	
	Output 2.1	Increased management capacity of Biosphere Reserves.
PA13. Mitigation and Adaptation to Climate Change	General Objective 3	Improving resilience and capacity to respond to climate change in selected areas
	Operational objectives	
	Output 3.1	Adaptation to climate change at local level strengthened.
	Output 3.2	Assessment of territorial vulnerabilities to climate change
	Output 3.3	Low Carbon Technology Solutions and Climate Change Mitigation in Cities
	Output 3.4	Managing the Ceira River Basin in the Face of Climate Change
	Output 3.5	Pilot projects to combat desertification completed
Bilateral relations	General objective 4 (Bilateral)	Reinforced collaboration between entities from Donor Countries and Portugal involved in the Programme
	Operational objectives	
	Output 1	Co-operation between donor countries and Portugal made easier

Objectives of the Evaluation

This was an *ex-post* evaluation of the Environment Programme on two of the EEAFM programme areas (PA) for 2014-2021: PA11 - Environment and Ecosystems and PA13 - Mitigation and Adaptation to Climate Change and on Bilateral Relations. The assessment covered the time horizon from 27 May 2019 to 30 April 2024¹, with a national territorial scope, and focused on five objectives:

- **Objective 1:** To assess whether the 'Environment Programme' has contributed to the implementation of relevant public policies on the environment and ecosystems, climate change mitigation and adaptation, and sustainable development.

¹ Considering the data provided by the Programme Operator, the financial report runs until the fourth quarter of 2024.

- **Objective 2:** To assess whether the 'Environment Programme' has contributed to the recognition of the Programme and the good reputation of the implementation of the European Economic Area Financial Mechanism in Portugal.
- **Objective 3:** To assess whether the 'Environment Programme' has developed good management practices, particularly in terms of compliance with the provisions of the Description of Management and Control Systems.
- **Objective 4:** To assess whether the 'Environment Programme' has promoted the development of synergies and good strategic and operational coordination between the different entities, namely:
 - With the Royal Norwegian Embassy in Portugal;
 - With the FMO/FMC, the National Management Unit, Agency for Development and Cohesion (AD&C), and the Inspectorate General of Finance (IGF);
 - With the Donor Country Programme Partner;
 - With other Programme Operators at national level;
 - With other Environment and Energy Programme Operators at European Union level.
 - Among the entities involved in the projects approved and financed by the 'Environment Programme'.
- **Objective 5:** To assess whether the 'Environment Programme' contributes to gender equality and equal opportunities.

For each of these objectives, a set of evaluation questions was defined for the criteria of relevance, effectiveness, efficiency, operational efficiency, impact and sustainability.

Methodology

The evaluation methodology was based on the Theory-Based Evaluation (TBE) approach, based on Programme Theory (PT), combined with Qualitative Comparative Analysis (QCA) and Process Tracing. A multi-method approach was used encompassing documental analysis, interviews with the Environment Programme's coordination and technical team, the National Management Unit, the Donor Country Programme Partner, the Royal Norwegian Embassy and AD&C. Six case studies were also carried out on projects funded by the Programme (one Pre-defined Project and one project for each of the five calls launched by the Programme) selected according to pre-established criteria and a *focus group* with Programme *stakeholders*. In the course of the work, it was found that the selected case studies showed a pattern between them, with only small variances, so in the absence of diversity in the results, it seemed more useful to carry out a comparative analysis using the classic method rather than the QCA, given that there was great homogeneity, there was no diversity of situations that would justify looking for configurations of necessary conditions and sufficient conditions to explain variations in results. The Process Tracing, in turn, was applied to the causal mechanisms of the PT directly related to evaluation objective three, operational efficiency.

