

Iceland
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Good Governance
Accountable Institutions
Transparency

Ilias Kastritis

Annual Meeting, 18.11.2021

HUMAN

DOM

EQUALIT

GNITY



HUMAN RIGHTS



DEMO

Good Governance Accountable Institutions Transparency

Good Governance, Accountable Institutions, Transparency



Programme objective

Integrity and accountability of public administration improved

PUBLIC ADMINISTRATION



Integrity



Transparency



Accountability



Effectiveness



Direct citizen access
to public administration



Technological modernization
of public administration



Reduction
of bureaucracy



Anti-corruption actions



Programme Grant
€7,000,000



Programme co-financing
€1,235,295



1. → Status of programmes

Introduction by NFP

The status and developments of Programme F in the reporting period is as follows:

Programme F - Good Governance, Accountable Institutions, Transparency

Programme Operator: Management & Implementation Authority for Information Communication Technologies (M&IA-ICT)

Modalities: 3 predefined projects and bilateral activities

IPO: Organisation for Economic Co-operation and Development (OECD)

Budget: 8,2ME (EEA Grants: 7ME, National co-financing: 1,2ME)

Donor/Other Programme Partner: N/A

After the signature of the Program Agreement on 25 September 2020, the Program Implementation Agreement of Art. 6.8 of the Regulation was published as the Ministerial Decree in the official Gazette on 7.12.2020. During the reporting period which was under a prolonged lock-down situation due to the pandemic and WFA working conditions, the Programme Operator (PO) sought to conclude with vigilance all necessary MCS administrative operations to move Predefined projects into their implementation phase, being fully aware of the delays the Programme endured since the MoU was signed, 4 years ago (the PO wrote and circulated about 700 emails to relevant stakeholders with concrete information and action-oriented steps). The main task was to appraise the projects towards the project contracts while staying aligned with the Programme Agreement and the provisions of the Regulation and the Management & Control System at the national level, which regulates the sound financial management of EEA Grants.

The PO had frequent catch-up update memos and online meetings with the FMO, clarified issues on the application of articles of the Regulation and the Programme (ie. see bilateral relationship scope) and along with Project Promoters (PPs) of predefined projects, participated in online training events relevant to aspects of the EEA Grants operations framework, organized by the NFP and FMO. Also, the PO in accordance with the Regulation and the MCS, constituted a team for managing fraud and a responsible person for risks. The PO and PPs got access to the central system that supports the management of EEA Grants and GRACE, consulted the NFP for the sound enforcement of the MCS at national level issued in November 2020, drafted and submitted the first IFR through GRACE, by actively engaging the Project Promoters to own the budgeting/results cycle under EEA Grants, provided the CA with detailed and justified likely payments on all projects, drafted and agreed the Governance principles and Operational rules of the Cooperation Committee for the Programme (art.4.4) and facilitated meetings with the IPO and organised and facilitated the first, online meeting of the Cooperation Committee with the participation of the Project Promoters, OECD and the FMO and NFP as observers in March 2021. All involved stakeholders were informed on the progress in detail and had the chance to highlight expectations and acknowledge risks; as a consequence, follow-up meetings were organised and held at the national level with the NFP (end-of-March 2021) and advice was given with actionable items like the setup of a dedicated team for PDP1 to strengthen capacity which was officially issued as a ministerial decision and measures to accelerate progress. The PO provided comments so the project management team, be more effective in their operations, decision-making and impact.

At the implementation level, the PO right after the PIA, consulted extensively with the NFP and the FMO on clarifications regarding the Regulation and putting the MCS provisions in practice across the board, mainly in the drafting and publish of planned calls. The PO also

