

International call for 1 vacancy for Science and Technology Manager (M/F) - 1 VACANCY - Institutional CEEC - Support Contract for Associated Laboratories funded by the Foundation for Science and Technology (FCT)

On the 6th of January two thousand twenty-five, at 14:00 hours, the second meeting of the selection panel nominated by the CCMAR Board of Directors on 23/05/2024 for the position Ref. CCMAR/GCT/36/2024 under the Institutional CEEC contract - Support Contract for Associated Laboratories funded by the Foundation for Science and Technology (FCT) - was held online. The agenda of this meeting was 1) to interview the shortlisted candidates and 2) to rank the candidates. The following members of the selection panel were present:.....

- 1 – Adelino Canário, President of the CCMAR Board of Directors and Professor at the University of Algarve (President);
- 2 – Sofia Engrola, member of the CCMAR Board of Directors and CCMAR Researcher (regular member);
- 3 - Miguel Miranda, retired Professor at the University of Lisbon and Executive Director of the AIR Centre (regular member);.....
- 4 - Ana Grenha, CCMAR Board of Directors member, CCMAR Researcher and Associate Professor with Habilitation at the University of Algarve (regular member);
- 5 - Pedro Raposo de Almeida, Director of MARE and Professor at the University of Évora (regular member);

The President started by greeting the panel members and proceeded with the agenda.

1) Interview the shortlisted candidates

The President informed the panel members that he had received a notification that candidate Patrícia Isabel Silvestre Pinto had cancelled the application.

The following candidates were interviewed in that order, each interview lasting approximately 30 minutes:

- Marta Silva Rafael
- Elisabete Alexandra Dias de Matos
- Daniela Rute Duarte Fazenda
- João Natalino Correia

2) Ranking of the candidates

After the interview, the meeting proceeded with the panel members assigning a rating between 0-100 to each interviewed candidate and calculating the final score (Cf) as indicated in section 12 of the call text. This was followed by voting of the candidate for each position according to the scores of each panel member, starting with the first, followed by the second until all the candidates had been ordered. For the first place, Marta Silva Rafael was voted unanimously. For the second position, Elisabete Alexandra Dias de Matos had the most votes. For the third position, Daniela Rute Duarte Fazenda had the most votes. For the fourth position, João Natalino Correia had the most votes. For the 5th position, Sabine Knapp had the most votes. For the 6th place, Ricardo Javier Dominguez Llosa had the most votes. For the 7th position, Ana Maria Pamplona dos Santos had the most votes. For the 8th position, Bedigama Kankanamge Kolita Kamal Jinadasa had the most votes. For the 9th position, Zahra Saadatmand had the most votes. For the 10th position, Marinella Nobre Ghezzeo had the most votes. For the 11th position, Ana Rita Bernardo Restani da Silva had the most votes. For the 12th position El Khalil Cherif had the most votes. For the 13th position, Glauco Favot had the most votes. For the 14th position, Bruno Filipe Pinheiro Marques had the most votes. For the 15th position, Mohammed Naiel had the most votes. For the 16th position, Arash Abbasnia had the most votes. For the 17th position, Indranath Ghosal had the most votes. Ragnunath Muthu was automatically placed in the 18th position... As a result of the voting the ordered ranking is as follows:.....

- 1. Marta Rafael

2. Elisabete Alexandra Dias de Matos
3. Daniela Rute Duarte Fazenda
4. João Natalino Correia
5. Sabine Knapp
6. Ricardo Javier Dominguez Llosa
7. Ana Maria Pamplona dos Santos
8. Bedigama Kankanamge Kolita Kamal Jinadasa
9. Zahra Saadatmand
10. Marinella Nobre Ghezso
11. Ana Rita Bernardo Restani da Silva
12. El Khalil Cherif
13. Glauco Favot
14. Bruno Filipe Pinheiro Marques
15. Mohammed Naiel
16. Arash Abbasnia
17. Indranath Ghosal
18. Rangunath Muthu

The documents supporting the ranking of candidates by the selection panel members are annexed to these minutes and are an integral part of the process.

The selection panel decided to proceed with a preliminary hearing of the candidates subject to this preliminary decision. Under Article 121 of the Administrative Procedure Code, all candidates have 10 working days from the date of notification by email to contest the preliminary decision.

