

**European Economic Area (EEA) Financial Mechanism 2014 – 2021**  
**in Greece**  
**Minutes of the 4<sup>th</sup> Annual Meeting - 2021**

In accordance with the EEA Grants Regulation 2014-2021, art.2.7, the 4th Annual Meeting - 2021 on the implementation of the EEA FM 2014-2021 in Greece was conducted on 18 November 2021 in Athens, in a hybrid format both with physical presence and with streaming via online platform. The meeting was co-chaired by Mr. Erik Strømø, Director of Section for Central Europe, Norwegian Ministry of Foreign Affairs (NMFA) and Ms. Anastasia Panopoulou, in substitution of Mr. Dimitrios Skalkos, Secretary General for Public Investments & NSRF, Hellenic Ministry of Development and Investments, as heads of their respective delegations.

The agenda of the meeting is found in Annex I and the list of participants in Annex II. The presentations and the discussion of the meeting followed the course of the agenda. The NFP made 3 presentations (Strategic report, Bilateral Fund, Communication). Each programme had its own individual presentation by respective Programme and Fund Operators. A presentation by the FMO for the Fund for Youth employment and Regional cooperation was also included in the program. The presentations of the meeting are available at [www.eeagrants.gr](http://www.eeagrants.gr)

**Main outcomes and outstanding points**

**Strategic Report:** The Strategic Report (SR) 2021 was presented by the NFP. The main topics were:

- a. **Political, economic and social context in Greece:** In this reporting period Greece had a stable and continuous administration without elections, extended government reshuffles or other major changes. Of course, in Greece, alike everywhere else, there was a strong pressure to economy by the pandemic, at the same time however there were some positive trends. Also, there was further acceleration of digital transformation and public e-services. Finally, at the asylum and migration front, a significant de-escalation of arrivals and of related challenges was recorded. Although a year with many difficulties, it was also a very fruitful and constructive year in terms of development planning. In this year Greece set up the following financial mechanisms and tools for the years to come:

Cohesion policy and the next programming period in Greece. The total budget is 26bn Euros

"Next Generation EU" and the Recovery and Resilience Facility – RRF is a major recovery package for the period 2021-2027 with total budget for Greece 31 bn Euros

National Development Program (EPA) with total budget of 10 bn Euros

- b. **Midterm review and the allocation of the Reserve:** In the context of the Strategic report, the NFP presented the conclusion and agreement on the reserve allocation. Greece submitted its midterm review of the programmes along with its proposal for the reserve allocation based on the following criteria:
- Programmes' implementation progress
  - Policy priorities
  - Readiness & Feasibility for the implementation of the additional activities

Donors accepted the Greek proposal but suggested in addition a minor reallocation to the Local development FMO operated programme. As a result, 7.4ME, were allocated to the following 5 programmes:

GR Roma inclusion  
GR Water management  
GR Energy  
GR Active Citizens Fund-ACF (FMO managed)  
GR Local development (FMO managed)

- c. **Evaluation:** NFP presented the updated Evaluation plan. In line with the Regulation, Art. 10.1 and the Evaluation plan submitted by the NFP to FMO, evaluation will be periodic and will be conducted in 2 phases a) the on-going evaluation phase for those programmes with delays or other divergence in relation to their original PA design and b) the ex-post phase for all programmes. In line with the above criteria, and due to delays and several PA modifications, an on-going evaluation was decided for the Asylum & Migration programme managed by the Hellenic authorities. Further assessment for other programmes will follow and on-going evaluation may be initiated for other programmes in the year ahead.
- d. **Management and Control system and overall monitoring of the implementation:** The NFP presented the developments of implementation in the context of the Monitoring and Control System (MCS) in the reporting year. For monitoring, the NFP had continuous contacts, meetings, coordination, risk assessment and mitigation actions for programmes. Also, the NFP hosted 2 training seminars for the MCS procedures in March and April 2021, with more than 150 participants from POs and PPs. At the same time all involved authorities applied procedures of MCS as relevant, such as calls, project contracts, payments and verification of expenditure, IFRs, forecasts of likely payments and reporting.
- As for irregularities and complaints there were no cases to be reported. Finally, the Audit Strategy was updated in the reporting period to reflect all signed programme agreements.