worked with the Unit responsible for the Integrated IT system for EEA Grants in Greece to adjust the environment to the calls like results indicators of the Programme, etc. The PO set up an internal communication scheme to cascade information, so everyone involved got the updated information at any given time. Furthermore, management meetings were held to coordinate the PO units involved in the implementation of PO activities. The PO recognized the importance of an expressed need to support the PPs accelerate the implementation phase of their predefined projects proceeded with the design in consultation with the NFP and issued a call for Management Cost activities of the PO, including activities under 8.10 (c) of the Regulation for the PPs on 3.2.2021. This call was extended, after requests, till the end of March 21. After support was given to Project Promoters, 4 projects were submitted, appraised, and signed off, mid-May 2021. The 3 projects (consulting services) of the PPS account for a 20% of the total Management Cost of the Programme indicating the commitment of the PO to support the PPs in the acceleration of the predefined Projects and thus the Programme. The PO relevant Unit for implementing the Management Cost activities prepared a detailed proposal for the management cost of the PO. PPs were given access to the central registry of suppliers by the Ministry of Development, mid-June 2021 and the PPs tendered and selected the economic entities (consultants). By the end of September, the PPs are going to be at the last stages of contracting the consultants with some of them, already getting into grips with the physical object of the awarded tenders. The PO also has concluded drafting, an RFP for getting support to the whole administration cycle of the Programme, after internal consultation, expected to be tendered after public consultation second half of October 2021. In parallel, the PO designed, documented, and issued a call to predefined projects' promoters to submit their PDPs according to the MCS for predefined projects at national level. The PO organized videoconferences and online open office hours during April 2021 to support the Project Promoters draft the documentation and the projects' proposals were submitted, end-of-May 2021 after 3 requested, extensions; supplementary information was asked by the relevant Unit and provided by the Project Promoters, and all PDPs have been appraised (stage A- compliance and stage B- appraisal including draft PAs where relevant. Project Contracts are planned to be signed off by the end of September 2021 / early October 2021, once the pre-approval of partnerships with international partners will be issued from the relevant unit of the PO (art.7.7.6 of the Reg and the MCS provisions). The project contracts will be in accordance with the pre-eligibility condition stipulated in the Programme Agreement. Regarding partnership agreements, the PO facilitated early on the legal certainty on the award process under the public procurement national and EU law, getting an opinion from the national competent authority, helped in organizing meetings between the PP of PDP1 and OECD as their partner and clarified issues with the FMO regarding the partnership agreement template with the help of FMO (and the CA/NFP) for instance indirect costs, waivers for the financial treatment of EU-FRA regarding independent auditor (PDP3) etc. In terms of the responsibility for project implementation, the Greek Ombudsman assumed responsibility to manage the project on its own administrative capacity, with the assistance of a project manager, foreseen in the PDP 3 and resolved the issue of financial treatment of payments with the support of the PO and the NFP.

The Covid19 pandemic did not significantly affect the process at the programme development phase and as expected had some effects on meetings were held (immediacy of cooperation) and on the design parameters of the communication activities. Should restrictions continue into the implementation phase, certain activities may need to be done in physical or purely online modality and slight adjustments are expected in the delivery mode of activities that cannot be done in a face-to-face mode.

Communication activities involved the design of a web site within the PO's site with clear indication EEA Grants brand logo and the launch of a dedicated facebook page and twitter account. Frequent updates are uploaded with interesting news and relevant information until

the PDPs start to announce news or yield early results. All calls were publicized on the site and a library of key documents were deployed. The PO has participated in trainings from the NFP and FMO on communication and acquired experience from participating in the NFP comms network and due to an emphasis on activities leading to project contracts and covid-19 ambiguities, plans to conclude the communication plan in December 2021. Meanwhile the PO will draft a foreseen tender for the detail design and implementation of communication activities through the approved Management Cost set-up of activities.

As regards to the bilateral initiatives, the PO facilitated the scoping of a potential bilateral project between the PP of PDP1 and a Norwegian entity that expressed interest to cooperate. The PO liaised with the Embassy of Norway in Athens for assistance regarding the actual contacts within identified organizations by the Project Promoters. The Embassy responded by communicating relevant contact details directly to the Project Promoters. The PO is committed to attract the maximum attention to bilateral projects to ensure one of the key objectives of the Programme and will issue a bilateral call by the end of 2021 along with the organization of a match-making event, in close cooperation of the Embassy after the project contracts are signed off and the projects implementation phase commences.

In the planning for the year ahead, the Cooperation Committee will convene to review progress and advice, the consultants under the Programme Management Cost will help accelerate the performance of procurement tasks, the conclusion and submission of the Management and Control System at the programme level will be fulfilled (with minor adjustments from the national one ie. call for the management cost activities), the partnerships agreements will enter into force according to their scheduled tasks, the commencement of public procurement and foreseen procedures for the projects' implementation and the RFPs of the consultants to support the PO will be tendered to get to award phase as well as the Communication Plan will be concluded, submitted and start to get implemented with porting the information to a dedicated website in alignment with the national communication strategy and all planned communication activities will get deployed.

