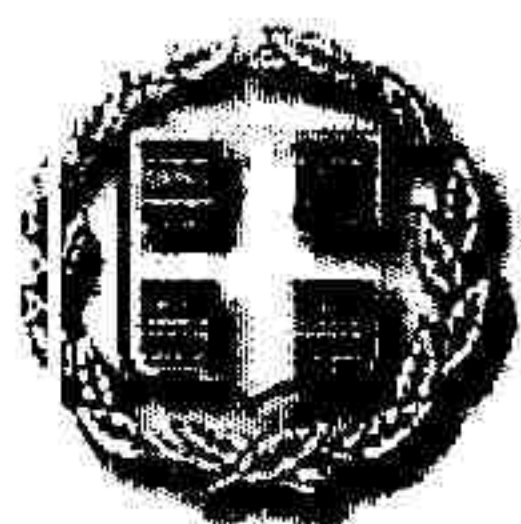


20 ΑΥΓ. 2012



**ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
ΥΠΟΥΡΓΕΙΟ ΕΣΩΤΕΡΙΚΩΝ
ΓΡΑΦΕΙΟ ΚΟΙΝΟΒΟΥΛΕΥΤΙΚΟΥ
ΕΛΕΓΧΟΥ**

**Αθήνα, 17/08/2012
Αριθ. Πρωτ.: 839**

Ταχ. Δ/ση : Σταδίου 27, Αθήνα
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ΠΡΟΣ:
✓ **Τη Βουλή των Ελλήνων**
Δ/ση Κοινοβουλευτικού Ελέγχου
Τμήμα Ερωτήσεων

ΚΟΙΝ:
1. Βουλευτή κ. Ι. Κουράκο
Βουλή των Ελλήνων
2. Υπουργείο Εξωτερικών
(με φωτ/φο της Ερώτησης & Α.Κ.Ε.)

ΘΕΜΑ: Κοινοβουλευτικός Έλεγχος

ΣΧΕΤ.: Η αριθμ. 372/21/25.07.2012 Ερώτηση & Αίτηση Κατάθεσης Εγγράφων

Σε απάντηση της ανωτέρω Ερώτησης και Αίτησης Κατάθεσης Εγγράφων που κατέθεσε ο Βουλευτής κ. Ιωάννης Κουράκος, σχετικά με τη συγκρότηση Στρατηγικής Διευθύνουσας Ομάδας στο Υπουργείο Εσωτερικών, κατά λόγο αρμοδιότητας, σας γνωρίζουμε τα ακόλουθα:

Με την υπ' αριθμ. 16469/26.04.2012 (ΑΔΑ: Β4ΩΖΝ-ΑΠ) Απόφαση του Υπουργού Εσωτερικών, κ. Αναστάσιου Γιαννίτη, συγκροτήθηκε στο Υπουργείο Εσωτερικών Στρατηγική Διευθύνουσα Ομάδα, υπό τη μορφή άμισθης Ομάδας Διοίκησης Έργου, με έργο ιδίως το συντονισμό των υποεπιτροπών, τον καθορισμό «έργων σημαιών» και έργων προτεραιότητας, την αξιολόγηση των δράσεων και την ενδεχόμενη αλλαγή κατευθύνσεων, την εξειδίκευση των συνιστωσών κάθε θεματικού πυλώνα, την έγκριση των χρονοδιαγραμμάτων λειτουργίας των επιτροπών και, εν γένει, τη λήψη απόφασης για την εφαρμογή του Οδικού Χάρτη του Παραρτήματος Ι του από 3 Απριλίου 2012 Πρωτοκόλλου μεταξύ αφενός του Υπουργείου Εσωτερικών, της Κεντρικής Ένωσης Δήμων Ελλάδος και της Ένωσης Περιφερειών Ελλάδος και αφετέρου του Ομοσπονδιακού Υπουργείου Οικονομικών και Τεχνολογίας της Ομοσπονδιακής Δημοκρατίας της Γερμανίας, σε συνεργασία με την Ομάδα Δράσης της Ευρωπαϊκής Επιτροπής για την Ελλάδα (TFGR).