**Technical Assistance:** The NFP presented the progress of the Technical Assistance (TA), with 4 new projects for all beneficiaries of TA, except Audit Authority, It also

presented the expenditure for the activities already implemented and planned new activities to follow.

The Donors and FMO appraised the report as informative and well written. The Strategic Report was formally approved. For the overall progress of the implementation at the national level, in the reference year, the NFP and the Donors expressed their satisfaction for the progress of implementation despite the Covid-19 pandemic challenges. However, the donors expressed the need for good and enhanced progress on the implementation with less than 30 months remaining until the end of the eligibility period of the current Financial Mechanism. It is therefore very important to stay fully engaged and focused on the implementation and address now any issues that can result in setbacks and delays in achieving the agreed results.

Regarding the Management and Control System procedures, the Donors acknowledged the efforts made in the context of monitoring and the Management and Control System. They especially stressed the importance of showing continued vigilance in respect of irregularities and complaints' and reminded about the Donors' zero-tolerance policy to corruption and fraud and need to actively work to prevent irregularities and deal efficiently with those that arise. Finally, the Donors asked for continuous update on the Grace Information system, for all tasks and functionalities.

The Icelandic representative echoed the remarks made by the head of delegation and expressed optimism for the year ahead and the successful implementation of the programmes.

As regards to the national setup and procedures for processing payments, the Greek delegation informed that a new draft law scheduled to be voted by the parliament in the next period would include new provisions which facilitate the payments' mechanism and the money flows . If approved as currently proposed, it is expected that the payment system will improve a lot. As regards to the current pending payments the NFP informed that as an horizontal issue for the public sector provision, but confirmed that all pending payments will be processed by January 7, 2022.

*The presentation was made by Ms Eleni Kontaxaki*

#### **Status of Bilateral Fund**

The NFP presented the progress made, namely the approval of 4 new strategic initiatives, the progress of the 9 approved initiatives and the publication of an open call formally published on 17 November 2021. It was stressed that the negative impact of the pandemic restrictions on the implementation of some of the bilateral initiatives, which include travelling as a crucial element, continues. The Donors acknowledged the progress made by the Bilateral Fund and the difficulties caused by the pandemic restrictions. They stressed the importance of a steady progress and underlined the need and obligation of the NFP to secure payments from the Bilateral Fund and to submit a pending Interim Financial Report to the FMO.

*The presentation was made by Mr Herakles Alexopoulos*

#### **Status of Programmes**

**Programmes managed by Greek national authorities** : The NFP presented the general progress of programmes, highlighting a) the fact that in total 22 projects have signed project contracts in all programmes and they all have started implementation. Pending 12 project contracts are imminent for all programmes, so that they complete the phase of selection b) that the implementation so far leads us to some lessons learned that could be further examined at technical meetings, for respective adjustments, where necessary and possible. In this respect attention should be given to simplified procedures, especially on the national level.

By individual presentations from each Programme Operator, the overall progress and outstanding issues per programme are as follows:

***Roma Inclusion & Empowerment:*** The main developments in the reporting period were a) the project contracts for both predefined projects were signed in early 2021 b) the implementation of PDP1 starting with the setup of the task force with selected staff members is to be finalized in December 2021, along with supporting measures for premises and car leasing c) the implementation of the preliminary technical works and infrastructure is financed by national funds for the PDP2, d) The MCS at the programme level was approved by Audit Authority in November 2021. The modification of the Programme Agreement for the inclusion of the additional funds allocated from the reserve, is scheduled in early 2022.

The Donors expressed appreciation for the strong political commitment to the programme, as well as of the good effort and progress so far. They noted in particular the complexity and interdependence of PDP2 in Katerini being financed by multiple financing sources and potential delays to the project timeline due to procurement and infrastructure development. Continued monitoring and harmonization of the complex coordination of activities and public procurement for the planned infrastructure work was encouraged.

