

**EEA Financial Mechanism 2014-2021**

**Iceland**   
**Liechtenstein**  
**Norway grants**

**Strategic Report 2018**  
**(Oct 2018)**



**HELLENIC REPUBLIC**  
**MINISTRY OF**  
**ECONOMY & DEVELOPMENT**

**General Secretariat for Public Investments & the NSRF**  
**Special Service EEA Grants - National Focal Point**

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## 1. Status of programmes

The Memorandum of Understanding (MoU) for the EEA Grants 2014-2021 between the Donor countries and Greece was signed on **31 October 2017**.



There are five (5) programmes to be implemented by the Greek national authorities and four (4) programmes to be implemented in accordance with Article 6.13 of the Regulation.

The programmes of the MoU 2014-2021 are presented in the following table:

	Programmes	Programme Operator	EEA FM contribution	National contribution
1	Innovation, Business Development and SMEs	FMO, in accordance with Reg. Article 6.13. Innovation Norway is appointed Fund Operator in accordance with Reg. Art. 6.13.4.	€21,500,000	N/A
2	Roma Inclusion and Empowerment	Ministry of Labour, Social Security and Social Solidarity (Executive Authority - Sector of Employment and Social Economy).	€5,000,000	€2,000,000
3	Local Development and Poverty Reduction	FMO, in accordance with Reg. Article 6.13. An open call for Fund Operator has been published in July 2018. The selection is pending.	€6,500,000	N/A
4	Water Management	Ministry of Environment and Energy (Executive Authority – Sector Environment).	€4,000,000	€1,000,000
5	Renewable Energy, Energy Efficiency	Centre For Renewable Energy Sources and Saving (CRES).	€7,500,000	€2,500,000
6	Good Governance, Accountable Institutions, Transparency	Ministry of Administrative Reconstruction (Executive Authority - General Directorate for Policy Reform and e-Government).	€7,000,000	€1,235,295
7	Asylum and Migration (Capacity building of national asylum and migration management systems)	Ministry of Interior (European and Development Programs Division, EDPD).	€16,500,000	€2,911,765
8	Asylum and Migration (Addressing urgent needs for the reception and screening of new arrivals and for the accommodation of vulnerable groups)	FMO, in accordance with Reg. Article 6.13. An open call for Fund Operator has been published in July 2018. The selection is pending.	€16,500,000	N/A
9	Civil Society	FMO, in accordance with Reg. Article 6.13. After an open call, the Bodossaki Foundation in consortium with Allileggie/ SolidarityNow has been selected by FMO as the Fund Operator.	€12,000,000	N/A
<b>Other allocations</b>				
	Technical assistance to the Beneficiary State (Art. 1.10)		€1,750,500	N/A
	Reserve (Art. 1.11)		€5,790,939	N/A
	Reserve for completion of projects under FM 2009-2014 (Art. 1.12)		€1,572,061	N/A
	Fund for bilateral relations (Art. 4.6.1)		€2,334,000	N/A
<b>Net allocation to the Hellenic Republic</b>			<b>€107,947,500</b>	<b>€9,647,060</b>

Further to the signing of the MoU, programmes followed the process provided for in the EEA Grants Regulation and FMO guidelines, towards a Concept Note and Programme Agreement drafting and submission stages.

Immediately after the MOU signing, in November and December 2017, **kick-off meetings** were held in Athens, Greece consecutively for most programmes. Basic issues and concerns about programme drafting and content were discussed, as well as next steps, procedures and timeline.

Further to the kick-offs, the programmes proceeded to the **stakeholders' consultation** (also held in Athens), strategic meetings, drafting and feedback exchanges, resulting to the submission of consequent draft versions of Concept Notes by the responsible POs.