Επισημαίνεται ότι έως την Κυβερνητική αλλαγή η Στρατηγική Διευθύνουσα Ομάδα ουδέποτε συνεδρίασε ούτε είχε συγκροτηθεί ή λειτουργήσει ουδεμία υπο- επιτροπή, στο πλαίσιο αυτής. Τονίζεται δε ότι, μετά την Κυβερνητική αλλαγή, επισπεύδεται η ανασυγκρότηση της Στρατηγικής Διευθύνουσας Ομάδας σε επίπεδο εκπροσώπησης υπηρεσιακών στελεχών και εκπροσώπου του Πρωθυπουργού. Επιπλέον, δέον όπως σημειωθεί ότι για το έργο και της Στρατηγικής Διευθύνουσας Ομάδας και των λοιπών ομάδων που θα λειτουργήσουν στο πλαίσιο αυτής, δεν θα καταβληθεί αμοιβή.

Ειδικότερα, εντός του προσεχούς χρονικού διαστήματος, το Υπουργείο Εσωτερικών προτίθεται να προβεί σε σύσταση και άμεση ενεργοποίηση της κοινής Ομάδας Εργασίας, με τη συνεργασία του Υπουργείου Εσωτερικών και της Ομάδας Δράσης της Ευρωπαϊκής Επιτροπής για την Ελλάδα

(TFGR), με στόχο την παροχή τεχνικής βοήθειας για την εξοικονόμηση πόρων από τον εκσυγχρονισμό της Τοπικής Αυτοδιοίκησης. Τονίζεται ότι οι πόροι που θα εξοικονομηθούν πρόκειται να διοχετευθούν σε προγράμματα καταπολέμησης της φτώχειας, στο πλαίσιο της Πολιτικής Κοινωνικής Ασπίδας για τις κοινωνικά ευπαθείς ομάδες που έχουν θιγεί από την κρίση. Υπογραμμίζεται, επίσης, ότι τα προγράμματα αυτά θα εφαρμοστούν καταρχήν πιλοτικά σε ορισμένους Δήμους, με στόχο τη μεταγενέστερη αναπαραγωγή των πιλοτικών αυτών μοντέλων και σε άλλους Δήμους.

Προς την κατεύθυνση αυτή, η πολιτική ηγεσία του Υπουργείου Εσωτερικών κινήθηκε «επιθετικά», παρουσιάζοντας αναλυτικά στοιχεία εξοικονόμησης κόστους (40 εκατ. ευρώ από τη μείωση του κόστους των εκλογών κατά 50% συγκριτικά με το 2009, 7 εκατ. ευρώ από τη μη πληρωμή ειδικών συμβούλων και επιτροπών, 9 εκατ. ευρώ από την ανάθεση της αποκομιδής των απορριμμάτων σε εξωτερικούς συνεργάτες σε ορισμένους Δήμους, επιπλέον ποσό από τον εξορθολογισμό των δαπανών σε κοινωνικές δομές). Επιπλέον, στον τομέα της εξοικονόμησης κόστους, εντάσσεται και το ζήτημα της μεταναστευτικής πολιτικής, αλλά και το υψηλό κόστος παροχής ιατρικής και φαρμακευτικής φροντίδας σε νόμιμους και παράνομους αλλοδαπούς, στο πλαίσιο του οποίου θα προβλεφθεί η άντληση κοινοτικών πόρων για την κάλυψη των σχετικών δαπανών, χωρίς επιπλέον επιβάρυνση του Κρατικού Προϋπολογισμού. Συνολικά, τα ανωτέρω αποτυπώνουν ενδεικτικά τις κατευθύνσεις για το νέο Οδικό Χάρτη για τις μεταρρυθμίσεις στην Τοπική Αυτοδιοίκηση, τις οποίες επεξεργάζεται το Υπουργείο Εσωτερικών, με στόχο την αναδιοργάνωση της πρωτοβάθμιας και δευτεροβάθμιας Τοπικής Αυτοδιοίκησης αλλά και της Αποκεντρωμένης Διοίκησης, ιδίως με την αξιοποίηση ευρωπαϊκών προγραμμάτων και με απορρόφηση των συναφών πόρων.