Figure 1 Articulation of the PT, QCA and Process Tracing with the evaluation objectives

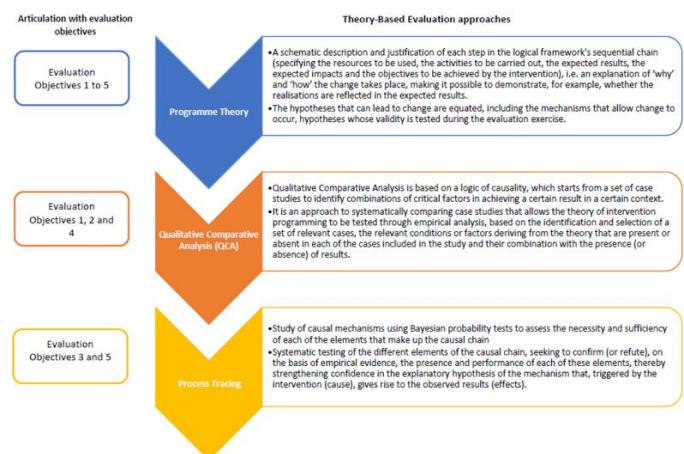
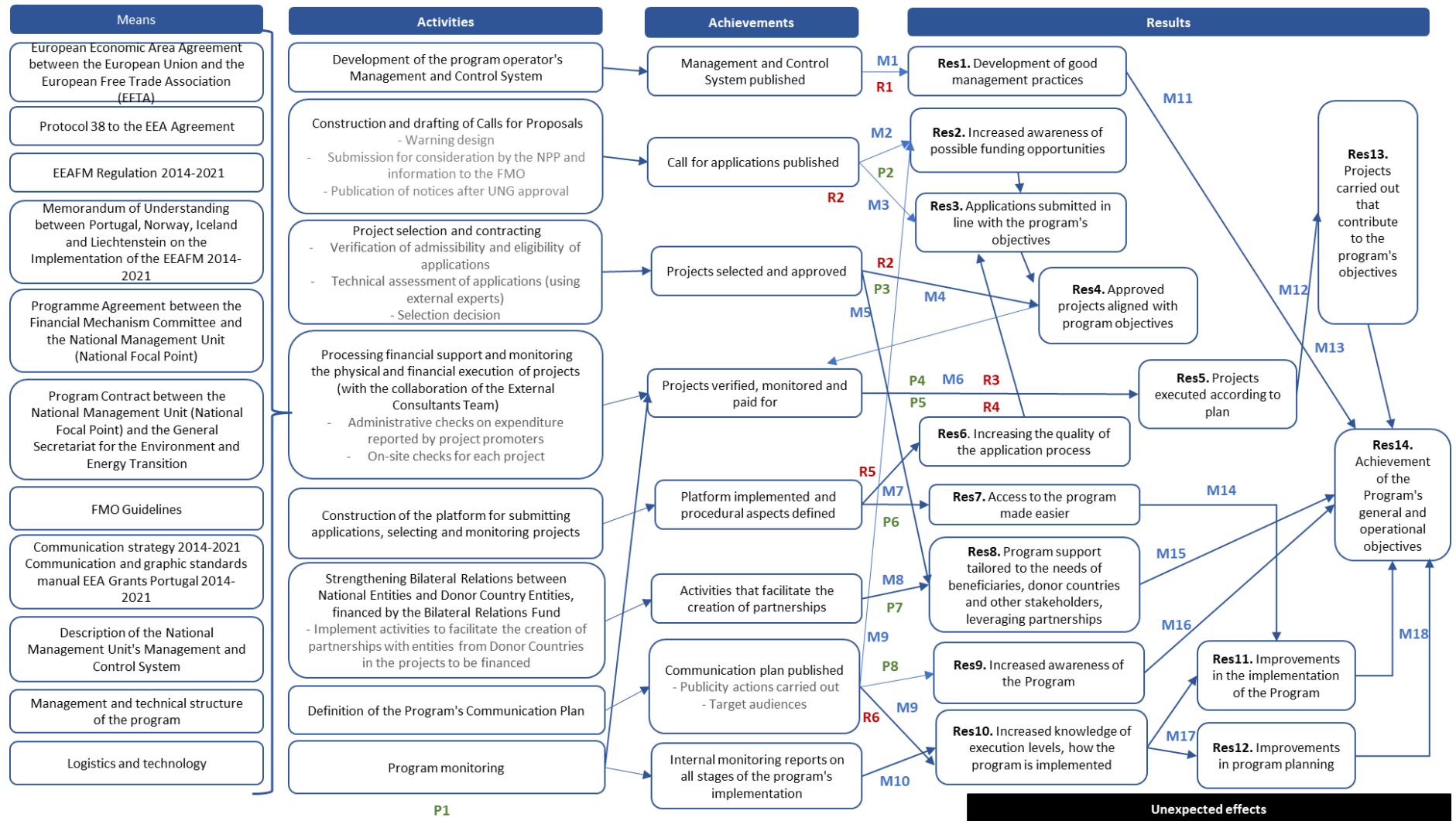