MoU no.	GR- Hellenic Authorities Programmes	Kick-off meeting	Stakeholder consultation
2	Roma Inclusion and Empowerment	23/11/2017	23/1/2018
4	Water Management	22/11/2017	31/1/2018
5	Renewable Energy, Energy Efficiency	22/11/2017	21/2/2018
6	Good Governance, Accountable Institutions, Transparency	24/11/2017	27/2/2018
7	Asylum and Migration (Capacity building of national asylum and migration management systems)	23/11/2017	18/1/2018
MoU no.	FMO – managed Programmes	Kick-off meeting	Stakeholder consultation
1	Innovation, Business Development and SMEs	23/11/2017	13/12/2017
3	Local Development and Poverty Reduction	-	-
8	Asylum and Migration (Addressing urgent needs for the reception and screening of new arrivals and for the accommodation of vulnerable groups)	23/11/2017	-
9	Civil Society	-	8/5/2018

Programme Concept Notes are drafted to reflect special concerns and bilateral ambitions, as provided in the MoU and deliberations with FMO.

Needs and challenges as raised during the stakeholders' consultations, programme content and progress by the end of September 2018 for the programmes, are as follows:

### **i) Roma Inclusion and Empowerment**

According to the stakeholders' consultation, issues such as housing and infrastructure problems for Roma communities, education, employment, social inclusion and representation needs were raised as of particular significance in relation to this Programme. In the elaboration process, several draft versions of the Concept Note have been sent to FMO. The programme is to be designed in cooperation with the **EU Agency for Fundamental Rights (EU FRA)** and **the Special Secretariat for Roma Social Inclusion & Integration**, as the competent national authority for policy and the National Strategy for Social Inclusion of Roma.

Current programme specification is as follows:

**Objective:** Enhanced inclusion and empowerment of Roma

**Outcome 1:** Enhanced inclusion and empowerment of Roma

**Bilateral Outcome:** Enhanced collaboration between beneficiary and donor state entities involved in the programme

The Programme modalities include two predefined projects and three possible small grant schemes. Meetings are on-going for finalisation.

### **ii) Water Management**

The stakeholders' consultation took place on 31 January 2018. According to the minutes of the event, the main needs and challenges raised were about the need to address water scarcity by the implementation of technologically advanced and innovative solutions (e.g. desalination plants for islands using renewable energy sources - wastewater treatment), the need to focus on remote areas, the development of innovative water resource management systems and the increase of public awareness for water resources management.

**The Concept Note was officially submitted by NFP on 28 September 2018.**

Programme specification is as follows:

**Objective:** Improved environmental status in ecosystems and reduced adverse effects of pollution and other human activities

**Outcome 1:** Status of water bodies improved

**Bilateral Outcome:** Enhanced collaboration between beneficiary and donor state entities involved in the programme

The Programme modalities include two open calls and a small grant scheme.

### iii) Renewable Energy, Energy Efficiency

The stakeholders' consultation took place on 1 February 2018. According to the minutes of the event, the main conclusion was the need to direct funding to projects that are selected on a call-by-call basis, and will have a flamboyant and innovative character. During the elaboration process, 4 draft versions of the Concept note were sent to FMO.

**The Concept Note was officially submitted by NFP on 11 July 2018.**

**It was positively accepted by the FMC/FMO on 28 September 2018.**

**Programme has now entered the Programme Agreement phase.**

Programme specification is as follows:

**Objective:** Less carbon intensive energy and increased security of supply

**Outcome 1:** Improved energy efficiency

**Bilateral Outcome:** Enhanced collaboration between beneficiary and donor state entities involved in the programme

The Programme modalities include an open call for the majority of the available budget.

### iv) Good Governance, Accountable Institutions, Transparency

The stakeholders' consultation took place on 27 February 2018. According to the minutes of the event, the consultation raised issues such as the low performance on the supply of internet based services, insufficient integrity and transparency mechanisms, low level of cooperation and networking among public authorities, insufficient regional presence for the needs of fight against maladministration.

By the timing of this report (end of September 2018), the elaboration was based on the 3<sup>rd</sup> Concept note draft version sent to FMO on 24.07.2018 and FMO comments received 3.08.2018. A new version is expected to be sent in early October 2018. The Concept Note is elaborated in cooperation with **OECD and EU FRA.**

Current programme specification is as follows:

**Objective:** Improved integrity and accountability of public administration

**Outcome 1:** Improved effectiveness of public administration

**Outcome 2:** Enhanced transparency, integrity, accountability in public institutions

**Outcome 3:** Decreased maladministration in the public sector

**Bilateral Outcome:** Enhanced collaboration between beneficiary and donor state entities involved in the programme

The current Programme modalities include three predefined projects.