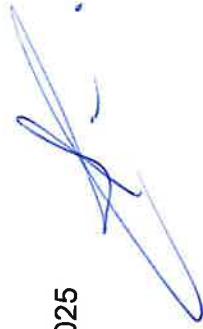
Moreover, the decision will become final without further formalities if the candidates do not raise any objection within the legal period.

There being nothing further to discuss, the meeting was closed, having previously drawn up these minutes, which, after being read, were unanimously approved by the members of the Selection Committee both regarding their content and the decision that they will be signed solely by the President, with the full consent of the committee members.

Adelino V. M. Canário
(President of the Selection Panel)

CANDIDATE		Daniela Rute Duarte Fazenda		Elisabete Alexandra Dias de Matos		Joao Natalino Correia		Marta Rafael	
Parameters	%	Criteria	%	Evaluation of criterium (0-100 points)	Weighed evaluation	Evaluation of criterium (0-100 points)	Weighed evaluation	Evaluation of criterium (0-100 points)	Weighed evaluation
Curricular and motivational evaluation			0.9	Total	47.00	Total	44.00	Total	47.50
Interview			0.1		8.00		7.00		8.00
Total				Total	55.00	Total	51.00	Total	63.50

Data e Assinatura: 6 janeiro 2025



GESTOR/A DE OPERAÇÕES DE CIÊNCIA E TECNOLOGIA

Referência: CCMAR/GCT/36/2024

Os candidatos entrevistados todos relevaram facetas de grande interesse para a posição a concurso.

Coloquei em primeiro lugar Marta Silva Rafael por ser a candidata com um currículo mais rico em actividades de gestão de ciência e tecnologia e inovação, incluindo articulação com iniciativas internacionais, com capacidade demonstrada e um plano de carreira ambicioso e adequado às funções a desempenhar. Teve um muito bom desempenho na entrevista, revelando boa capacidade de expressão oral.

Coloquei em segundo lugar João Natalino Correia por ter uma forte experiência prática de gestão de equipas de investigação multidisciplinares numa grande universidade britânica, incluindo transferência do conhecimento, em simultâneo com desempenho como investigador, o que foi confirmado pelo muito bom desempenho na entrevista.

Coloquei em terceiro lugar a candidata Daniela Rute Duarte Fazenda por ter experiência prática em actividades de gestão de ciência e tecnologia e inovação, em particular na transferência de conhecimento e articulação com empresas, além de ter um conhecimento aprofundado do CCMAR, como demonstrado na entrevista.

Coloquei em quarto lugar a candidata Elisabete Alexandra Dias de Matos por ter significativa experiência na gestão de ciência e tecnologia e inovação nacional, que inclui actividade no sector privado e a instalação de um laboratório colaborativo.

Coloquei em quinto lugar a candidata Sabine Knapp por ter uma importante experiência em organizações governamentais e não governamentais em diversos países, sem contudo ter experiência na gestão de ciência e tecnologia.

Coloquei em sexto lugar o candidato Ricardo Dominguez por ter uma vasta experiência em organizações internacionais na área do ambiente sem contudo ter , sem contudo ter experiência na gestão de ciência e tecnologia.

Os restantes candidatos não tinham experiência de gestão de ciência e tecnologia e inovação tendo sido avaliados e seriados em função dos parâmetros enunciados no edital.

Ordem		Pontuação	
		C	Cf
1	Marta Rafael	55.5	63.5
2	Joao Natalino Correia	47.5	55.5
3	Daniela Rute Duarte Fazenda	47	55
4	Elisabete Alexandra Dias de Matos	44	51
5	Sabine Knapp	31	
6	Ricardo Javier DOMINGUEZ LLOSA	29	
7	Ana Maria Pamplona dos Santos	27.25	
8	Zahra Saadatmand	27.25	
9	Marinella Nobre Ghezze	25.5	

10	Ana Rita Bernardo Restani da Silva	20.25	
11	Bedigama Kankanamge Kolita Kamal Jinadasa	15.25	
12	El Khalil Cherif	14.5	
13	Bruno Filipe Pinheiro Marques	13.75	
14	Arash Abbasnia	12.75	
15	Mohammed Naiel	12.75	
16	Indranath Ghosal	11.25	
17	Glauco Favot	10.75	
18	RAGUNATH Muthu	9.75	