Figure 2. Schematic presentation of Environment Programme Theory



Conclusions and Recommendations

Evaluation Objective 1

Criteria Effectiveness

<p>1.QA1. Has the 'Environment Programme' achieved its general and operational objectives, or will it achieve them in the future? What factors have influenced (positively or negatively) the achievement of results?</p> <p>1.QA2. Have any other results, apart from those identified in the Results Matrix, materialised and contributed to the general and operational objectives of the 'Environment Programme'? If so, which?</p> <p>1.QA3. What changes can be observed in relation to the general and operational objectives of the 'Environment Programme'? Why did the change occur? Have there been any unforeseen effects (positive or negative)?</p>		
Conclusions	Recommendations	Recipients
C1. The Environment Programme succeeded in meeting the targets outlined in the defined framework of indicators. The targets for all indicators were achieved or exceeded, except for three indicators: annual reduction in CO2 emissions, tonnes of plastic recycled in supported initiatives, and the number of people benefiting from sustainable development implemented in Biosphere Reserves. The failure to meet the targets for these indicators was primarily due to the context in which the Programme was implemented and do not the result of shortcomings in management or monitoring.	---	Programme Operator
C2. Without prejudice to the overarching view of the Programme's objectives being exceeded, constraints were identified in the implementation of certain projects. These arose from the difficulty in reconciling the innovation these projects aimed at testing with the requirements imposed by the legislation in force.	<p>R1. The Programme Operator should encourage the competent authorities to adopt regulatory experimentation in the areas financed by the Programme that involve innovation, particularly in the living labs focused on mobility and energy². The OECD³ highlights a range of solutions, including:</p> <ul style="list-style-type: none"> • Through decentralisation, i.e. the central, national or local levels of government are allowed to establish new regulations in their own jurisdictions on a particular policy area or objective; • Allowing temporary regulatory exemptions/derogations to existing legislation. <p>The definition and testing of these regulatory experimentation approaches should be financed in future funding frameworks.</p>	
C3. The scheduling of projects requiring the involvement of local communities in adopting a specific innovation or behaviour did not always allow sufficient time to ensure that this engagement was effective.	R2. When assessing the application, the Programme Operator must consider whether the proposed timetable is in line with the social dimension of the project and may even request that the promoter duly supports the integration of this dimension into the proposed timetable.	
C4. The Programme's indirect (or secondary) results are not part of the defined indicator matrix. Their quantification is complex due to their diffuse nature, but also because the timeline required for their expression is often not compatible with the duration of the Programme. The quantification of these effects was not the subject of this Evaluation, but potential secondary effects of the Programme were listed based on the characteristics of the projects supported.	R3. The estimation of the Programme's secondary effects should be considered by the Programme Operator. Gathering feedback from stakeholders through participatory evaluation methods to capture socio-economic, cultural, and governance outcomes is a straightforward approach that can provide an initial qualitative metric of the secondary effects of the funding.	

² Tim Schittekatte, Leonardo Meeus, Tooraj Jamasb, Manuel Llorca (2021) Regulatory experimentation in energy: Three pioneer countries and lessons for the green transition. Energy Policy, 156, 2021, 112382, <https://doi.org/10.1016/j.enpol.2021.112382>.

³ OECD (2024), "Regulatory experimentation: Moving ahead on the agile regulatory governance agenda", OECD Public Governance Policy Papers, No. 47, OECD Publishing, Paris, <https://doi.org/10.1787/f193910c-en>.