Η Ελληνική Κυβέρνηση και το Υπουργείο Εσωτερικών υποδέχονται θετικά προσπάθειες, οι οποίες ως στόχο έχουν τη μεταφορά και την αξιοποίηση σύγχρονης ευρωπαϊκής τεχνογνωσίας, τον εκσυγχρονισμό της Τοπικής Αυτοδιοίκησης και οι οποίες στοχεύουν στην, εν γένει, οικονομική ανασυγκρότηση της Χώρας.

Σε μια ιδιαίτερα δύσκολη οικονομική και κοινωνική συγκυρία για τη Χώρα, εγχειρήματα που κατατείνουν στην ουσιαστική αναδιάρθρωση και τον εξορθολογισμό της Τοπικής Αυτοδιοίκησης, την παροχή ποιοτικών υπηρεσιών προς τον πολίτη, την ενίσχυση των κοινωνικών δικτύων καταπολέμησης της φτώχειας, την αύξηση των εισροών ευρωπαϊκών κονδυλίων και στη βελτίωση της εικόνας της Ελλάδας στο εξωτερικό κρίνονται ως θετικές ενέργειες, ιδιαίτερα στο βαθμό που άμεσα εμπλέκονται οι τοπικές κοινωνίες, μέσω των φορέων της Τοπικής και της Περιφερειακής Αυτοδιοίκησης που, ως αυτοδιοικητικά όργανα, έχουν τη δυνατότητα ανάπτυξης συμπράξεων που αποσκοπούν στην επίτευξη των παραπάνω στόχων. Κατά συνέπεια, η παρουσία μελών της Ομάδας Δράσης εντάσσεται στο ανωτέρω πλαίσιο και συνιστά σημαντικό αρωγό για την επίτευξη του κοινού στόχου, καθώς είναι ιδιαίτερα χρήσιμη και γόνιμη η συνεισφορά της στη συνολική προσπάθεια που καταβάλει η Ελλάδα.

Τέλος, σας επισυνάπτουμε φωτοαντίγραφο του Μνημονίου Συνεργασίας που υπεγράφη στις 3 Απριλίου 2012 μεταξύ αφενός του Υπουργείου Εσωτερικών, της Κεντρικής Ένωσης Δήμων Ελλάδος, της Ένωσης Περιφερειών Ελλάδος και αφετέρου του Ομοσπονδιακού Υπουργείου Οικονομικών και Τεχνολογίας της Ομοσπονδιακής Δημοκρατίας της Γερμανίας, σε συνεργασία με την Ομάδα Δράσης της Ευρωπαϊκής Επιτροπής για την Ελλάδα (TFGR), για ενημέρωσή σας.

Κατά τα λοιπά, αρμόδιο να ενημερώσει την Εθνική Αντιπροσωπεία είναι το Υπουργείο Εξωτερικών, στο οποίο κοινοποιείται το παρόν με φωτοαντίγραφο της Ερώτησης και Αίτησης Κατάθεσης Εγγράφων.



ΑΚΡΙΒΕΣ ΑΝΤΙΓΡΑΦΟ
Ο ΑΝΑΤ. ΠΡΟΪΣΤΑΜΕΝΟΣ ΤΗΣ ΓΡΑΜΜΑΤΕΙΑΣ

ΚΑΡΑΛΗΣ ΚΩΝΣΤΑΝΤΙΝΟΣ

Ο ΥΠΟΥΡΓΟΣ

ΕΥΡΙΠΙΔΗΣ ΣΤΥΛΙΑΝΙΔΗΣ

ΕΣΩΤΕΡΙΚΗ ΔΙΑΝΟΜΗ

- Γραφείο Κοινοβουλευτικού Ελέγχου (2 αντίγραφα)
- Γραφείο Τύπου

Memorandum of Understanding

ΥΠΟΥΡΓΕΙΟ ΕΣΩΤΕΡΙΚΩΝ
ΓΡΑΦΕΙΟ ΓΕΝΙΚΗΣ ΓΡΑΜΜΑΤΕΙΑΣ

ΑΡΙΘ. ΠΡΩΤ.: 427/2012

ΕΛΗΦΘΗ ΤΗ: 28.12.2012

Κ. ΟΙΚΟΝΟΜΟΥ

By and between

On one hand:

- the Ministry of Interior (hereafter MoI), having its premises at 27 Stadiou Str, Athens, as legally represented by the Minister of Interior,
- the Union of Regions of Greece (hereafter ENPE), having its premises at 15, Mesogeion Str, Athens, as legally represented by the President of ENPE
- the Central Union of Municipalities of Greece (hereafter KEDE), having its premises at 65, Academias str. and 8 Gennadiou str. Athens, as legally represented by the President of KEDE,

On the other hand the Federal Ministry for Economics and Technology of the Federal Republic of Germany (hereafter Domain Leader), having its premises at Scharnhorst str. 34-37, Berlin, as represented by the State Secretary of the Ministry,

And in cooperation, as a third party, with the Task Force for Greece – European Commission (hereafter TFGR), as legally represented by the Head of the Task Force.

Whereas:

At the High Level meeting of the 12th of October 2011 in Brussels between the Greek Authorities, the Task Force for Greece (hereafter TFGR), Authorities of Member States and International Organizations, Germany officially offered to give State level assistance to Greece, acting as Domain Leader for reforms at local government (Regions and Municipalities). The scope of cooperation was set in a meeting between the MoI and TFGR on 13th December 2011.

The main role and responsibility of the Domain Leader is to assist Greek Authorities at State, Regional and Local Level in preparing and implementing a coherence road map for achieving administrative reforms at local government, within the framework of Greek laws, especially Law 3852/2010 (i.e Kallikratis) and in line with the IMF/EC/ECB MoU requirements.

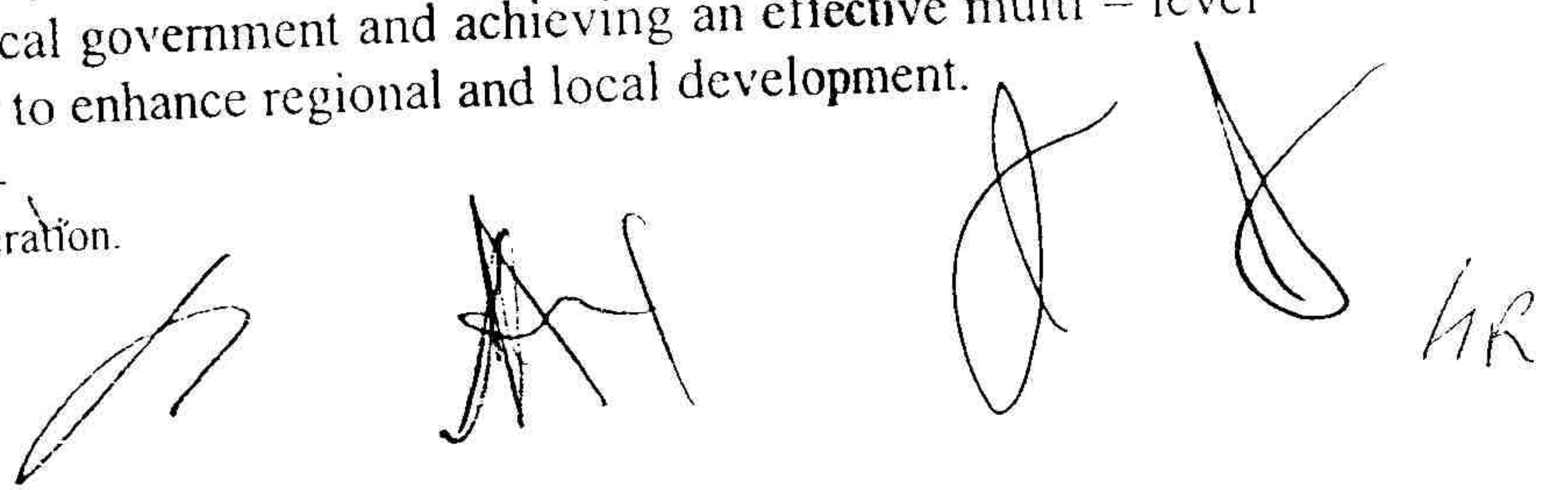
Now, the undersigned, officially confirm the following:

The present Memorandum of Understanding¹ (MoU) agreed by and between MoI, ENPE, KEDE and Germany, in cooperation with the TFGR, mandates Germany to be the Domain Leader for assistance on reforms at local government in Greece.