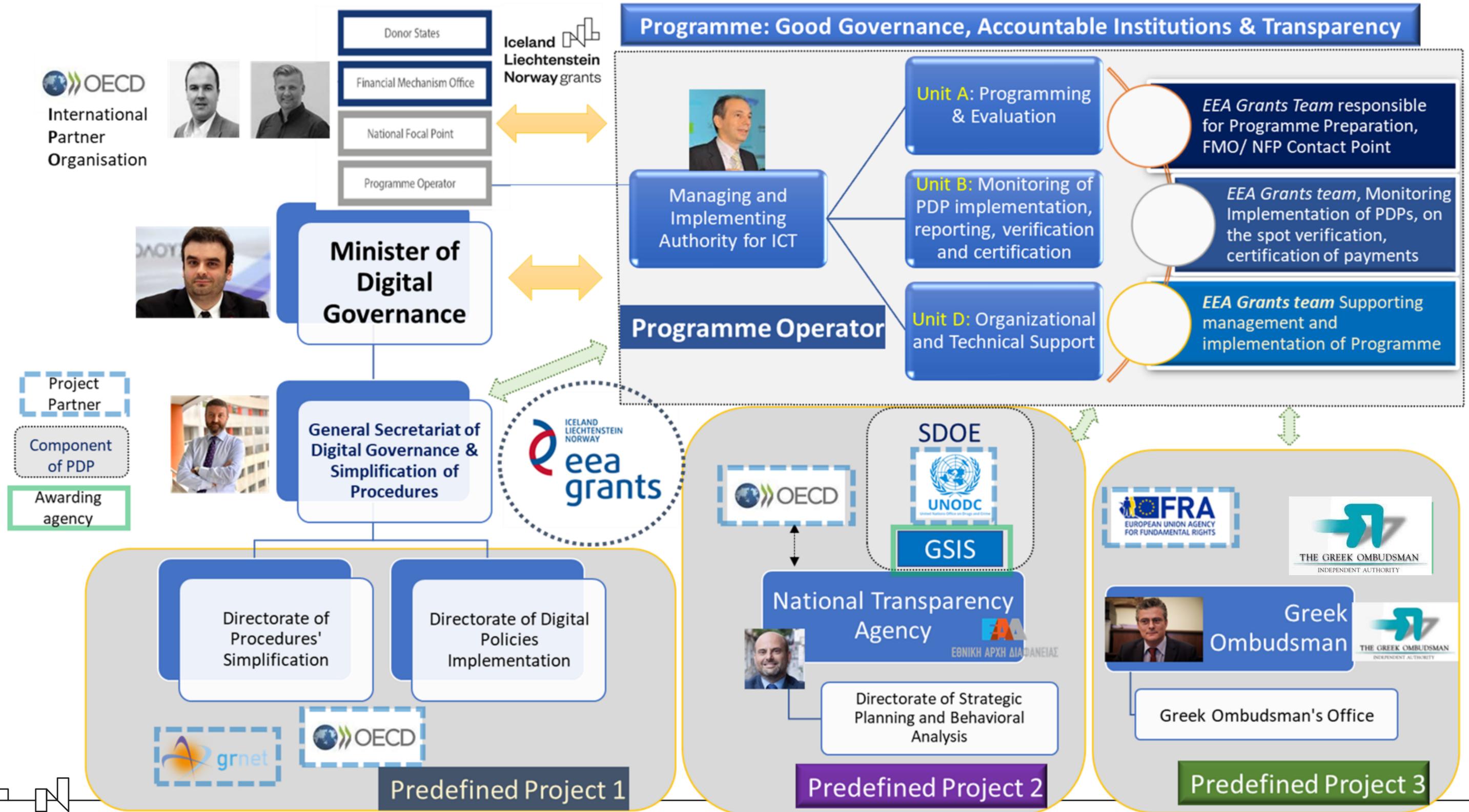
A daunting exercise

Programme-name	Overall-level-of-risk	Risks	Responses-carried-out	Responses-planned
GR-F: Good Governance, Accountable Institutions, Transparency	2	PDPs nominal implementation timeframes are pressed due to prolongation of preliminary administrative tasks	<ul style="list-style-type: none"> Closer coordination of competent authorities to alleviate undue burdens Communicate with stakeholders to speed up processes on an agreed time-bound agenda Consult with NFP and FMO to resolve open issues faster 	<ul style="list-style-type: none"> More emphasis on active risk management at PDP level Escalate issues with FMO and NFP and make the political & physical leadership of Project Promoters aware of the stakes involved
GR-F: Good Governance, Accountable Institutions, Transparency	2	Partnership agreements in place on time to start implementation of project activities	<ul style="list-style-type: none"> Identification of issues raised and clarification with FMO 	<ul style="list-style-type: none"> Set condition in Project Contract about the eligibility of all PDP activities Eligibility of expenditure suspension until the signature of all partnership agreements with international organisations at PDP level (programme condition enacted)
GR-F: Good Governance, Accountable Institutions, Transparency	2	National/international restrictions regarding social distancing or lockdowns due to public health hazards make decisions delayed and impact implementation	<ul style="list-style-type: none"> Use alternatives to meet, co-work where possible Re-adjust meaningful meetings in an effective manner Moving activities online (virtual Cooperation Committee meetings, telco meetings with the Donor Programme Partner and the FMO colleagues, Telecommuting) Flexible and effective work conditions (work from home, rotations of small groups at the office etc.) to ensure health protocols and minimal disruptions of work 	<ul style="list-style-type: none"> Continue moving activities online (virtual Cooperation Committee meetings, telco meetings with the Donor Programme Partner and the FMO colleagues, Telecommuting) Revising the milestones, the risk register as well as the mitigation actions Modifying the scope and the schedule of any foreseen bilateral initiatives Use alternatives to meet, co-work where possible Re-adjust meaningful meetings in an effective manner Work against an agenda of backlogs and communicate progress within a shorter timeframe Use tools that connect stakeholders more integrally The PO will adapt to the new circumstances with online meetings/workshops and make use of online tools to ensure the smooth