### v) Asylum and Migration (Capacity building of national asylum and migration management systems)

The stakeholders' consultation took place on 18 January 2018. According to the minutes of the event, the consultation raised issues such as the handling of asylum claims and appeals, quality cooperation between national, regional or local authorities, the protection of human rights, effective identification, protection and shelter of unaccompanied minors and vulnerable groups.

By the end of September 2018, the elaboration is working on the 3<sup>rd</sup> Concept note draft version. Throughout the elaboration period there is an intensive course of cooperation between actors involved, including meetings, teleconferences, and email exchange. The programme drafting is elaborated by the PO in cooperation with **UDI, the Norwegian Directorate for immigration**, as Donor Programme Partner and the Greek Ministry of Migration Policy for policy direction.

Current programme specification is as follows:

**Objective:** Functioning national asylum and migration management systems ensured and the right to seek asylum safeguarded

**Outcome 1:** Enhanced capacity in asylum management

**Outcome 2:** Improved strategic and contingency planning

**Outcome 3:** Improved services for vulnerable groups, especially unaccompanied minors

**Outcome 4:** Enhanced reception capacity

**Bilateral Outcome:** Enhanced collaboration between beneficiary and donor state entities involved in the programme

The current Programme modalities include seven predefined projects and a small grant scheme.

## vi) Programme/Fund Operators under Article 6.13

The NFP, by its competences does not directly monitor the implementation of the Programmes under Article 6.13 of the Regulation. Here follow updates in regard to the FMO-managed programme developments as recently available:

**Innovation, Business Development and SMEs:** Innovation Norway is appointed in the MoU Fund Operator in accordance with Article 6.13.4 of the Regulation. Concept note has been submitted and approved. The Programme Agreement is under elaboration.

**Local Development and Poverty Reduction:** An open call for Fund Operator has been published in July 2018. The selection is pending.

**Asylum and Migration (Addressing urgent needs for the reception and screening of new arrivals and for the accommodation of vulnerable groups):** An open call for Fund Operator has been published in July 2018. The selection is pending.

**Civil Society:** Implemented in accordance with Article 6.13 of the Regulation. Bodossaki Foundation in consortium with Allileggie /Solidarity Now has been selected as the Fund Operator.

## vii) Technical Assistance and Bilateral Fund

A consultation for the **Technical Assistance Agreement** has taken place at the national level among the national authorities involved. The proposal for T.A. 2014-2021, as per Annex 7 of the EEA Regulation, has been sent by the NFP to FMO on 27 July 2018, further to collaboration with the relevant Authorities (Audit Authority, Certifying Authority, MIS Authority etc.).

The proposal for the **Bilateral Fund Agreement 2014-201**, as per Annex 4 of the EEA Regulation, will be sent to FMO in October 2018, after the first meeting of the Joint Committee for Bilateral Funds (JCBF).

## viii) Preparation costs of programmes

In order to facilitate programme elaboration, the NFP assisted in the introduction within the state budget lines of a '**pre-financing**' **availability** (before official programme signing) for **preparation costs**, as these are defined by the EEA Regulation. To this end, all POs and the NFP itself applied for and were assigned with new budget lines respectively, via the Public Investment Programme, up to a limit (percentage calculation) of overall management costs, as eligible for each. After the signing of formal Programme Agreements, budget lines for all implementation,

management and bilateral costs, will be streamlined as per the usual process of co-financed programmes of the Public Investment Programme.

In relation to the above, the possibility of extraordinary advance payments in particular for preparation costs, from FMC (see EEA Reg. Art. 8.10.8), may be explored by the Certifying Authority and NFP. Preparation costs can be declared in the first Programme IFR's; IFRs are not normally expected to be submitted before the start of year 2019.