Adelino V. M. Canário

5/1/2025

CANDIDATE				Daniela Rute Duarte Fazenda		Elisabete Alexandra Dias de Matos		Joao Natalino Correia		Marta Rafael	
Parameters	%	Criteria	%	Evaluation of criterium (0-100 points)	Weighted evaluation	Evaluation of criterium (0-100 points)	Weighted evaluation	Evaluation of criterium (0-100 points)	Weighted evaluation	Evaluation of criterium (0-100 points)	Weighted evaluation
Curriculum Vitae and Motivation letter	0.90	Curriculum Vitae and Motivation letter	0.90	54	48.60	78	70.43	7	6.21	81	72.45
				Subtotal:	48.60	Subtotal:	70.43	Subtotal:	6.21	Subtotal:	72.45
Interview	0.10	Interview	0.10	100	10.00	60	6.00	50	5.00	75	7.50
				Subtotal:	10.00	Subtotal:	6.00	Subtotal:	5.00	Subtotal:	7.50
				Total	58.60	Total	76.43	Total	11.21	Total	79.95

Data e Assinatura:

06/01/2025

Sojia Espirida

Science and Technology Manager (M/F) - 1 Position Available

Reference: CCMAR/GCT/36/2024

Member of the jury: Sofia Engrola

The first candidate, **Marta Silva Rafael** holds a PhD in Biochemistry (2011) from the University of Algarve, with extensive experience in science management, innovation, and policy development. Since 2015, she has served as a Scientific Officer at Fundação para a Ciência e a Tecnologia (FCT), where she has been actively involved in managing science, technology, and innovation programs. Her responsibilities include designing and implementing national and regional funding calls for R&D projects and PhD scholarships, managing evaluation processes, and coordinating resources for large-scale initiatives. Marta Silva Rafael's work also encompasses observing, monitoring, and evaluating the Portuguese scientific and technological system. She has led operational methodologies for evaluator selection, overseen candidate rebuttal stages, and contributed to the development of information system tools for funding schemes, including application and evaluation forms. Her well-rounded background, combining research and administrative expertise, highlights her strong candidacy for roles requiring strategic oversight in science and technology.

The second candidate, **Elisabete Alexandra Dias de Matos**, earned her PhD in Aquaculture from the University of Algarve (Portugal) in 2013. Even prior to completing her PhD, she demonstrated a strong commitment to bridging the gap between academia and industry, actively contributing to the national aquaculture sector. In recent years, the candidate has been instrumental in establishing a large collaborative laboratory in Portugal, successfully engaging both academic and industry stakeholders. In the past year, she has coordinated a master's program in sustainable aquaculture, further showcasing her leadership in the field. Throughout her career, Elisabete Alexandra Dias de Matos has served as a member or principal investigator in numerous national and international projects, joined the editorial boards of two SCI-indexed journals, and acted as editor for a third. Additionally, she has been involved in a PhD program and served on an executive board. Her supervisory experience includes mentoring PhD students, and she has actively participated in multiple international conferences. Elisabete Alexandra Dias de Matos' diverse

background highlights her versatility and ability to engage a wide range of stakeholders in scientific discussions.

The third candidate, **Ana Pamplona** holds a PhD in Biochemistry (2002) from the NOVA School of Science and Technology in Portugal. She has served in several strategic roles related to science and technology programs, including evaluator and committee member for national and international initiatives. She has participated in research proposal evaluations for programs such as FCT's "Programa Pessoa" and "Educação pela Ciência," as well as the CYTED network, where she contributed to prioritizing health research needs in the Ibero-American region. Her project management expertise includes overseeing interdisciplinary research projects, aligning them with institutional goals, and mentoring researchers. Her expertise in project management, mentoring, and science communication has been demonstrated through her leadership in securing competitive funding, managing interdisciplinary teams, and organizing scientific events.