Following the preparatory work during meetings in January, February and March 2012, a general roadmap was prepared, discussed and now commonly agreed between MoI, ENPE, KEDE and Domain Leader and in cooperation with TFGR (attached Annex I – Road Map).

This road map constitutes a general framework, as an instrument for Greek Authorities to plan, implement, evaluate and follow-up administrative initiatives that contribute to strengthening local government and achieving an effective multi – level governance approach in order to enhance regional and local development.

¹ To be seen as a Protocol of Cooperation.



This road map will be progressively translated into relevant detailed operational action plans to be transposed in concrete projects, with related steps, responsibilities, milestones, target dates, identifying the appropriate resources for the implementation. There will be a rolling action plan for each work stream described in the road map that will become the base to define, for each project, the type of assistance needed (directly through National Authorities, European Institutions, International Organizations, accredited agencies or via the private sector).

Governance of the road map is described in Annex II – Governance, and when necessary and officially requested by MoI, ENPE and KEDE, this roadmap could be modified to include additional areas of assistance, in particular to include solid waste management, as described in the above Annex. Within the framework of the present MoU, the Domain Leader may ask the MoI, ENPE and KEDE to organize within the field of its competences the necessary contacts with the different Ministries or other relevant state, national, regional and local bodies.

The domain leader will assist MoI, ENPE and KEDE, as also as TFGR to ensure in these fields, the coherence of the different action plans and projects in the respective fields during the whole process, within the framework of Greek laws, especially Law 3852/2010 (i.e Kallikratis) and in line with the IMF/EC/ECB MoU requirements.