## 2. Progress by the Joint Committee on Bilateral Funds (JCBF)

In accordance with the regulatory provisions and the Bilateral Guideline, the National Focal Point drafted its 'proposal on the composition, role and functioning of the Joint Committee for Bilateral Funds (JCBF)', in consultation with FMC/FMO and the Hellenic MFA. The draft proposal was sent to FMO on 22 December 2017, as per the MoU deadline. The document was sent out for comments to all proposed Members of the JCBF. Its final version is expected to be adopted by first meeting of the JCBF, planned for **October 16<sup>th</sup>, 2018** in Athens, Greece.

The JCBF is chaired by the National Focal Point and composed of five members: the Hellenic Ministry of Foreign Affairs (Special Service 'Executive Unit of the Partnership Agreement-NSRF'), the Norwegian Ministry of Foreign Affairs, the Icelandic Ministry of Foreign Affairs and the Ministry of Foreign Affairs of the Principality of Liechtenstein. The Members shall designate their respective representatives. The Ministries of Foreign Affairs from the Donor States may be represented by their respective Embassies.

Furthermore a template for Proposal of Initiatives has been sent to all Members of the JCBF. Initial proposals of Initiatives to be included in the BF Work plan will be presented and discussed at the meeting. The first BF Work Plan and possible projects/actions for the BF 2014-2021 will be drafted by the NFP, according to the minutes and decisions of the upcoming JCBF meeting.

## 3. Management and Control System

The National Focal Point coordinated an extensive cooperation of the Greek national authorities for the elaboration of the EEA Grants 2014-2021 Management and Control System.

The authorities consulted and involved were the Audit Authority, Certifying Authority, the MOU SA Department of Planning & Development (responsible for EU funds Management and Control Systems), the Special Service for MIS Development and other services of the Ministry of Economy & Development.

A well-developed version is to be submitted shortly to FMO.

The Management and Control System in Greece is designed as a central and uniform system to be valid for all Programmes, so that implementation rules are standardised to the maximum degree possible, following the example of EU funds where also a single central MCS applies to all Managing Authorities and all sectoral Ministries or Regions. This is necessary to a large extent in any case, in order to follow the uniform Management Information System (OPS-EOX 2014-2021). Monitoring through a national MIS is a requirement for all co-financed programmes and projects in Greece, monitoring both financial and physical object, payments audits etc.

This is in addition to and independent of the future grants management information system of FMO, but may allow complementarity.

In addition to the national level MCS which shall be applicable for all (as its core is the EEA Regulation), the sectoral Programmes retain the possibility of submitting to FMO - after consultation with the NFP- addenda or supplements, for particular issues (e.g. small grant fine-tuning procedures or other).

Thus, the main features of the MCS are as follows:

A **Ministerial Decree** will adopt and transpose into national law the EEA Grants Regulation 2014-2021 and the MoU. The Decree will be signed as all MCS, by the Ministers of Economy & Development and Finance. It is drafted on the basis of an official translation of the Regulation into the Greek language, together with other necessary additions of the national legal administrative framework (i.e. authorities, bilateral funds, Programme implementation agreements, Technical Assistance implementation – uniform rules as EU funds, public procurement, financial corrections, MIS, or legislation related to budget lines and payments by the Public Investments Programme etc.).

The Ministerial Decree will consist of the following:

1. **Core text: EEA Grants Regulation** 2014-2021 and its Annexes (with necessary national adaptations)
2. **Annex > MoU** 2014-2021 (designated authorities, programmes, POs, amounts authorised)

3. **Annex > national Procedures Manual** (incl. Chapter on Bilateral Fund Procedures, based on **Bilateral Guideline** and its Annexes).

The **Procedures Manual** (an Annex of the Ministerial Decree) is an extensive volume that covers **all functions at Programme and Project level** necessary for authorising, financing, monitoring and implementing projects, including the operation of the national Management Information System. Workflow diagrams as well as document templates and checklists suitably adapted for EEA Grants 2014-2021 will be included in the Procedures Manual, for standard use by Programme Operators and Project Promoters.

