

Programme development

Kick-off meeting Greece
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26 March 2026



Lessons learnt

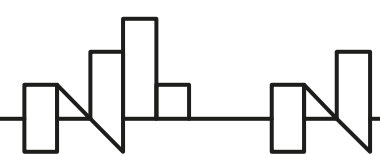
FM 14-21 (3rd edition) - average time from Memorandum of Understanding (MoU) to Programme Agreement (PA): **21 months in all countries**

How to reduce time for planning the programme?

- A more flexible way of working
- Avoid duplication of requested information
- Formats
- Collaborative space for developing the concept note
- Possibility of developing call texts during the concept note drafting

The aim

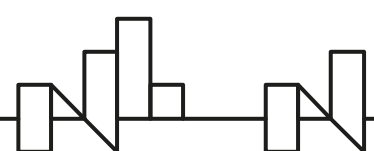
Maximum 12 months from Memorandum of Understanding to Programme Agreement, leaving more time to implementation.



Memorandum of Understanding (MoU) Greece

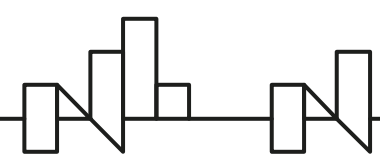
Specific concerns

- Funds for bilateral relations included in the respective programme agreements.
- Earmarked contribution for addressing needs and challenges as a result of invasion of Ukraine:
 - € 7,925,943.
 - funding shall primarily be made available to support projects under the programmes “Protection and Justice for Vulnerable Groups” and “Local Development”
- Gender equality and digitalization to be mainstreamed in all relevant programme areas (shall be described in the Concept Notes)

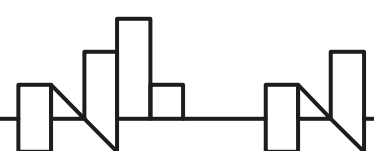
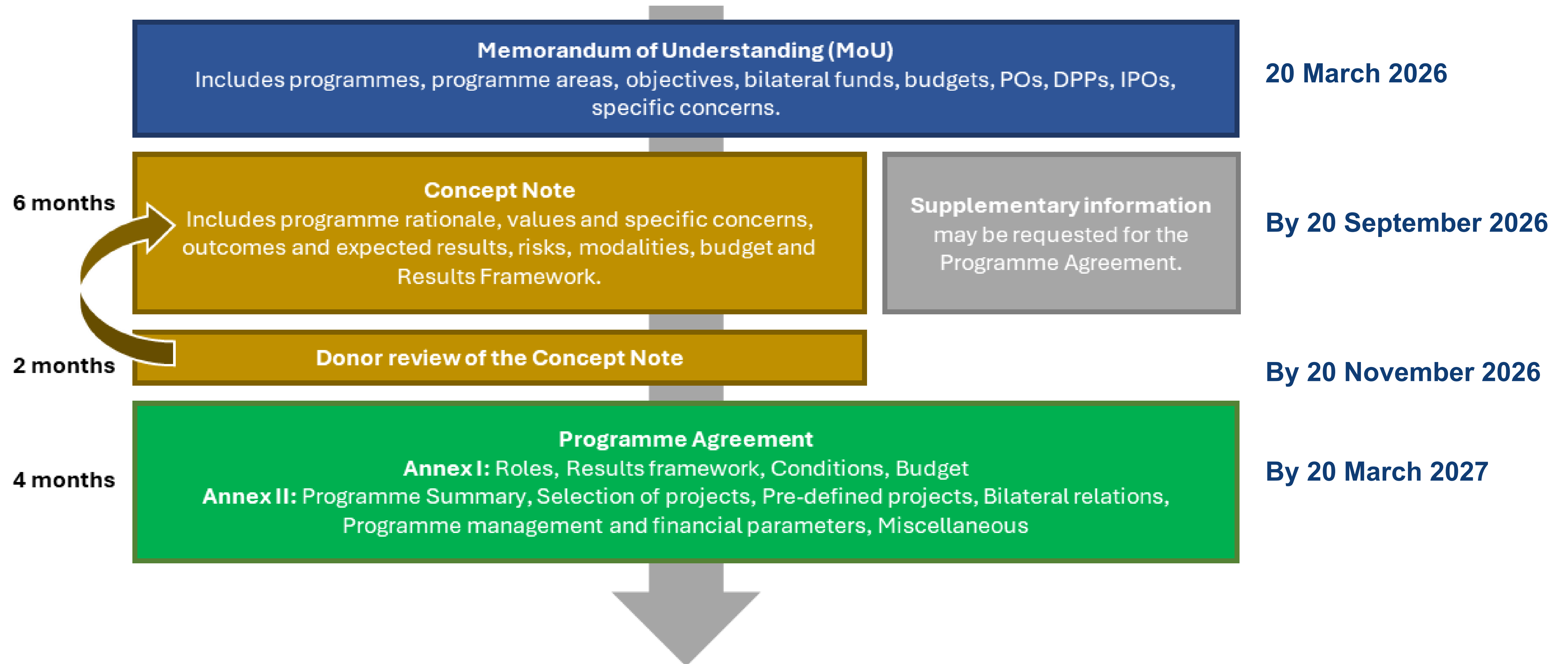