**The presentation was made by Ms Vassiliki Staikou**

***Environment-Water Management:*** The main developments in the reporting period were the publication of open calls and the evaluation of the submitted proposals. 7-8 projects will be selected and project contracts are expected in early 2022. The projects propose measures for telemetry systems in water grids, desalination units as well as data and solutions for the improvement of the status of the water bodies. Also, the publication for the open call of small grant scheme output 1.3 is imminent. It will fund awareness campaigns for pupils highlighting the water problems and the importance of improving the status of water bodies and will create guidelines and best practice material for water saving addressed to inhabitants and visitors. The modification of the Programme Agreement in order to include the additional funds allocated from the reserve has been concluded between PO and FMO.

The Donors expressed appreciation for the good management and efforts for the programme. They encouraged the PO to monitor closely the implementation of the projects so that delays related to public procurement procedures can best be avoided. For the allocation of the reserve funds, they expressed satisfaction for the funding of activities which were already included in the design of the programme. Finally they encouraged PO for close cooperation with the FMO.

**The presentation was made by Ms Hrisoula Kourteli**

**Renewable Energy, Energy Efficiency:** The presentation of the programme was prefaced by the head of the Directorate of Development Programs of PO CRES, Mr. Markos Damasiotis who presented the overview of the progress and the achievements so far of the programme. The main developments in the reporting period, as presented in further detail, were a) the modification of the Programme Agreement in order to include the additional funds allocated from the reserve, b) the evaluation procedure of the project proposals submitted in the context of the open call, c) 13 projects were selected and project contract were issued in July 2021 d) the phase of tender documents preapproval by the PO has started for the implementation of the projects according to MCS. The Programme Operator is monitoring closely the developing phase of public procurement.

The Donors congratulated the PO for the efficient selection of the projects and the progress of implementation so far. They appreciated the fact that the reserve funds have been already allocated to 3 projects from the reserve list and all projects have started implementation. At the phase of implementation they encouraged close monitoring in order to avoid delays of public procurement procedures. Finally the Donors encouraged the close cooperation with FMO, also as regards to the bilateral initiatives to be activated in the next period.

*The presentation was made by Mr Kostantinos Patlitzianas*

**Good Governance Accountable Institutions Transparency:** The presentation of the programme was prefaced by the Secretary General of Digital Governance and Simplification of Procedures at the Ministry of Digital Governance, Mr. Leonidas Christopoulos, who reaffirmed the importance and priority of the programme for the policy sector and for the high level of engagement towards a successful implementation. The main activities presented for the reporting period were a) intensive preparation of project partnership agreements, which are reportedly imminent for signature, b) submission of the 3 PDP proposals and their evaluation on national level, c) the issuing of project contracts. Also the supporting measures through the management cost were activated. The MCS at the programme level was submitted to NFP by the PO in October 2021 and its approval is scheduled soon.

The donors expressed their serious concerns for the fact that the actual implementation of the planned activities under the 3 pre-defined projects has still not started. They noted the plan to have the programme in full implementation soon but reminded the time ahead, until the end of the eligibility period 30 April 2024, is limited and this poses a real threat to the programme and its planned results. Therefore a clear milestone- and time plan for the implementation has to be set and agreed by all implementation partners of the programme.

*The presentation was made by Mr Ilias Kastritis*

**Asylum and Migration:** The main developments in the reporting period were a) the modifications of the Programme Agreement in order to align it with developments in the administrative split of policy sectors and the addition of a new PDP 8 related to unaccompanied minors, b) the submission of PDP proposals and their evaluation. In total, 4

project contracts have been issued during the year and 4 remaining project contracts are imminent. The MCS at the programme level was approved by Audit Authority in June 2021.

The Donors expressed appreciation for the recent developments of contracting PDPs, marking the start of actual implementation of the programme. They also expressed concern for the delays in the programme implementation and for the short remaining time until the end of funding period posing a risk to the program not reaching its agreed results. In this respect they urged the PO to make a realistic assessment of the probability of implementation of all the planned activities within the eligibility period. They recommended that the PO is closely monitoring the projects and take risks mitigation actions including considering transfer of funds between activities and projects if deemed necessary. They appreciated the close cooperation of the PO with the Ministry of Migration. They reaffirmed that FMO and DPP remain always available for any possible assistance to the programme and encouraged close cooperation with FMO and DPP.