C5. The changes observed in the Programme's general and operational objectives are due to careful Programme design, cross-sector collaboration, innovation and adaptive Programme management by the Programme Operator.	---	
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Efficiency Criteria

<p>1.QA4. Have the operational results of the 'Environment Programme' been achieved in a cost-effective and timely manner?</p> <p>1.QA4.1 Was the governance of the consortium, of the supported projects, adequate: quality of management; number and diversity of entities making up the consortium; was it effective in achieving the outputs and results?</p> <p>1.QA4.2 Was the structure of the Programme Operator's team adequate: was the number and diversity of skills of the team members effective in fulfilling the Programme Operator's obligations?</p> <p>1.Q4.3 Could more results have been achieved with the same resources?</p> <p>1.Q4.4 Has the implementation of the 'Environment Programme' been delayed? If so, which ones?</p> <p>1.QA5. Was the investment involved and impact of PA11 and PA13 in the 'Environment Programme' appropriation adequate?</p> <p>1.QA5.1 Was the 'Environment Programme' economically worthwhile for the Promoters and Partners, taking into account possible alternatives for the application of the available resources?</p> <p>1.QA5.2 Has the 'Environment Programme' adequately applied the investment in project management and monitoring activities?</p> <p>1.QA6. What changes can be observed with the operationalisation of the 'Environment Programme'? Why did the change occur? Have there been any unforeseen effects (positive or negative)?</p>		
Conclusions	Recommendations	Recipients
C6. The assessment of the efficiency dimension of the investment was not entirely conclusive for two reasons: the rationale behind the definition of the indicator targets is not sufficiently clear, and the lack of a guiding cost table for achieving them. These two elements are crucial to ascertaining the efficiency of the supported investments.	R4. Create measurable, verifiable and credible indicators in line with national and EU public policy documents. The rationale and source of verification adopted for each of the indicators, in their physical and financial dimensions, must be clear.	Programme Operator
C7. The management and skills of the Programme's management team were adequate and the use of outsourcing to carry out certain tasks, in a competitive context, is appropriate given the specific nature of the tasks and their non-permanent nature. Management was decisive in minimising the impact of the Covid pandemic and the war in Ukraine on the implementation of the Programme, allowing their effects to be mitigated.	----	
C8. The Environment Programme enabled investment that would not have occurred otherwise, either due to the financial constraints of certain types of promoters or because it would not have happened as effectively or timely. The co-financing rate and eligibility criteria are highly valued by beneficiaries and serve as key attraction factors.	R5. The distinguishing features of the Programme, particularly the co-financing rate and eligibility criteria, should be maintained to ensure the Programme's attractiveness.	FMO UNG Programme Operator

Impact Criteria

1.QA7. To what extent has the 'Environment Programme' stimulated social, environmental or economic effects related to people's well-being, human rights, equality or the environment, beyond its direct beneficiaries?

1.QA7.1 Were the supported projects able to develop innovative sustainable solutions with potential practical application in economic sectors?

1.QA7.2 Have the supported projects had a significant territorial impact, particularly at local (municipal/intermunicipal) level in social, economic or environmental terms?

1.QA7.3 Has the 'Environment Programme' contributed to the implementation of relevant public policies on the environment, climate action and sustainable development?

1.QA8. What effects of the 'Environment Programme' can be observed in the social, environmental or economic dimensions? Why did the change occur? Were there external factors that influenced (positively or negatively) the overall effects of the 'Environment Programme'? Were there any unforeseen effects (positive or negative)?

Conclusions	Recommendations	Recipients
C9. The results of the Environment Programme, encompassing different dimensions (environmental, economic and social), go beyond the project's ecosystem and have a differentiated territorial expression, contributing directly or indirectly to the development of a more prosperous society based on sustainable development.	R6. Mobilising the Mechanism's funds for experimentation and preparing Portugal for the commitments it will have to face in the short to medium term is important and should be maintained. The dissemination of results to decision-making bodies should be promoted, so that the results obtained can be used to support decision-making.	FMO UNG Programme Operator
C10. The Environment Programme contributes to instruments and decision support for public policies and is aligned with the major environmental challenges facing Portugal and Europe today, as expressed in its general objectives.		

Sustainability Criteria

1.QA9. To what extent are the benefits of the 'Environment Programme' likely to continue over the next five years, beyond the longevity of the Programme?

1.QA9.1 Do the supported projects have the capacity to maintain and expand the use of products such as equipment, infrastructure, platforms, guides, methodologies or good practice manuals?

1.QA9.2 Do the supported projects have the potential for continuity, replication or scaling up?

1.QA9.3 Do the supported projects have the interest and capacity to consolidate or extend synergies and partnerships?