Special focus in programmes

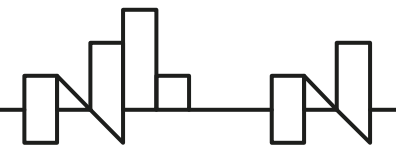
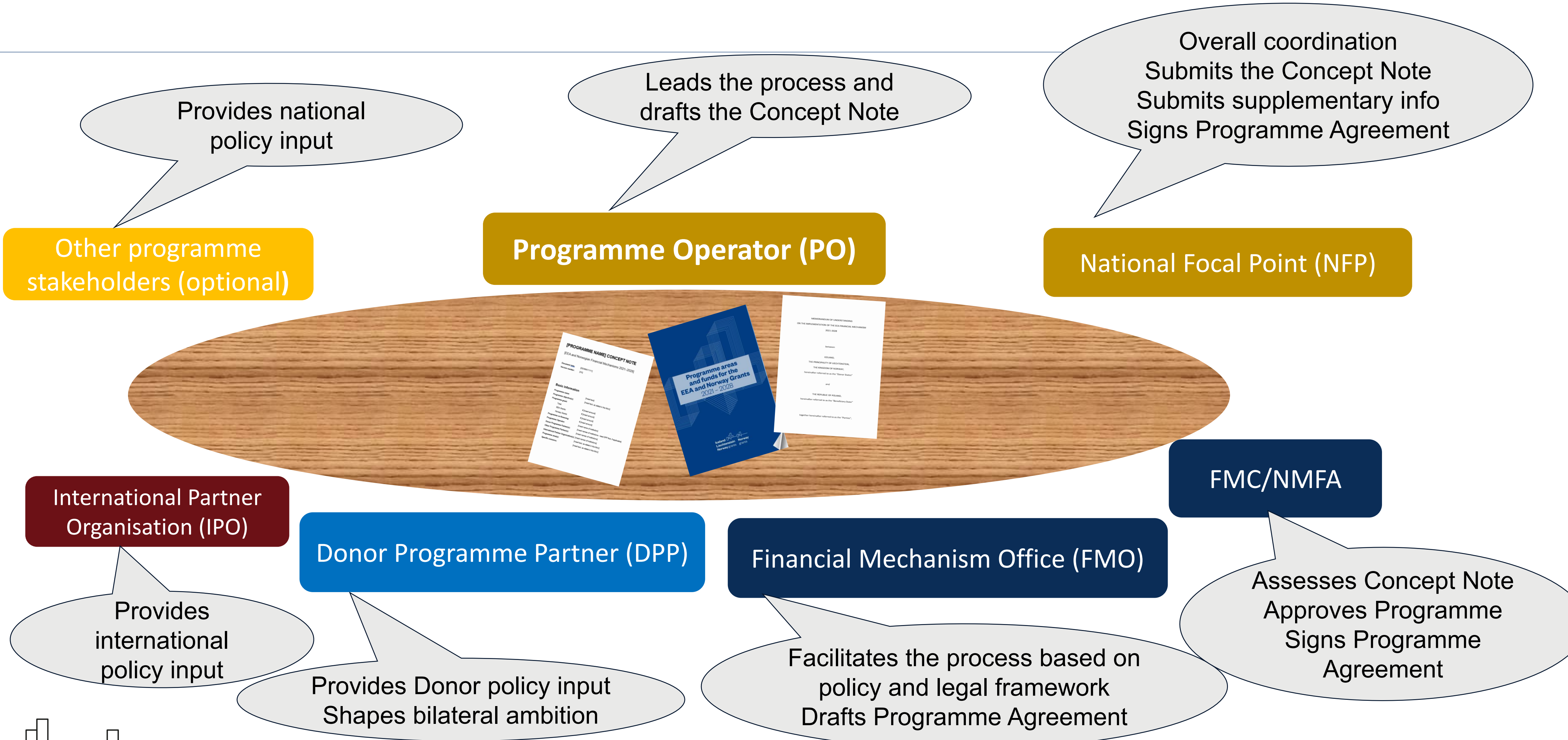
- **Green Transition:** €26,000,000 – measures to support nature restoration, nature-based solutions to climate change adaption and to support the food-water-energy nexus.
- **Protection and Justice for Vulnerable Groups:** €51,000,000 – measures in the Programme Areas “Asylum, Migration and Integration”, “Serious and organized crimes, and “Access to justice”.
- **Local Development:** €26,100,000 – measures to support good governance, inter-municipal cooperation and capacity building at the local level through open calls and pre-defined projects.
- **Green businesses and Innovation:** €24,800,000 – measures to increase value creation and sustainable growth by supporting green and blue innovation. Focus on promotion of start-ups and female entrepreneurs and the transition to a more circular economy.