The fourth candidate, **Ricardo Dominguez** has focused his career on climate finance and sustainable environmental management, particularly in developing countries. In the last years, he served as the GEF Technical Advisor for the FAO in Vanuatu, managing a climate finance portfolio. His role involved overseeing major funding initiatives such as GEF and the Adaptation Fund, providing technical expertise for sustainable land and coastal management projects, and aligning program outcomes with national and international climate objectives. His expertise also includes leadership in multidisciplinary teams and collaboration with international regulatory bodies. His work has involved formulating investment strategies, conducting stakeholder consultations, and implementing methodologies for project monitoring and evaluation.

The fifth candidate, **Daniela Rute Duarte Fazenda** earned her PhD in Innovation Management from the University of Salamanca (Spain) in 2016. She has been actively involved in European and international policies, working in alignment with both private and public sectors, as well as academia and small-to-medium enterprises (SMEs). In recent years, the candidate has taken on leadership roles as the manager of a European research infrastructure and as the program manager for a research centre. Her extensive experience in knowledge management, technology transfer, and stakeholder communication demonstrates a deep understanding of the collaborative needs between academia and various industry sectors. Daniela Rute Duarte Fazenda's ability to effectively bridge these diverse environments underscores her expertise in fostering innovation and driving impactful partnerships.

The sixth candidate, Sabine Knapp demonstrates an impressive international career, combining expertise in maritime safety, risk assessment, and sustainable development, though connections to marine biological sciences could have been more explicitly articulated. Sabine Knapp strong background in project leadership and stakeholder engagement highlights their potential to contribute to CCMAR's strategic objectives.

The seventh candidate, Ana Rita Bernardo Restani da Silva exhibits a solid foundation in sustainable chemistry and circular economy, along with expertise in education and project coordination. Ana Rita Bernardo Restani da Silva multidisciplinary experience, particularly in developing innovative educational resources, demonstrates adaptability and creativity.

The eighth candidate, Bedigama Kankanamge Kolita Kamal Jinadasa presents a strong background on analytical chemist with a two-decade track record in research, specializing in food and environmental safety and toxicology.

The ninth candidate, Marinella Nobre Ghezzeo presents a good background in genome sequencing and analysis infrastructure.

The tenth candidate, Joao Natalino Correia was facility manager and advanced imaging specialist at the University of Birmingham and was involved in training and technical support on advanced microscopy technologies to a diverse user base and research projects.

The eleventh candidate, Zahra Saadatmand has worked in antimicrobial peptides as substitution for traditional antibiotics and presents several international collaborations.

The twelfth candidate, El Khalil Cherif exhibits a good background in water chemistry, environment and remote sensing. The candidate presents a good background on international collaborative projects for landscape management and wildfire prevention.

The thirteenth candidate, Bruno Filipe Pinheiro Marques presents a good background on biomedical research particularly in RNA production for vaccine development, and clinical diagnostics involving next generation sequencing.

The fourteenth candidate, Mohammed Naiel has a vast experience in fish production, feed technology and management of water quality in fish farms.

The fifteenth candidate, Glauco Favot has some experience in fish production, management of water quality and operational procedures in fish farms. More recently has gained experience as a fisheries observer.

The sixteenth candidate, Indranath Ghosal presents a good background on fish endocrinology, particularly in metabolomic profiling and aquaculture applications.

The seventeenth candidate, Arash Abbasnia exhibits a good background in modelling the dynamics of marine structures in different ocean environments.

The eighteen candidate, Ragunath Muthu is currently studying protein interaction focusing on successful delivering of bioactive peptides to target cancer cells.



Sofia Engrola

**Member of the CCMAR Board of Directors and CCMAR Researcher
regular member of the jury**

Candidato/a	Análise Documental	Entrevista	Final
Elisabete Alexandra Dias de Matos	81.50	50	78.35
Daniela Rute Duarte Fazenda	78.60	80	78.74
Marta Rafael	78.25	100	80.425
João Natalino Correia	74.25	50	71.825
Patrícia Isabel Silvestre Pinto	74.00	N/C	N/A

Justificação das classificações atribuídas

A candidata Marta Rafael teve o melhor desempenho nas entrevistas mostrando conhecimento da estratégia da organização, do contexto do sistema de financiamento da investigação em Portugal e na Europa e de estratégia de gestão de organizações.

A candidata Daniela Fazenda teve muito bom desempenho nas entrevistas mostrando conhecimento da estratégia da organização, em particular da relação da investigação com o tecido empresarial mas revelou-se menos assertiva no que respeita aos contributos que poderia dar nesta posição.

