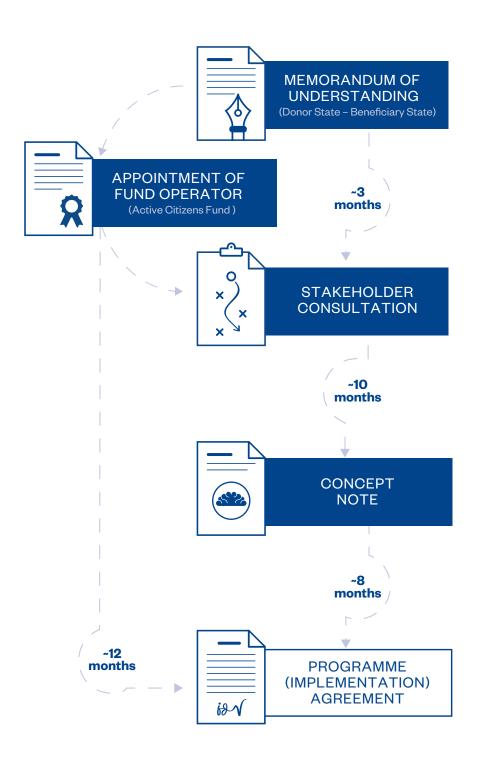
PROGRAMME DEVELOPMENT APPROACH OF THE EEA AND NORWAY GRANTS

DEVELOPMENT OF THE 2014 - 2021 PROGRAMMES

Analysis based on 90 programmes in 14 Beneficiary States



PROGRAMME DEVELOPMENT TIMES

MoU signature to PA signature

Target 12 months Shortest 12 months Average 21 months Longest 36 months

ACF 12 months average from FO appointment to PIA



SUCCESSES

Programmes have high quality at entry

Each step offers a strong basis for the next

Stakeholders appropriately consulted

Programme Operator role is clear and effective

Donor Programme Partners contribution



LESSONS FOR THE FUTURE

Streamline the focus of programmes

Structure the transition from MoU to programme development

Customise stakeholder consultations for each programme

Simplify the process for small and ACF programmes

Clarify the role of National Focal Points

Clarify the role of International Partner Organisations