GR-F: Good Governance, Accountable Institutions, Transparency	1	Unforeseen legislative modifications affect scope of PDPs	Not an actual situation so far	<ul style="list-style-type: none"> implementation of the Program Communicate in advance impact of risk on timeframe, cost, results Seek advice and actively engage stakeholders involved Modify the scope of PDP and draft a modification proposal with alternative scope within the objectives of the Programme, should available eligible time allow it
GR-F: Good Governance, Accountable Institutions, Transparency	3	Public procurement processes are cumbersome and reach estimated timeframes due to lack of experience or resources	Set tentative limits in the Call for Proposals and the Project Contracts	<ul style="list-style-type: none"> Support with additional finance for technical expertise if requested early (i.e. consultant) Secure continuous legal advice Detailed formulation of tenders to avoid objections and coordination of the competent authorities to mitigate possible delays Use of standardised templates of the public procurement procedures by the Hellenic Single Public Procurement Authority The preapproval process of the draft tenders by the PO will spot technical and legal details of the public tenders submitted by the promoters, providing advice on articles that may lead to objections, delays or unintended consequences The PO monitors the Promoter's services in order to secure the fastest possible completion of the tendering procedure Assign experienced staff in procurement processes from the beginning
GR-F: Good Governance, Accountable Institutions, Transparency	2	Leadership buy-in levels fluctuates affecting direction and momentum	Leverage attention of leadership to treat milestones as agreed	<ul style="list-style-type: none"> Frequent reporting at all levels Publication of intermediate results and achievements Raise accountability through involving the public (media)

GR-F: Good Governance, Accountable Institutions, Transparency	1	Project Partners affect timely execution of PDPs	Not an actual situation so far	<ul style="list-style-type: none"> Committee in understanding the context and advice on measures that matter Frequent reporting at all levels
GR-F: Good Governance, Accountable Institutions, Transparency	1	Payments to PPs and declaration of eligible expenditures affects smooth rate of absorption	Not an actual situation so far	<ul style="list-style-type: none"> PPs actively manages the project activities through partnerships governance structure Early identification of bottlenecks Escalating risks Pre-financing to secure advance payments where applicable
GR-F: Good Governance, Accountable Institutions, Transparency	2	Capacity of PPs to execute procurement or administrative tasks is not effective and on time	Not an actual situation so far	<ul style="list-style-type: none"> Timely training of process steps and tolerance levels Risk sharing and threshold monitoring Continuous monitoring and reporting of flow
GR-F: Good Governance, Accountable Institutions, Transparency	2	Late or inaccurate reporting on Results from PPs	Not an actual situation so far	<ul style="list-style-type: none"> Early recognition of support needs Issue of a call (20% of the Management Cost of the Programme) to PPs to award support in kick-starting implementation i.e. drafting tendering documents etc. (art. 8.10 (c)) The PO approved 3 projects to respective PPs from Programme Management eligible cost to help PPs in drafting the tenders and support them in the early stages of the implementation phase Agree clear agenda of milestones, reverse engineer and engage everyone involved to support all steps Ensure risk is owned by those who can take early actions to mitigate, first The PO monitors the Promoter's services in order to secure the fastest possible completion of the tendering procedures
GR-F: Good Governance, Accountable Institutions, Transparency	3	Sharing of risk between all stakeholders (and within their internal units) during	Not stepping in when main responsibility from the owner is not assumed or	<ul style="list-style-type: none"> Timely training of how to manage the results framework end-to-end Awareness of time sensitive results Use management cost to support results data collection, monitoring and reporting (where deemed necessary) Resolution of all questions of governance and responsibilities through timely

Programme's Governance



The Programme is being implemented 2022 a year with first concrete results

Project contracts and Pre-approvals of Partnership Agreements have been **concluded** on **legally certain foundations**

PPs are starting to **procure mature tenders** with the help PPs received from MC boost early on

The Programme is being **implemented from May 2021** since consultants were approved to be financed to assist the PPs in early stages of implementation & MC activities were designed, planned and approved according with the MCS at Programme level

In 2022 the first **concrete results** are becoming **visible** to citizens, public officials and the society at large