Programme development process Greece

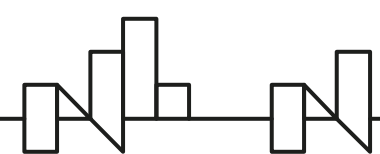


Role of stakeholders in the programming phase



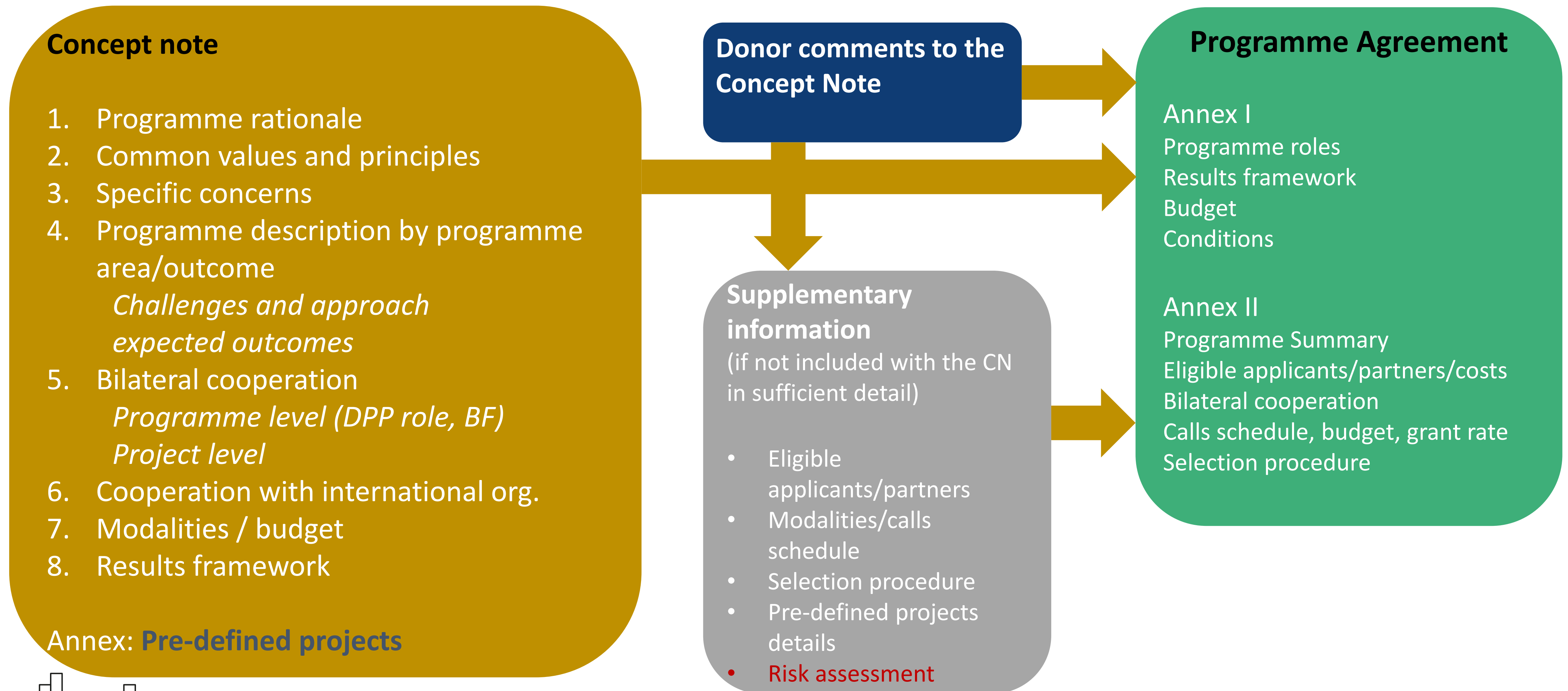
Concept note template

- Structure relevant information.
- Create common understand of rational, objective(s) and outcome of the programme.
- Stakeholders co-creating the programme.
- Providing the Donors with sufficient information to accept the direction of the programme before moving into the programme agreement phase.



Concept Note and Programme Agreement

Structure and content of key documents



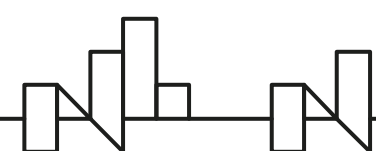
Cooperation with international organisations (IPOs)

The IPO fund

- Transnational initiatives (mission driven) - for Greece examples include initiatives focusing on Information Integrity, Gender-mainstreaming and many more led by Council of Europe, OCED and FRA
- Participation in programmes as IPOs and/or project partners based on the MoU:
 - Green Transition: IPO role of OECD in the predefined project „green governance” (€1,6 million)

Other international organisations

- Funded by the programmes, simplifications in the Regulation(s) to facilitate for desired cooperation.



SharePoint – secure collaborative space

FMO Stakeholder Hub

RESTRICTED Poland - Test ☆ Not following 🔗 Site access

Home + New ⚙️ Page details 📊 Analytics Published 🔗 Share ✎ Edit ↗️