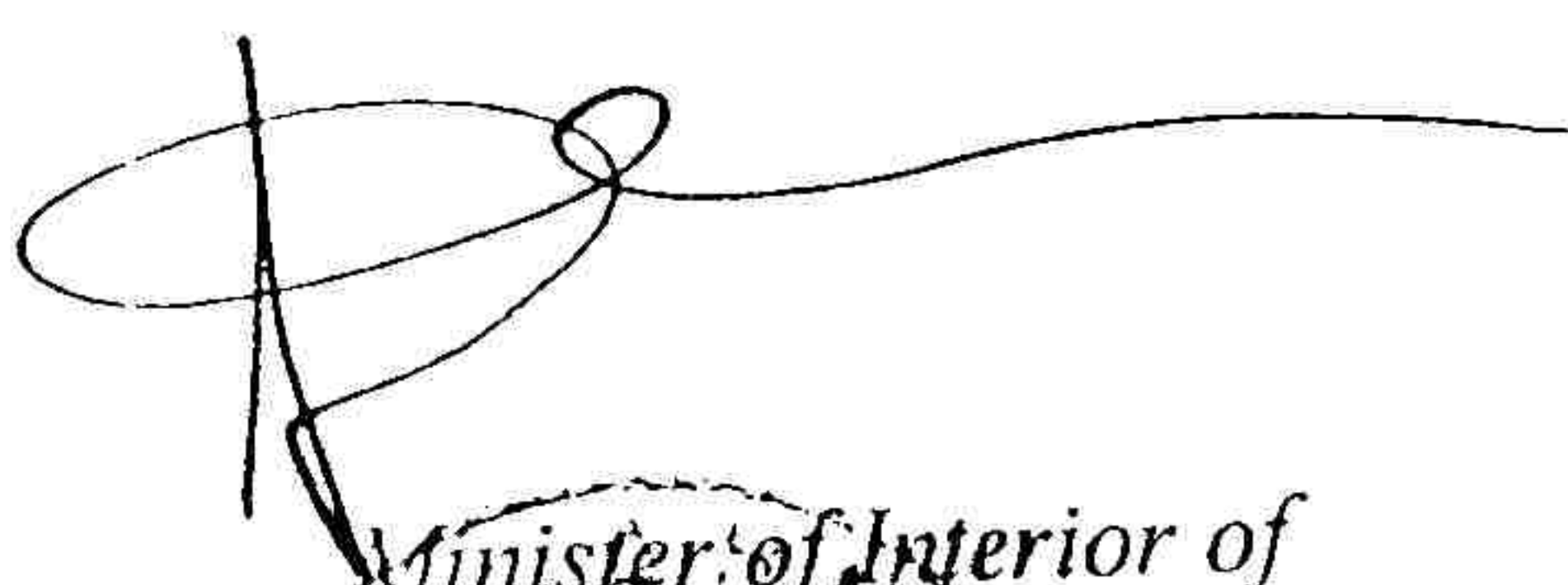
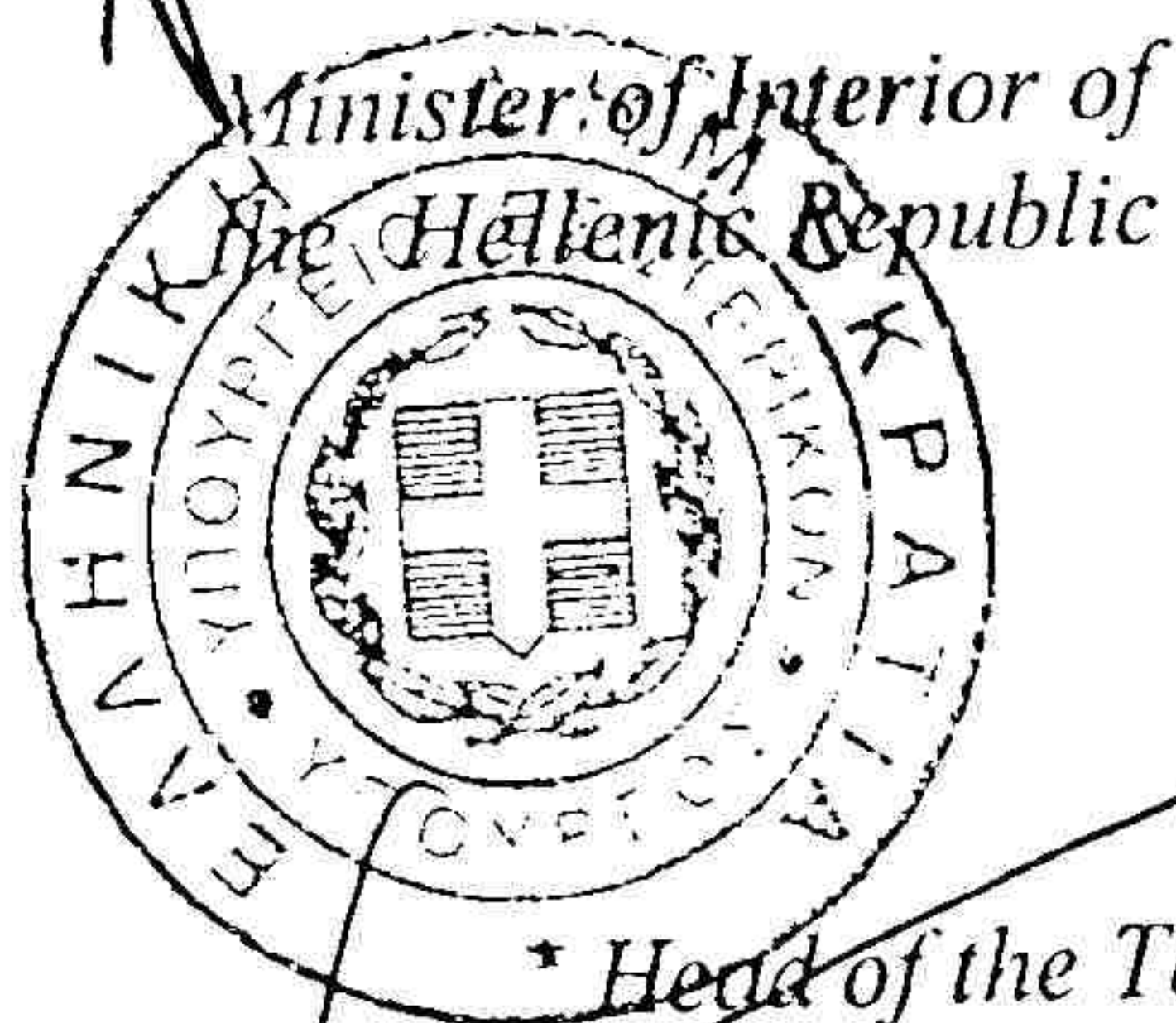
All communications regarding specific actions or projects will be mutually agreed and countersigned by all parties signing the MoU. The prevailing language of the present MoU is English.