Progress update

From

Designing and fine tuning the Programme during the 1-2 pandemic wave

One person leading the facilitation

Cooperation Committee not established

Presence on the Web and Social Media non existent

MCS at programme level as an obligation

Mandate to accelerate implementation mainly to PO

Implementation uncertainties

To

Appraising, Project Contracts and PAs signed off after deliberations, facilitated sessions, open office hours

A team in the PO with a network of colleagues from the PPs accelerated their learning and performed the MCS tasks with over 800 emails

1st Cooperation Committee operational rules, agenda, organization, feedback and follow up done in house (virtually)

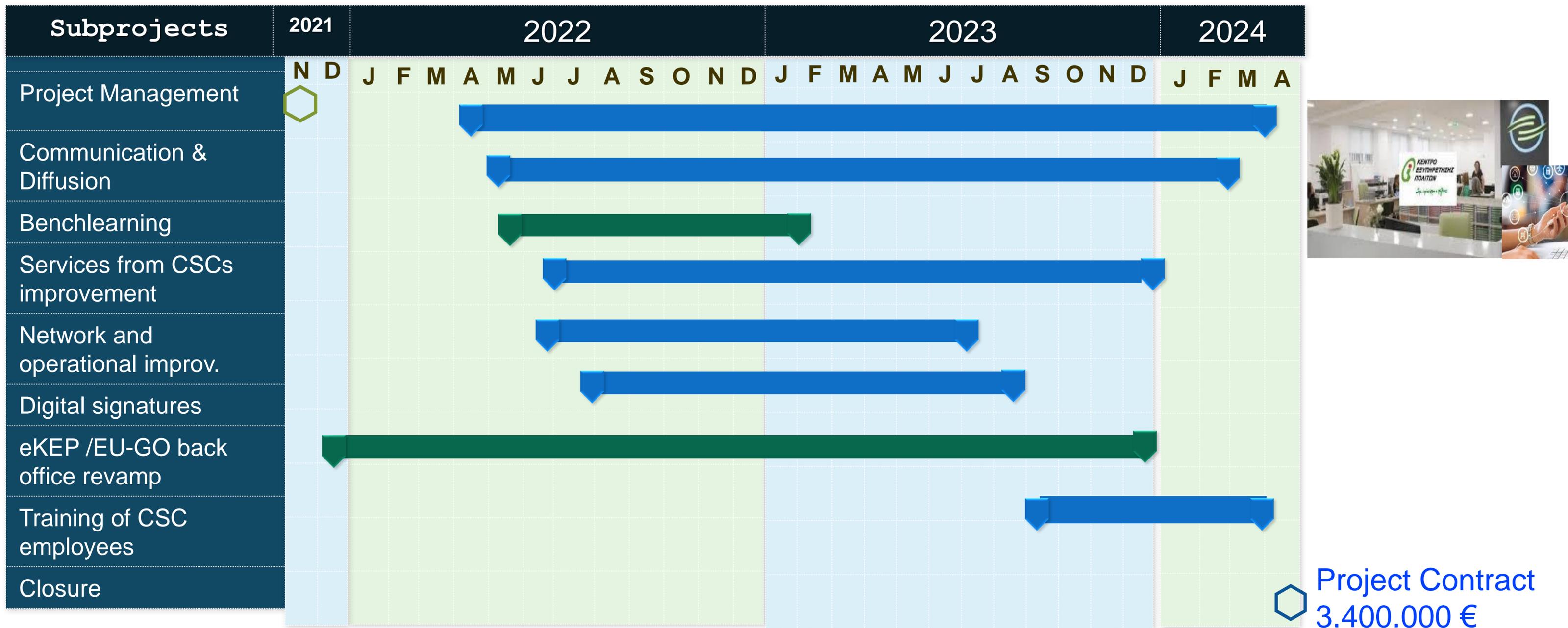
Dedicated section in PO Web site, Facebook, twitter, more comms as we hire consultant

MCS at programme level lived, drafted and released to be approved

Actively engaging Project Promoters with a results / risk approach seeking agency and leadership to accelerate

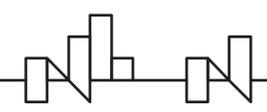
Tasks in parallel, implementation of PDPs under way, tenders are being drafted and procurement phase begins

Organizational Upgrade and Digital Transformation of Citizen Service Centers Network (KEP) and public services provided