Concept Note drafts

Resources

Site Access

Recycle bin

Edit

EEA & Norwegian Financial Mechanism 2021 - 2028

Welcome to this restricted site for the Programme Operator (PO), Financial Mechanism Office (FMO), Donor Programme Partners (DPPs) and International Partner Organisations (IPOs) collaborating on the programme's concept note. The National Focal Point (NFP) and donor state embassies also have access to support progress.

Drafting & Collaboration

We aim to make drafting easier, and more efficient by allowing simultaneous collaboration in the same document and real-time updates. Please use track changes for easy progress tracking. Please inform your partners via e-mail when tasks are completed to ensure timely follow-up.

Decision making

Please note that this is a site for collaboration and does not affect regular decision lines. Users can download the document for internal decision-making processes at any time.

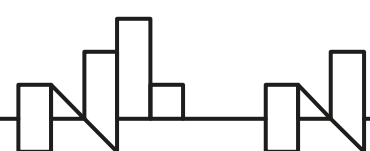
The document library below contains the files for the Concept Note drafting.

If there are any problems, please contact sharepoint@efta.int for technical support.

Concept Note drafts See all

+ New ↑ Upload 📄 Edit in grid view 🔄 Sync 📄 Export to Excel ☰ All Documents ⓘ

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Thank you for your attention

Any question/comment welcome