The present MoU will be put in effect upon signature of all parties.

Attached: 2 Annexes: (Annex I) roadmap, (Annex II) governance

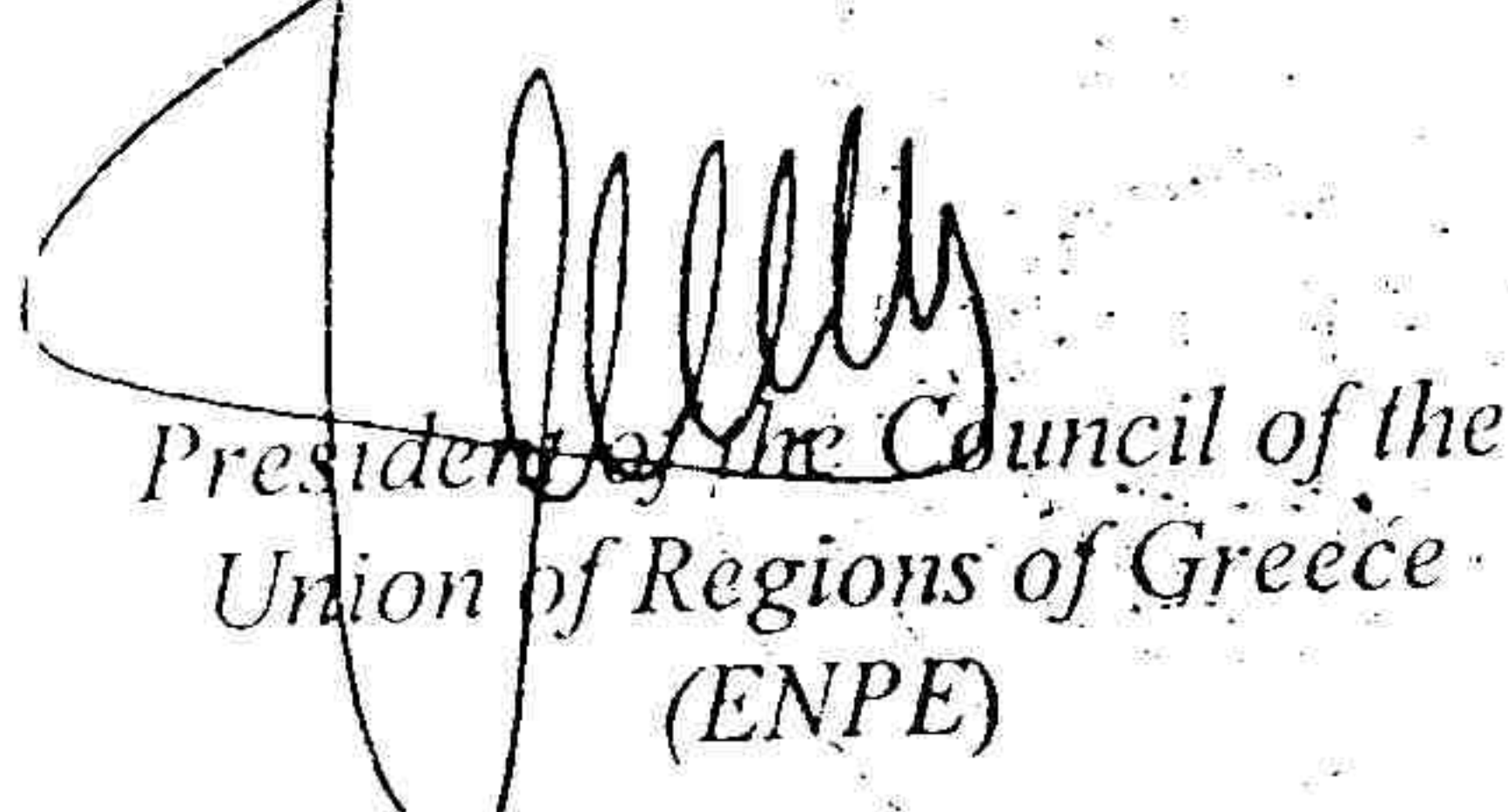
April, 3rd 2012

Anastasios Giannitsis

Ioannis Sgouros

President of the Council of the
Union of Regions of Greece
(ENPE)