*The presentation was made by Mr Konstantinos Iliopoulos*

**FMO managed programmes:**

**Business Innovation:** The main developments in the reporting period were a) submission and evaluation of the submitted project proposals in the context of the 1<sup>st</sup> open call. In total 16 projects were selected (6 Blue Growth, 4 Green Innovation Business, 6 ICT), b) submission and evaluation of the submitted project proposals in the context of the 2<sup>nd</sup> open call. According to the preliminary results 12 projects are to be selected (6 BG, 6 GII).

The Donors appreciated the progress that the programme has made and encouraged the FO to use the gained experience from the first two calls to be as practical as possible to conclude the last 3<sup>rd</sup> call in an efficient manner given the limited time for project implementation.

*The presentation was made by Mr Harri Adraktas*

**Local Development and Poverty Reduction:** The 3 PDPs of the programme were all in implementation phase during the reporting period, while one of them is completed and the other two remain ongoing. The results have reached high scores in their indicators, despite burdens of repeating lockdowns during the school year due to COVID-19.

The Donors expressed appreciation for the good progress and good work by the FO and the other involved actors of the programme. Despite some delays of the 3 PDP, they appreciated the results of the projects and welcomed the conclusion of the design of the PDP 'Skills on demand' implemented by the Athens Development and Destination Management Agency under the Municipality of Athens and trust the implementation will be efficient and planned results will be achieved.

*The presentation was made by Mr Epaminondas Farmakis*

***Asylum and Migration:*** The open call was concluded and all PDPs were in implementation phase during the reporting period, except IOM PDP which remains pending in 2021, due to effects of the pandemic, while UNCHR PDP has been completed. The annual average occupancy rate for 2021 at the reception centers was 70% while certain systemic factors as well as Covid-19 disruptions affected the indicator's performance.

The Donors acknowledged the continuous good progress and efficient management of the programme despite the Covid-19 related delays and expressed trust that the programme will achieve its planned results. They acknowledged the willingness of the Greek authorities to be actively involved in the programme as they consider that synergies with the nationally managed Asylum programme will improve the capacity of the Asylum and Migration system.

*The presentation was made by Mr Epaminondas Farmakis*

***Civil Society – Active Citizen Fund:*** In the context of the programme, 6 calls have been announced and completed, 107 projects have been selected and 175 Civil Society Organizations have been engaged in the implementation of the projects. Additionally, a new open call is expected to be launched in December this year, aiming to support the institutional development of civil society organizations (CSOs). For the bilateral relations, 18 initiatives are already selected in the context of the respective open call.

The Donors expressed their pleasure for the cooperation with the FO and for all the good work and achievements made under the programme. They expressed their appreciation both for the high level of interest and response from civil society organizations and for the progress of implementation. They welcomed the allocation of the reserve funds to this programme, which will also allow for a new call for the organizational enhancement of the civil society organizations, which hopefully will be of great support for them.

*The presentation was made by Ms Maria Tsene*

***Fund for Youth Employment:*** The FMO presented the Fund for youth employment. 33 projects are currently in implementation, to which 13 Greek entities in total take part in the project consortia, seven as lead partners. The 13 Greek entities in the Fund for Youth Employment are stable project partners, and progress is satisfactory. Many projects show good results despite the restrictions placed on them by the COVID-19 pandemic.

*The presentation was made by Mr Árni Páll Árnason*

The Greek delegation acknowledged the progress of the programmes and stressed the importance of steady implementation and of mitigation of risks, expressing the overall belief and assessment of a successful implementation for all the programmes.

The Donors' delegation acknowledged the progress and developments reported by the programmes noting the fact that the status of programmes varies considerably. They stressed that the year ahead will prove critical for the implementation of the programmes. They raised their concerns for the delays in implementation that are observed in some programmes and noted that no further delays can be accommodated. The Donors asked for a fully engaged

effort, a focused and continuous monitoring, as well as for proactive and efficient risk mitigation measures while they highlighted the importance of a well-tuned cooperation and communication with the Greek authorities at the national level, as well as with FMO in the implementation of the EEA-Financial Mechanism and in the respective policy sectors. Finally, they mentioned that a reallocation of funds within programs and between the programmes could be considered if planned activities are not expected to realise.