1.QA9.4 Did the supported projects promote new forms of governance? Have the entities involved strengthened their decision-making capacity on local climate change mitigation and adaptation policies and sustainable development policies, in terms of prioritising measures and investments, reducing long-term environmental, social and economic costs and boosting opportunities?

1.QA10. What financial, economic, social, environmental and institutional capacities are needed to sustain the benefits of the 'Environment Programme' over the next five years?

Conclusions	Recommendations	Recipients
C11. The Environment Programme has funded projects in different thematic areas, and the analysis of the information gathered in the case studies, the documentary analysis conducted, as well as the judgement based on expert opinion and the literature review has led to the conclusion that most of the results obtained will endure. The behavioural changes stand out first and foremost, but also the plans, guides and other tools developed, since they are available for consultation online. The maintenance (total or partial) of funded partnerships is already evident with the mobilisation of these partnerships to apply for other lines of funding. Funded infrastructures tend to be long-lasting. The availability of funding may be the biggest constraint to maintaining them in the future. The lack of a legislative and regulatory framework that leverages the results obtained in certain areas was also identified as relevant to their maintenance. The replication and expansion of the results obtained was also identified as tending to be positive,	R7. The repository of results and materials produced should be maintained for a minimum period of 5 years. The chosen model for making the information available (with the data aggregated on a single website) seems appropriate, and the Programme Operator should ensure that its maintenance is resilient to any changes in context.	Programme Operator UNG
	R8. Where possible (depending on the Regulation), the Programme Operator should introduce mechanisms to safeguard the results, particularly in cases where their continuity may be threatened by a lack of financial resources. One mechanism to ensure the sustainability of the results could involve the Programme Operator setting specific criteria for granting funding (for example, in the case of funding for the purchase or renovation of buildings, demonstrating the ability to maintain and continue using these buildings for the	

including across borders (replication in donor countries, for example). New, more modern and robust forms of governance have emerged through funding from the Environment Programme in the context of climate change mitigation and adaptation.	benefit of the project's overall objectives for a minimum period of 5 years). The specific terms for implementing this obligation should be specified in the project contract.	
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Evaluation Objective 2

Impact Criteria

<p>2.QA11. To what extent has the 'Environment Programme' stimulated social, environmental or economic effects related to people's well-being, human rights, equality or the environment, beyond its direct beneficiaries?</p> <p>2.QA11.1 Has the Environment Programme raised public awareness, and informed the general public about the contribution of the Programme and the role played by Donor Countries? Has the Programme communicated the impact and results of the Programme and the contribution of Donor Countries?</p> <p>2.QA11.2 Did the Programme's communication strategy reach the intended target audience? Were other audiences involved than those planned? What was your perception of the Programme and the EEAFM? Did the Programme prove important to the target audience?</p> <p>2.QA11.3 Did the Programme's communication strategy arouse interest in the EEAFM as a financing mechanism? Did the Programme's communication strategy give visibility to the funding mechanism? Were potential and current beneficiaries and partners informed about the opportunities of the Environment Programme? Why did the change occur?</p> <p>2.QA11.4 Have there been any external factors that have influenced (positively or negatively) the communication strategy of the 'Environment Programme'? Were there any unforeseen effects (positive or negative)?</p>		
Conclusions	Recommendations	Recipients
C12. In general terms, the communication strategy defined for the Programme was effective in publicising the Programme and its results, especially among the specialised public, which showed great interest in the funding mechanism.	--	Programme Operator
C13. The Programme developed a Communication Plan, which although well-structured had some limitations such as targets that were not quantified, and indicators with some limitations such as unambitious targets to be achieved. The communication activities were monitored in the annual reports however this report lacked some information which did not allow for an analysis of the evolution of all the indicators throughout the Programme's implementation.	<p>R9. Improve the Communication Plan by defining more specific indicators and quantitative targets to monitor the Plan throughout its implementation and better gauge its results.</p> <p>R10. Create a <i>template</i> for monitoring the Communication Plan to be included in the annual reports so that the evolution of all the indicators can be analysed from year to year.</p>	
C14. It would be interesting for the Programme to create a mechanism for monitoring the effectiveness of the dissemination activities carried out, for example by listening to the participants in the events organised by the Programme.	R11. At events held as part of the Programme, create a short form to be handed out to all participants at the end of the event where, along with short questions about their satisfaction with the activity, they are also asked how they found out about the event, so that an analysis can be made of the effectiveness of the various communication activities.	