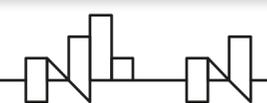
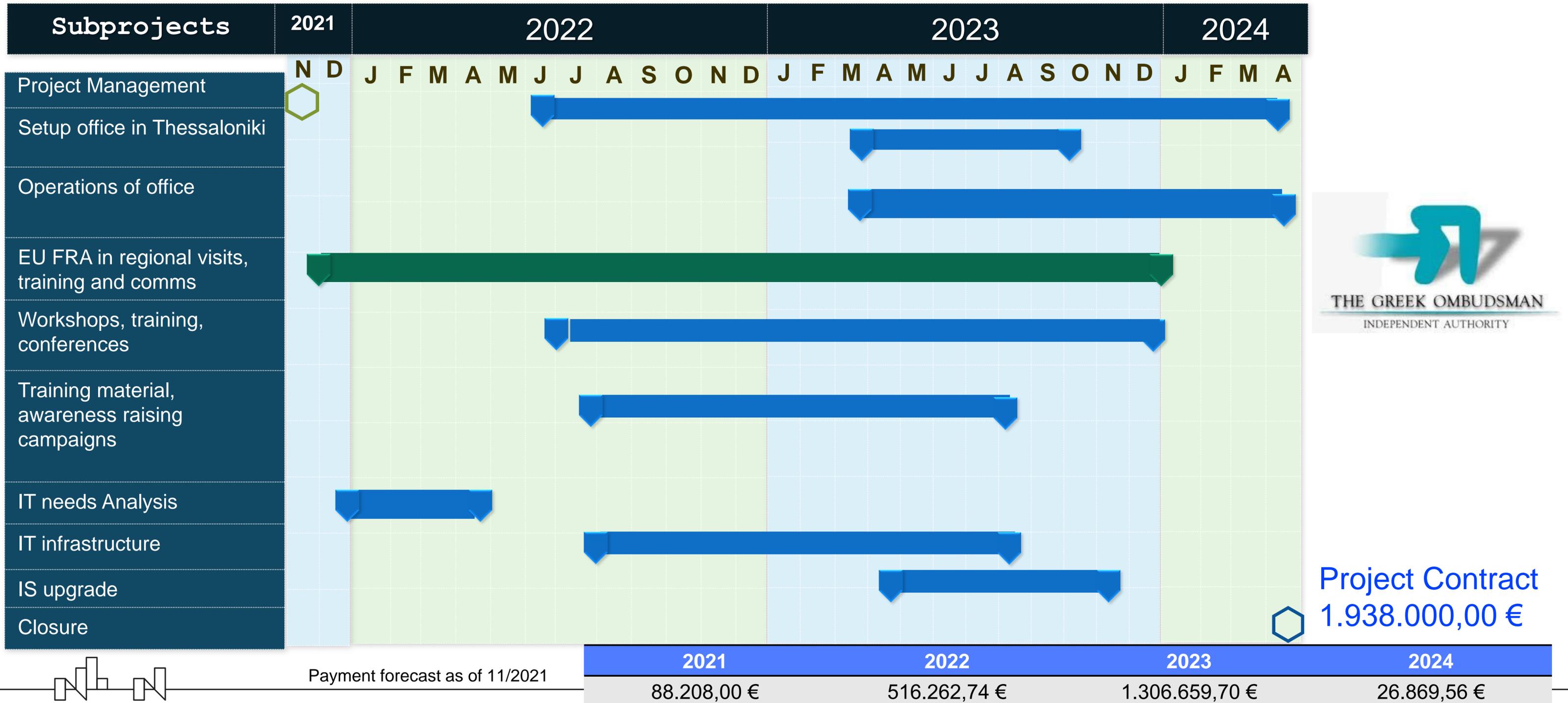


Project Contract
3.400.000 €

	2021	2022	2023	2024
Payment forecast as of 11/2021	-€	1.424.000,00 €	1.510.000,00 €	466.000,00 €



Greek Ombudsman actions for strengthening good governance, accountability and combating maladministration in the public sector