## **Communication**

The NFP presented the progress and developments made in the realm of communication. In the reporting period, the National Focal Point continued to empower the relations between the Service itself and the POs, FOs and PPs. The NFP used in the most efficient way the covid-19 lockdown allowed for to carry on with online meetings establishing monthly catch-ups as well as trainings. Person-to-person online discussions also took place, to discuss communication issues with every PO separately, according to their needs. In this regard, a highlight of the reporting period was the participation for the first time of the NFP-EEA Grants in the International Thessaloniki Fair.

The Donors expressed appreciation for the active and creative presence in the social media and the website of the Grants; they also appreciated the translation of the available communication material in Greek. They applauded for the close cooperation with all different actors and urged that the NFP continues the close cooperation of them all, including Greek authorities, FMO, FOs and the Norwegian embassy in Athens. The NFP confirmed that this is the approach indeed both in the Communication strategy as well as in the development of all day-to-day communication activities.

*The presentation was made by Ms Elli Vazou*

## **Next steps and actions for the year ahead - 2022**

In conclusion of the meeting discussions and in line with the regulatory provisions, the NFP agrees that it will take all necessary action towards the following requirements and goals:

- To submit the results of the on-going evaluation of “Asylum and Migration”, by March 2022.
- To proceed with the Bilateral Fund open call, conclude on pending payments and all outstanding administrative procedures including the submission of a pending IFR.
- To continue the efforts of efficient communication, cooperation and coordination of all involved partners of the implementation of the Grants in Greece. To closely monitor progress of the implementation of the programmes and to take every action needed to address issues and delays as they might arise, including giving the needed support and guidance and keeping all communication channels open and functional between all the different implementation partners.
- To show vigilance in identifying and reporting irregularities and complaints



- To continue and emphasize on all necessary organizational issues and actions for deployment of the Technical Assistance.
- To continue to cooperate closely with the FMO and the Donors on the efficient implementation of the EEA Grants in Greece.

## ANNEX I-AGENDA

### EEA Grants 2014 – 2021

#### 4<sup>th</sup> Annual Meeting

**Thursday 18.11.2021**

*Hybrid event – Physical & Online Zoom platform*

*Venue: Htl Electra Palace, Navarchou Nikodimou 18-20, Athens, Room Alkioni, 1st floor*

*The meeting will start at 10:00 am Athens time, 09:00 am Brussels/Oslo time*

#### **Co-Chairs:**

*Head of the Donor delegation: Jon Erik Strømø, Director of Section for Central Europe,  
Norwegian Ministry of Foreign Affairs (NMFA)*

*Head of the Greek delegation: Mr. Dimitris Skalkos, Secretary General for Public Investments & NSRF,  
Hellenic Ministry of Development and Investments*

10:00 – 10:20 (CET 09:00 – 09:20)	<b>Welcome and opening remarks on behalf of NFP</b>
	<b>Welcome and opening remarks by Donors</b>
10:20 – 10:35 (CET 09:20 – 09:35)	<b>Draft Strategic Report</b>
10:35 – 11:00 (CET 09:35 – 10:00)	<b>Bilateral Cooperation</b>
11:00 – 11:10 (CET 10:00 – 10:10)	<i>Coffee break</i>
11:10 – 12:30 (CET 10:10 – 11:30)	<b>Progress of programmes and risk assessment. Individual presentations</b> <ul style="list-style-type: none"><li><i>-Roma Inclusion and Empowerment</i></li><li><i>-Environment - Water Management</i></li><li><i>-Renewable Energy, Energy Efficiency</i></li><li><i>-Good Governance, Accountable Institutions, Transparency</i></li><li><i>-Asylum and Migration</i></li><li><i>-Innovation, Business Development and SMEs</i></li><li><i>-Asylum and Migration</i></li><li><i>-Local Development and Poverty Reduction</i></li><li><i>-Active Citizens Fund - ACF</i></li><li><i>-Fund for Youth employment and Regional cooperation</i></li></ul>
12:30 – 12:40 (CET 11:30 – 11:40)	<b>Management and Control system issues, incl. irregularities, complaints, etc.</b>
12:40 – 12:50 (CET 11:40 – 11:50)	<b>Communication</b>
12:50 – 13:00 (CET 11:50 – 12:00)	<b>Conclusions and closing remarks</b>
13:00 – 14:00	<i>Light lunch</i>