Evaluation Objective 3

Operational Efficiency Criterion

3.QA12. Has the 'Environment Programme' adopted improvements in management acts, including the application of lessons learned over the period of the Programme's execution?

3.QA13. Has the 'Environment Programme' ensured full transparency, accountability and cost-efficiency in the management of the 'Environment Programme' over the period of the Programme?

Conclusions	Recommendations	Recipients
C15. The management of the Environment Programme successfully incorporated lessons learned and developed its activities with transparency. However, it faced some constraints, most notably the lack of an information system/platform that allows for tracking projects throughout their life cycle. This is one of the major constraints to the Programme's management, as it complicates the execution of tasks that are already time-consuming and complex, such as audits, submission of progress reports, and payment requests.	R12. Development of an information system, like those used for European funds, that is user-friendly and allows for the submission of reports and payment requests, enabling quick and effective control of the physical and financial execution of projects. On the other hand, it should facilitate the easy extraction of information for audits and for the reporting that the Environment Programme needs to submit to the UNG, AD&C, and FMO.	UNG Programme Operator
C16. Bureaucratic procedures are also a constraint, especially in terms of the projects financed when it comes to requesting payment and reporting expenditure.	R13. Aim to reduce the administrative burden associated with reporting and payment requests for funded projects by using, for example, more simplified cost methodologies, as is the case with European Union funds.	FMO UNG AD&C
C17. Project monitoring is carried out through on-site checks and quarterly reports, which, although they have a common template, are not very directive, leading to varying levels of detail in their completion across projects.	R14. Improve the <i>template</i> for interim reports with more precise indications of the information to be included in each field, so that project reporting is uniform and current differences are eliminated. R15. Ensure that the final project report covers the entire implementation period (since its inception) and not just information regarding the last quarter (as some projects have done) so that the report provides an overview of how the project has been carried out.	Programme Operator
C18. The Programme has a risk management plan that is monitored throughout its implementation; however, it was not updated to address risks that emerged, such as COVID-19 or the war in Ukraine. In turn, the funded projects do not have risk management plans, so their teams dealt with risks as they arose, without any prior planning.	R16. Update the Risk Management Plan during the implementation to include risks resulting from contextual situations not expected at the time it was drawn up. R17. Provide that projects applications Include a risk management plan, risks classification and the respective mitigation measures, and that monitoring of the plan is included in the interim reports.	

Evaluation Objective 4

Efficiency Criteria

4.QA14. Have the operational results of the 'Environment Programme' set out in Bilateral Relations been achieved in a cost-effective and timely manner?

4.QA15. Was the investment involved and impact on the 'Environment Programme' allocation for Bilateral Relations adequate? Did the Programme adequately apply the investment in bilateral initiatives?

Conclusions	Recommendations	Recipients
C19. The initiatives developed under the Bilateral Relations Plan achieved the operational results, and the available funding was adequate. The constraints associated with COVID-19 did not impact on the implementation of the initiatives, which, despite being suspended for a year, were successfully carried out afterwards. It is relevant for the Programme to align some of the Bilateral Relation's initiatives with the calls for applications and to improve their monitoring and follow-up.	<p>R18. Align the matching initiatives developed under the Bilateral Relations Plan with the calls for applications so that they are carried out in a timely manner to create partnerships between national entities and entities from donor countries eligible to submit applications.</p> <p>R19. Improve the monitoring and follow-up system for the initiatives of the Bilateral Relations Plan by:</p> <ul style="list-style-type: none"> - Clearly designate the initiatives so that their reference is consistent across all reporting and communication documents. - Defining specific goals and indicators to monitor the implementation of the Plan. 	Programme Operator

Criteria Relevance

4.QA16. Is the 'Environment Programme' well designed? Does the Programme add value, avoiding duplication, with other similar programmes in the same sector/programme area? If so, how?

4.QA17. How did the 'Environment Programme' meet the needs of the beneficiaries, the Donor Countries, and other stakeholders? Have the bilateral initiatives carried out by the Programme promoted good strategic and operational coordination between the parties involved?