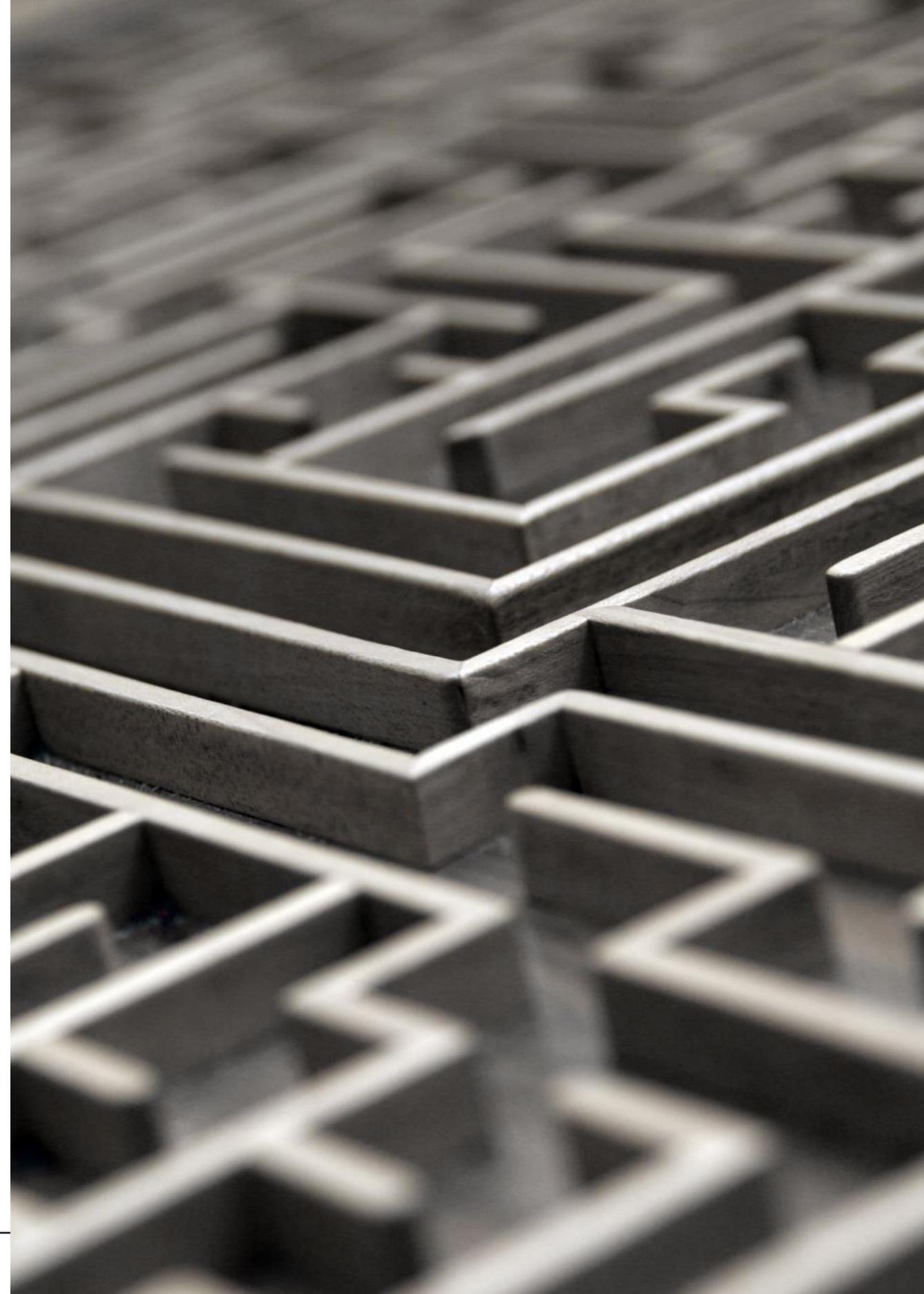
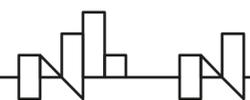
Challenges & risks

Inherited

- Delays in signing the PA and its consequences
- Project Promoters administrative capacity needs strengthening
- No previous EEA Grants experience in the Programme's ecosystem
- Partnership Agreement treatment vis a vis procurement legal framework
- Low agency from public officials

Emerging

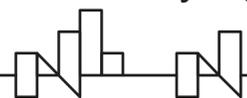
- Perpetual crisis and pandemic – volatile environment
- Procurement to implementation timelines to reporting back –low slack
- Peeking and proliferation of co-financing sources, synergies and market responsiveness
- Legislative or other changes and getting up to speed
- Leadership buy-in to adopt changes and gradually create impact



Responses

Walk the talk –No time to lose - Accountable to results

- Proactive engagement of competent Authorities
- Honest cooperation and empowerment of PO and PPs while looking in the details ie. working teams
- Vigilant monitoring and active risk management
- Accountable to sound management & results
- Continuous targeted learning ie. pm, measuring and reporting results,
- ~20 of MC to PPs in the early stages of implementation of PDPs, close monitoring
- Professional project management withing PDPs for the whole life cycle
- Facilitated meetings to meet roadblocks (online/f2f)
- Instill agency to all critical stakeholders to quickly overcome bottlenecks
- Escalate risks early on to avoid consequences
- Issue open call on bilateral projects, matchmaking
- Get more active on communicating what's coming and first results
- Strengthen the capacity of PO with procuring Consultants from MC (tender ready) – build resilience in the system
- Consulting with FMO, CC and NFP and the Norwegian Embassy along the way, clarifying and engaging in comms alignment and bilateral relationship building



Concrete results from PDPs in 2022

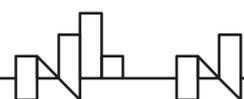
Strengthening of integrity, transparency and anti-corruption framework