## **ANNEX II - LIST OF PARTICIPANTS**

### ***Donor/FMO Delegation***

Jon Erik Strømø	Head of the Donor delegation - Director, Section for Central Europe and the EEA and Norway Grants, Norwegian Ministry of Foreign Affairs
Frode Overland Andersen	Norwegian Ambassador to Greece and Cyprus, Royal Norwegian Embassy in Athens
Anne Havnør	Senior Adviser, Section for Central Europe and the EEA and Norway Grants, Norwegian Ministry of Foreign Affairs
Maria Fola	EEA Grants Adviser, Royal Norwegian Embassy in Athens
Karí Jónsdóttir	Advisor, Deputy Head of Mission, Embassy of Iceland in Oslo
Árni Páll Árnason	Deputy Managing Director, Head of Country and Bilateral Cooperation Department, EEA and Norway Grants
Steinar Matthíasson	Country Officer, Country and Bilateral Cooperation Department, EEA and Norway Grants

### ***Greek Delegation***

Anastasia Panopoulou	Senior Adviser to the Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Herakles Alexopoulos	Officer, National Focal Point-Special Service for EEA FM, General Secretariat for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Eleni Kontaxaki	Officer, National Focal Point-Special Service for EEA FM, General Secretariat for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Elli Vazou	Communication Officer, National Focal Point-Special Service for EEA FM, General Secretariat for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Katerina Tzortzakaki	Officer, National Focal Point-Special Service for EEA FM, General Secretariat for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Vassiliki Alesta	Head of Certifying Authority, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Eleni Trimmi	Head of Department - Audit Authority - Financial Audit Committee (EDEL), Hellenic Ministry of Finance
Christina Stasinou	Officer of MIS Special Service, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments

***Greek managed Programmes - Programme Operators***

Georgios Stamatis	Secretary General for for Social Solidarity and Fight Against Poverty (General Secretariat for Social Solidarity), Hellenic Ministry of Labour and Social Affairs, PO Programme B, “Roma inclusion and empowerment”
Vassiliki Staikou	PO Programme B, “Roma inclusion and empowerment”, Executive Authority “Special Service - Executive Structure NSRF”, Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs
Chryssoula Kourteli	PO Programme D, “Water Management”, Head of Service, Executive Authority “,Executive Authority “Special Service - Executive Structure NSRF”, Division of Environment, Hellenic Ministry of Environment & Energy
Markos Damasiotis	PO Programme E, “Renewable Energy, Energy Efficiency”, Centre for Renewable Energy Sources - CRES, Hellenic Ministry of Environment & Energy
Konstantinos Patlitzianas	PO Programme E, “Renewable Energy, Energy Efficiency”, Centre for Renewable Energy Sources - CRES, Hellenic Ministry of Environment & Energy
Leonidas Christopoulos	Secretary General of Digital Governance and Simplification of Procedures at the Ministry of Digital Governance, PO Programme F, “Good Governance, Accountable Institutions, Transparency”
Ilias Kastritis	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Nikolaos Skartsis	PO Programme G, “Asylum & Migration”, European and Development Programs Division (EDPD)- Ministry Of Citizen Protection
Kostas Iliopoulos	PO Programme G, “Asylum & Migration”, European and Development Programs Division (EDPD)- Ministry Of Citizen Protection

***FMO managed Programmes - Fund Operators***

Harri Adrakta	FO Programme A, Innovation, Business Development and SMEs, Innovation Norway
Epameinondas Farmakis	FO Programme C&H, Local Development and Poverty Reduction, Human Rights 360 / Crowe SOL
Maria Tsene	FO Programme I, Civil Society – Active Citizens Fund, Bodossaki Foundation / Solidarity Now