4.QA18. What changes can be observed with the operationalisation of the 'Environment Programme' Bilateral Relations Plan? Why did the change occur? Were there any unforeseen effects (positive or negative)?

Conclusions	Recommendations	Recipients
C20. The design of the Environment Programme proved to be balanced in terms of the funded priorities as well as the allocation of resources to each of them. The Environment Programme has specific characteristics that ensure most potential stakeholders participate in the competition, either individually or in partnership.	See R5.	See R4.
C21. The partnerships established between national entities and entities from the Donor Countries are relevant, suit the needs of both parties, and bring added value to all involved. However, it is necessary to eliminate some identified constraints (financial and linguistic) and increase the participation of partners from donor countries throughout the entire project life cycle, rather than focusing solely on activities limited in time.	<p>R20. Introduce in the calls for applications that projects involving donor countries must include the mandatory translation (to English) of all or parts of the project documents/products, as well as the use of simultaneous translation services (Portuguese-English-Portuguese) at events organized by the project where the participation of partners from Donor Countries is expected. The costs related to these requirements should be eligible expenses and included in the project budgets at the application stage.</p> <p>R21. To strengthen the partnership relations between national partners and partners from the Donor Countries within the framework of the funded projects, and to increase collaboration between them throughout the project implementation, it is recommended to define directives for this participation in the calls for applications. For example, Donor Countries could be made responsible for implementing one of the project activities.</p>	Programme Operator

C22. The Bilateral Relations Plan, through the way it is operationalised, fosters changes in the institutions participating in their initiatives, both through established partnerships and the acquisition of relevant knowledge for their areas of activity. In this regard, it is important to analyse the contexts of both countries in the Programme's areas of action to enhance the establishment of relationships between their entities.	R22. Make sure, by anticipating stakeholders' needs, that for the coming financing period Bilateral Relations initiatives are tailored to participants' needs and can lead to the exchange of experiences and the creation of lasting and effective partnerships.	Programme Operator
C23. Given the importance of Bilateral Relations, not only in the Environment Programme but across the entire EEA Grants ecosystem, it would be relevant to follow up on these partnerships to understand the extent of these changes.	R23. Create a follow-up system for the initiatives implemented under the "Environment Programme" Bilateral Relations Plan to assess the continuation of the relationships/partnerships established between entities, for example, through a questionnaire administered to the participating entities (both national and from Donor Countries) six months or one year after the initiatives.	

Evaluation Objective 5

Impact Criteria

<p>5.QA19. To what extent has the 'Environment Programme' stimulated social, environmental or economic effects related to people's well-being, human rights, equality or the environment, beyond its direct beneficiaries?</p> <p>5.QA19.1 Has the 'Environment Programme' acted in line with the values of gender equality and equal opportunities?</p> <p>5.QA19.2 Has the 'Environment Programme' collaborated in activities or initiatives aimed at promoting the inclusion of minorities, as well as combating mobbing, hate speech, extremism, racism, homophobia and anti-Semitism?</p>		
Conclusions	Recommendations	Recipients
C24. Although the Environment Programme takes gender equality issues into consideration and develops good practices in this regard, it is important to further investigate this issue, both in terms of monitoring and the development of specific activities.	R24. In the evaluation criteria for applications, maintain the gender equality weighting for project teams, but clearly specify in all calls how this weighting is applied and quantify the proportion of men and women that must be considered in the teams.	Programme Operator
	R25. Create a Programme indicator to monitor the number of men and women in project teams throughout the implementation, to follow up on the eligibility criteria.	
	R26. For the Programme indicators where gender disaggregation is considered relevant, clearly state, in the calls for applications, the requirement for this specification, so that all applicants report the progress of the indicators in the same way	
	R27. Create synergies with the Work-Life Balance and Gender Equality Programme, particularly for the joint creation of awareness-raising and capacity-building actions on gender equality issues for project promoters and partners.	
	R28. Analyse in which areas of intervention of the Environment Programme there may be greater gender disparities and, in the call for applications, encourage projects to develop activities to mitigate them.	
	R29. Create awareness-raising and training actions for promoters and partners on minority inclusion issues.	