This layout has been selected so that the Ministerial Decree will contain the EEA Regulation and core system rules, with the procedural details annexed, for ease of upgrade. The Procedures Manual is based on the NSRF/ESIF Management and Control System and is adapted to EEA Grants. It is a European-level best practice of systemic documentation for public administration procedures related to **management of co-financed programmes**, ensuring accountability, transparency and formal communication between parties, as well as securing electronic exchange of information or bank data where possible. It has been operational with several informatics upgrades for more than 15 years for the EU funds (ESIF and AMIF) and for EEA Grants since the last programming period of 2009-2014, where all programmes and projects were retro-actively inserted and accounted for. In this current 2014-2021 period, the goal is to make use from the start of the extended possibilities of the MIS system (OPS-EOX 2014-2021 version).

#### 4. Communication

For the implementation of EEA Grants in period 2014-2021 and in accordance with regulatory provisions and guidance, communication will play a key role in achieving the strategic and operational goals envisaged by the EEA Grants, and will contribute towards the successful overall implementation of the available funding. The NFP is the responsible body for developing and implementing a Communication Strategy with the aim to creating awareness of the existence, the objectives, the possibilities for and actual cooperation with entities in Iceland, Liechtenstein and Norway, as well as measuring results and impact of the EEA Grants nationwide.

In this context the Communication Strategy has been drafted by the NFP according to the Regulation on the implementation of the EEA Financial Mechanism 2014-2021 and the relevant Communication and Design Manual 2014-2021. It is developed to serve as a tool to support the effective implementation and to promote the achievements of the EEA Grants programmes in Greece. It provides the necessary context and methodology so that all entities involved in the implementation of the EEA Financial Mechanism 2014-

2021, in accordance with the principle of proportionality, carry out information and communication activities, ensure the widest possible dissemination of information, raise awareness and strengthen transparency of information about objectives, funding opportunities, beneficiaries, implementation, achievements and overall impact.

The Strategy is at the final stage of elaboration and submission to FMO.

In the reference period of this Annual Report, Communication activities were related to the signature of the MoU and all initial new Programme events, such as the kick-offs and stakeholders' consultations.

The following actions were carried out, targeted to both national authorities and general public:

1. Press release to extensive list of media and journalists, covering economy and investments news (via Press Office of Ministry).
2. Announcements through websites of EEA Grants - Greece and of the Ministry of Economy and Development.
3. Announcements, articles and photographs of events through the social media accounts of EEA Grants - Greece (Facebook and Twitter).



As a result of these activities, several media covered the news of the MoU signature and the NFP received requests for further information by Central government, regional and local authorities, stakeholders such as businesses, NGOs, as well as individual citizens.



The Design Manual and new logos of EEA Grants 2014-2021 has been forwarded to all POs, who were urged and advised on its adoption and application.

Lastly, the EEA Grants - Greece **website** [www.eeagrants.gr](http://www.eeagrants.gr) and the social media accounts in **Facebook: EEA Grants Greece** and **Twitter: @eeagrants\_gr** are continuously administrated by the NFP (>website with the assistance of MoU SA).

## 5. Risk assessment

At the current phase of Concept Note drafting and submission by September 2018, each Programme provides description and justification for all the main challenges and potential risks. Based on this information, a detailed and well justified Risk Assessment Analysis is due during the phase of Programme Agreements drafting. The NFP will comment accordingly and propose amendments and corrections before the final adoption of the Programme Agreement text.

In order to conform to the EEA Grants Regulation, the NFP has introduced in the upcoming MCS, which will be available to all parties for final comments, several improvements as well as a special Procedure for Risk Management in the Procedures' Manual, as annexed to the MCS (Functional Area III Monitoring of Programmes, Procedure III.4).

The purpose of the Procedure is to detect, assess, monitor and address the risks that may affect the implementation and achievement of the objectives of the EEA-Grants funded Programmes in period 2014-2021. The process is implemented by the NFP and the Programme Operators carrying out specifically designed tasks throughout the programming period. At the Programme level it is foreseen the assignment of a staff official responsible for the Risk management and the tasks to this end include Risk Identification/ Risk Analysis/Risk Assessment/ Risk Mitigation.

The Certifying Authority and the Audit Authority further ensure the existence and operation of risk management procedures through their specific competencies for control and verification. The NFP ensures that issues related to risk management are discussed at Annual meetings. It shall collect from the POs the results of the identification and risk assessment they have carried out and draw up a summary of the overall results, to be incorporated in the Annual Strategy Report.