*Online participants*

Hjördís Lára Hlíðberg	Country and Bilateral Cooperation Department Trainee
Niels Bekkus	Bilateral Officer, Country and Bilateral Cooperation Department, EEA and Norway Grants
Vassiliki Alesta	Head of Certifying Authority, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Ioannis Gravias	Officer, Certifying Authority, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Vassiliki Kastani	Officer, Certifying Authority, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Iro Nanopoulou	Head of Department - Audit Authority - Financial Audit Committee (EDEL), Hellenic Ministry of Finance
Theofilos Douloudis	Officer, Audit Authority, Financial Audit Committee (EDEL), Hellenic Ministry of Finance
Giorgos Patsouras	Head of Department- MIS Special Service, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Marina Platanaki	PO Programme B, "Roma inclusion and empowerment", Head of Department, Executive Authority "Special Service - Executive Structure NSRF", Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs
Nana Mikolaidou	Head of Department, Certifying Authority, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Andreas Karapanos	Officer, Certifying Authority, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Regina Koumantaraki	Officer, Certifying Authority, Secretary General for Public Investments and the NSRF, Hellenic Ministry of Development and Investments
Aggeliki Christopoulou	PO Programme B, "Roma inclusion and empowerment", Head of Department, Executive Authority "Special Service - Executive Structure NSRF", Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs
Georgia Kokkini	PO Programme B, "Roma inclusion and empowerment", Head of Department, Executive Authority "Special Service - Executive Structure NSRF", Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs
Athina Athanasopoulou	PO Programme B, "Roma inclusion and empowerment", Head of Department, Executive Authority "Special Service - Executive Structure NSRF", Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs

Alexandra Kilafi	PO Programme B, “Roma inclusion and empowerment”, Head of Department, Executive Authority “Special Service - Executive Structure NSRF”, Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs
Stavros Psarras	PO Programme B, “Roma inclusion and empowerment”, Head of Department, Executive Authority “Special Service - Executive Structure NSRF”, Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs
Georgia Vikatou	PP PDP1 PO Programme B, “Roma inclusion and empowerment”, Head of Department, Executive Authority “Special Service - Executive Structure NSRF”, Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs
Kostas Liakopoulos	PP PDP2 PO Programme B, “Roma inclusion and empowerment”, Head of Department, Executive Authority “Special Service - Executive Structure NSRF”, Division of Employment and Social Economy, Hellenic Ministry of Labour and Social Affairs
Andreas Attaloglou	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Irene Myrianthopoulou	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Maria Anagnostopoulou	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Christos Ntakoulis	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Manolis Giampouras	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Angie Anagnostaki	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Theodoros Karoumpalis	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance

Sakis Kosmopoulos	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Evgenia Michailidou	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Marios Filis	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Tania Kerkiri	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Vassiliki Markoutsas	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Hara Baxivanaki	PO Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Konstantinos Kaparos	PP Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Georgios Kassapas	PP Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Olga Badeka	PP Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Thaleia Roukounaki	PP Programme F, “Good Governance, Accountable Institutions, Transparency”, Officer, Management & Implementation Authority ICT, Hellenic Ministry of Digital Governance
Vassiliki Polizo	PO Programme E, “Energy” CRES
Dimitra Koutra	PO Programme D, “Water Management” Executive Authority “Special Service - Executive Structure NSRF”, Division of Environment, Hellenic Ministry of Environment & Energy

Labrakis Avdelas	PO Programme D, "Water Management" Executive Authority "Special Service - Executive Structure NSRF", Division of Environment, Hellenic Ministry of Environment & Energy
Efi Papahatzopoulou	PO Programme D, "Water Management" Executive Authority "Special Service - Executive Structure NSRF", Division of Environment, Hellenic Ministry of Environment & Energy
Giorgos Parnassas	PO Programme D, "Water Management" Executive Authority "Special Service - Executive Structure NSRF", Division of Environment, Hellenic Ministry of Environment & Energy
Sotiris Marvelis	PO Programme D, "Water Management" Executive Authority "Special Service - Executive Structure NSRF", Division of Environment, Hellenic Ministry of Environment & Energy
Dimitra Koumparou	PO Programme D, "Water Management" Executive Authority "Special Service - Executive Structure NSRF", Division of Environment, Hellenic Ministry of Environment & Energy
Anne Lise Rognlidalen	FO Programme A, Innovation, Business Development and SMEs, Programme Director, Innovation Norway



### ***ANNEX III – PRESENTATIONS OF THE PROGRAMMES***