- First survey for public officials on implementing integrity measures
- Lobbying digital registry in place (web site)
- Information Package on the lobbying registry for lobbyists and the public
- Mapping report of national and international practices on managing conflict of interest situations –
Workshop consultation, feedback with stakeholders
- Proposals for legislative changes for a coherent policy in management of conflicts of interest (with international good practices and tools)
- Web based training tool to enhance public officials' skills and critical thinking on public ethics (16 - video webinar)
- Practical handbook/manual for addressing integrity related risks during emergency situations such as
health crisis or natural disasters

Concrete results from PDPs in 2022

Greek Ombudsman actions for strengthening good governance, accountability and combating maladministration in the public sector

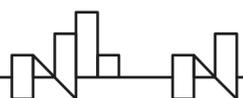
- Experiences and perceptions of the fundamental rights situation in Greece
- The use of the EU Charter by Public Authorities
- EU fundamental rights in practice and Charter conditionality
- FRA report (in Greek) on
 - encouraging hate crime reporting - the role of law enforcement and other authorities
 - Criminal Detention Conditions in the EU
- Needs Analysis of Information Technology of GO
- IOI Conference and Assembly organization - Awareness Raising Campaign



Concrete results from PDPs in 2022

Greek Ombudsman actions for strengthening good governance, accountability and combating maladministration in the public sector

- Charter e -guidance tool, case studies
- Charter Case studies
- Training on
 - Basic Charter
 - human rights online tools and online human rights research
 - advanced Charter
- Basic Training on
 - access to Justice (EU and CoE standards)
 - children rights (EU and CoE standards)
 - asylum and migration (EU and CoE standards)
 - data protection (EU and CoE standards)
 - equality and discrimination (EU and CoE standards)
- 3 Workshops on
 - discrimination issues - how to be addressed by public authorities and
 - on Police Arbitrary Incidents



Short to medium term actions



Conclude Communication Plan of the Programme, liaise with Project Promoters to align to NFP Strategy



Plans and performs Launch Event



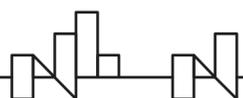
Procures Administrative and Communication Experts / Consultants from MC



Issues open call for Bilateral Projects to everyone interested



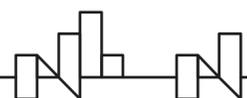
Continues to liaise with FMO and NFP on every aspect from regulation compliance to results communication



We communicate what we do

The image shows a Facebook profile page for 'Good Governance, Accountable Institutions, Transparency'. The profile picture features the EYDE-TPE logo and icons representing public sector, technology, and accountability. The bio includes the text '@GoodGovernance.EEAGrantsGr · Κρατικός οργανισμός'. Navigation options like 'Αρχική σελίδα', 'Ομάδες', and 'Περισσότερα' are visible at the bottom.

The screenshot displays the website for EYDE-TPE (ΕΙΔΙΚΗ ΥΠΗΡΕΣΙΑ ΔΙΑΧΕΙΡΙΣΗΣ & ΕΦΑΡΜΟΓΗΣ ΤΟΜΕΑ ΤΕΧΝΟΛΟΓΙΩΝ ΠΛΗΡΟΦΟΡΙΚΗΣ & ΕΠΙΚΟΙΝΩΝΙΩΝ). The main heading is 'ΧΜ ΕΟΧ 2014-2021'. The featured program is 'Πρόγραμμα «Χρηστή Διακυβέρνηση, Θεσμοί, Διαφάνεια» του ΧΜ ΕΟΧ 2014-2021'. A summary text states: 'Ο Χρηματοδοτικός Μηχανισμός 2014-2021 του Ευρωπαϊκού Οικονομικού Χώρου (ΧΜ-ΕΟΧ | EEA Grants) εκπροσωπεί τη συνεισφορά της Ισλανδίας, Λιχτενστάιν και Νορβηγίας αποσκοπώντας στη μείωση των οικονομικών και κοινωνικών ανισοτήτων και στην ενδυνάμωση των διμερών σχέσεων με 15 ευρωπαϊκές χώρες, ανάμεσα στις οποίες είναι και η Ελλάδα.' A 'Διαβάστε περισσότερα εδώ.' link is provided. A sidebar on the right contains an 'e-Βιβλιοθήκη' button and a list of 'Ανακοινώσεις' (Announcements) including 'Πρόγραμμα Ψηφιακός Μετασχηματισμός 2021-2027' and 'Μελέτη ωρίμανσης έργου για την υλοποίηση της Εθνικής Στρατηγικής για την Τεχνητή Νοημοσύνη'.



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Thank you!

Questions ?

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HUMAN RIGHTS



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