Procedures and actions are also addressed in the Risk Management Tool as available on the general EEA Grants website:

<https://eeagrants.org/Media/Files/Toolbox/Risk-assessment-and-mitigation-analysis>

## 6. Evaluation

No Programme Agreement has been signed thus far. An evaluation plan will be prepared upon their signature.

## 7. Work plan

The NFP takes all necessary actions on a day-to-day basis and provides regular and ad hoc guidance and support to all national authorities involved, towards a smooth and successful implementation for EEA Grants 2014-2021 in Greece. The following work plan outlines the milestones and the main activities to be carried out for the implementation of the financial mechanism over the year 2019 (10/2018-9/2019):

### 7.1 National Focal Point

**Management and Control System-MSC:** The MCS at national level submission to FMO is scheduled to take place in late October 2018. With the reservation of the feedback taken by FMO, the finalization and issuance of the Ministerial Decree is expected by DEv 2018/Jan 2019. Regarding the PO level MCS's, the NFP will ensure that all programmes will submit and adopt respectively by the noted deadlines (and no later than end of 2019). No payments can be realised without MCSs in place.

**MIS:** The NFP, CA and AA all contribute to the setting up the new version of the MIS (OPS-EOX 2014-2021), in cooperation with the Special Service resp for MIS of the Ministry of Economy & Development. It is scheduled to be operational by early 2019, the estimated time that the actual implementation phase for the first programmes is due to start.

**Programme Agreements and Programme Implementation Agreements:** The NFP will contribute and take the necessary actions according to its competencies, as per the Programme section below.

**Technical Assistance Agreement:** The proposal for T.A. 2014-2021, as per Annex 7 of the EEA Regulation, has been sent by the NFP to FMO on 27 July 2018, further to collaboration with the relevant Authorities (Audit Authority, Certifying Authority, MIS Authority etc.). The signature of the Technical Assistance Agreement is therefore expected by the end of 2018. A Ministerial Decree will transpose the T.A. Agreement into the national framework, as per the MCS, to the budget defined by the MoU. Technical Assistance is therefore expected to be operational by early 2019. The NFP

is planning to use T.A. by launching tendering procedures for high level expertise indicatively for: support in the communication strategy implementation, legal services, administrative - accounting support and equipment supply.

**Bilateral Fund Agreement:** Further to the 1<sup>st</sup> JCBF meeting in October 2018 and to consultation with FMO, the signature of Bilateral Fund Agreement is expected by the end of 2018. A Ministerial Decree will transpose the B.F. Agreement into the national framework. Depending on the B.F. Work Plan that the JCBF will adopt, the NFP will proceed to the foreseen actions for the bilateral projects/actions.

**Communication Strategy:** The Communication Strategy will be submitted for comments to FMO in October 2018. Regarding the EEA Grants national website, this is running and is expected to be continuously updated during the new period. Within the 1<sup>st</sup> semester of 2019, the launch event for EEA Grants 2014-2021, as required by the EEA Regulation, is expected to take place; further to the official signing and approval of at least some of the Programmes, so that calls become 'live', in parallel or soon after the launch.

**Annual Meeting:** The 1<sup>st</sup> Annual Meeting of the 2014-2021 period shall take place in 8-9 November 2018, as per the regulatory provisions. In late 2019, the 2<sup>nd</sup> Annual Meeting is due to take place.

**Offices and staffing:** Relocation of NFP premises to another building is a possibility for 2019 (responsible bodies: Ministry of Economy and MOU SA). Regarding staffing, a call to employees of the greater public sector for the recruitment of 3 additional NFP staff has been published in July 2018. The process is expected to be completed by the end of 2018. Further to this, the NFP plan with the assistance of MOU SA an internal call to staff already trained in co-financed programmes for the rest of the positions to be filled (up to the total of 10 positions designated for the NFP).

## 7.2 Certifying Authority

In the coming year, the Certifying Authority will start submitting payment forecasts and (advance and interim) financial reports, in accordance to the regulatory provisions. First forecasts are to be submitted in November 2018. Given the progress of the implementation, and the possible availability of the new FMO grants management system (successor of **DoRIS** system), it is expected that the 1<sup>st</sup> IFR (possibly T.A.) will be submitted within the 1<sup>st</sup> semester of 2019.