O candidata Elisabete Alexandra Dias de Matos teve bom desempenho nas entrevistas mostrando conhecimento da estratégia da organização e do sistema de I&D português com foco nos COLAB. Contudo mostrou menos assertividade no que respeita à estratégia a longo prazo do CCMAR.

O candidato João Natalino Correia mostrou bom desempenho nas entrevistas mostrando conhecimento do sistema de I&D no Reino Unido e com uma experiência menos importante em Portugal e na União. Não demonstrou conhecimento sobre o estado e a estratégia do CCMAR.

A candidata Patricia Isabel Silvestre Pinto não compareceu.

Assinatura



Jorge Miguel Alberto de Miranda
Prof Cat Jub Universidade de Lisboa

Candidatos					
Parâmetro	%	Marta Rafael	Elisabete Matos	Daniela Fazenda	João Correia
Classificação inicial	90	60	64,5	61,5	36
Entrevista	10	95	50	75	55
Total		63,5	63,05	62,85	37,9

06/01/2023

Ann Grunke

Concurso de recrutamento Gestor de Operações de Ciência e Tecnologia – CCMAR

Justification of candidates ranking – Ana Grenha

Marta Rafael was ranked 1st: knowledgeable of the national scientific system, she is currently scientific officer of FCT. She has experience liaising with national and international researchers, being involved in evaluation procedures and health policy discussion. Very good interview, clarifying potential capacities at the level of science management and knowledge of the national scientific system.

Elisabete Matos was ranked 2nd: she has demonstrated experience of technical-scientific management, namely in a Collaborative Laboratory. She also has good record of scientific contribution and presents a motivation letter with a structured career plan. Good interview that clarified the potential abilities towards the implementation of CCMAR strategy.

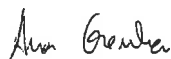
Daniela Fazenda was ranked 3rd: she has demonstrated experience in science management, with specific studies in the area. No background in life sciences or natural sciences. She presents a good motivation letter with a structured career plan, further benefiting from her current knowledge of CCMAR structure and work. The interview clarified her views for CCMAR strategy and growth.

Ricardo Dominguez was ranked 4th: he has an extensive CV with experience as geographer, mostly related with environment, having a track record in dealing with different international organisations, many related with country governments and other world leader institutions. He has acted as consultant, programme manager, head of missions, project coordinator.

João Correia was ranked 5th: he has very solid experience as manager of a research facility and has also experience in establishing collaboration with industrial partners. Good interview that clarified the potential of the possessed characteristics towards the accomplishment of CCMAR objectives.

Sabine Knapp was ranked 6th: with a background in economics, she has worked for industry and governments. Worked in an agency of the United Nations on maritime organization, being involved in policy advice and policy drafting.

The other candidates were ranked from 7th to 18th in the following order: Marinella Ghezzi, Bedigama Jadinasa, Mohammed Naiel, Ana Maria Santos, Ek Khalil Cherif, Indranath Ghosal, Zahra Saadatmand, Glauco Favot, Arash Abbasnia, Ana Rita Silva, Bruno Marques, Ragunath Muthu. Generally, there was no evidence of previous experience in the management of operations, as requested. Moreover, the candidates presented researcher profiles instead of science management profiles, and career/work plans were either absent, short in their reach or focusing research instead of management duties.



06/01/2025



**Recruitment for one position for a Science and Technology
Manager (Reference: CCMAR/GCT/36/2024)**

RATIONALE

The candidates, **Marta Rafael** and **Daniela Fazenda**, answered all the questions put to them by the jury. They demonstrated their knowledge of CCMAR's organisation and presented proposals for optimising the current science and technology management model. Both have a good knowledge of the national science system and international funding opportunities.

Candidates **Elisabete Matos** and **João Correia** were less consistent in their answers, showing some lack of knowledge of how CCMAR is organised.

Below is the final ordination list of the four interviewed candidates and their scores,

Order	Name	Score
1	Marta Rafael	76.60
2	Daniela Fazenda	67.38
3	Elisabete de Matos	66.08
4	João Correia	8.15

Évora, 6th January 2025

P.R. Almeida

(Full Professor)