Furthermore, the Certifying Authority participates and contributes to drafting of the MCS and the Procedures' Manual, while remains always on call for day to day

guidance and assistance to NFP and POs for topics within its competences. Representatives of the Certifying Authority are invited to attend the Annual meetings.

### 7.3 Audit Authority

The Audit Authority contributes to drafting of the MCS and the Procedures' Manual and will issue an official opinion to be submitted to the FMO. Representatives of the Audit Authority are invited to attend the Annual meetings.

Given the regulatory provisions, the A.A. is expected to prepare an Audit Strategy nine months of the approval of the last programme (possibly early 2020).

### 7.4 Programme Operators additional info

In 2019 (~2<sup>nd</sup> year after MoU signature), it is anticipated that all programmes will proceed to the phase of implementation. Based on regulatory provisions and guidelines about the next stages (Concept Note approval by Donors, Programme agreement drafting and signature, Programme Implementation Agreement at the national level-Ministerial Decree) and on experience acquired in Greece as well as by FMO in other beneficiary countries, it is estimated that the time between the two milestones will be between 6 to 8 months.

Further to each Programme Agreement signed with FMO, the MCS provides for an **M.D. per programme** to transpose it and its implementation, i.e. the **programme implementation agreement**; budget and any conditions or limitations set (format as in the last period). As the programme implementation agreement needs to be concluded between the NFP and PO, this will be reflected on the MD which shall be signed by the Deputy Minister of Economy & Development (as hierarchy of both the NFP and the Public Investment Programme General Directorate), further to a proposal of the sectoral Minister/- hierarchy of each PO, or delegated person of this.

More analytically, additional available info per programme is as follows:

#### 7.4.1 Roma inclusion

Given the nature of the programme and the urgent need for the relocation of the Roma population locally, the involved national authorities are urged to speed up

procedures towards the programme implementation. To this end and in parallel with the elaboration of the concept note, the PO intends to proceed to the following:

- Necessary preparations to mature aspects of the implementation such budget breakdowns, public procurement options and methodologies, bilateral incentives and networking with involved actors, possible preliminary studies on placement planning and the development of infrastructure.
- Tendering procedures to award contracts for a) Communication plan/Publicity services, b) town planning approvals for the relocation settlement and c) Programme management support services.

The PO estimates that projects will be mature to start implementation as soon as required procedures by the Regulation and the MCS will have been fulfilled (eligibility of expenditure applies from programme approval by the FMC). Also by September 2019, the following actions are expected to take place for Communication and publicity purposes:

- Drafting of the Programme Communication plan, programme website
- The programme launch event and press releases.

#### **7.4.2 Water Management**

The implementation is estimated to kick off in May 2019. In the meantime the PO makes all necessary preparations to assist and prepare different aspects of the implementation.

By September 2019, it is expected that the following milestones will have taken place:

- Launch event according to the communication plan to be issued
- 1 open call – announcement and press release.

#### **7.4.3 Renewable Energy, Energy Efficiency**

The Concept note was officially submitted in July 2018. The implementation is estimated to kick off in March 2019. In the meantime the PO makes all necessary preparations to mature different aspects of the implementation.

By September 2019 it is anticipated that will have taken place:

- Launch event for the Programme and the presentation of the first call
- Website launch
- 1 open call – announcement and start of selection process.

#### **7.4.4 Good Governance, Accountable Institutions, Transparency**

The Concept note is expected to be submitted via the NFP by the end of 2018. In the meantime the PO makes all the necessary preparations to mature different aspects of the implementation.

#### **7.4.5 Asylum and Migration (Capacity building of national asylum and migration management systems)**

The Concept note is anticipated to have been officially submitted by the end of 2018. In the meantime the PO considers and matures in cooperation with the involved actors and authorities all necessary preparations to mature different aspects of the implementation. In case that the Concept note is submitted officially by the NFP in December 2018, then implementation is estimated to kick off in September 2019. By that time it is estimated that for Communication and publicity purposes the launching event and press releases will have been scheduled and/or implemented.

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