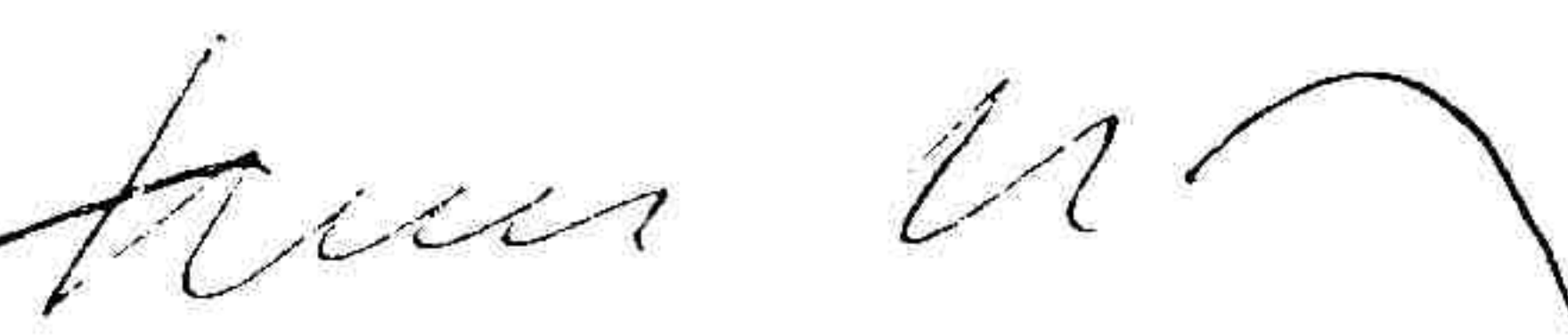
Stefan Kapferer



Secretary of State
Federal Ministry of Economics and Technology of
the Federal Republic of Germany

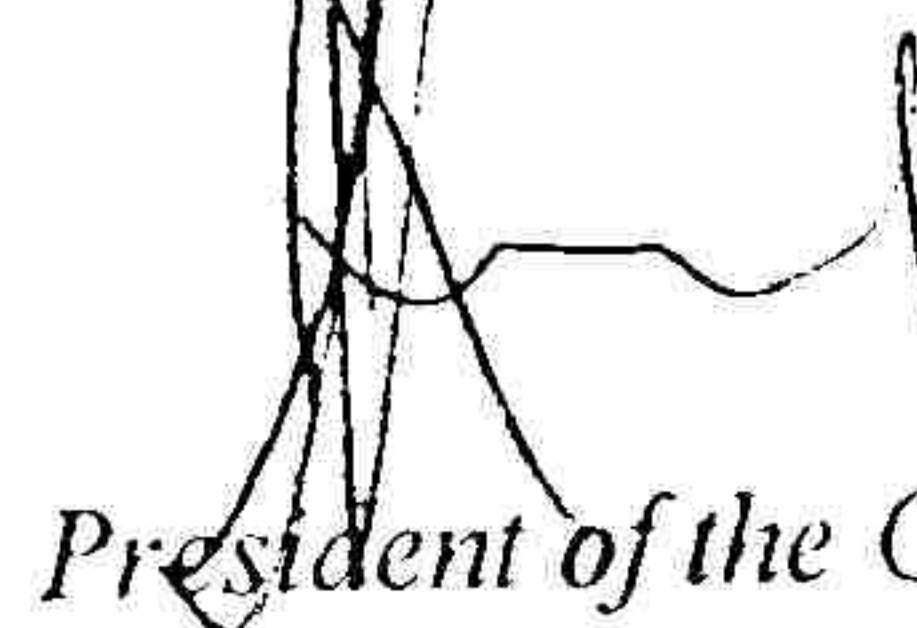


Horst Reichenbach



* Head of the Task Force for Greece – European Commission

Konstantinos Askounis



President of the Council of the
Central Union of Municipalities of Greece (KEDE)



Road Map for Reforms in Greek local government (regions and municipalities)

Introductory remarks:

The Ministry of Interior (Mol) has already passed Law 3852/2010 (New Architecture of Government Administration and Decentralization - "Kallikrates"), while it monitors, supervises and supports its efficient implementation.

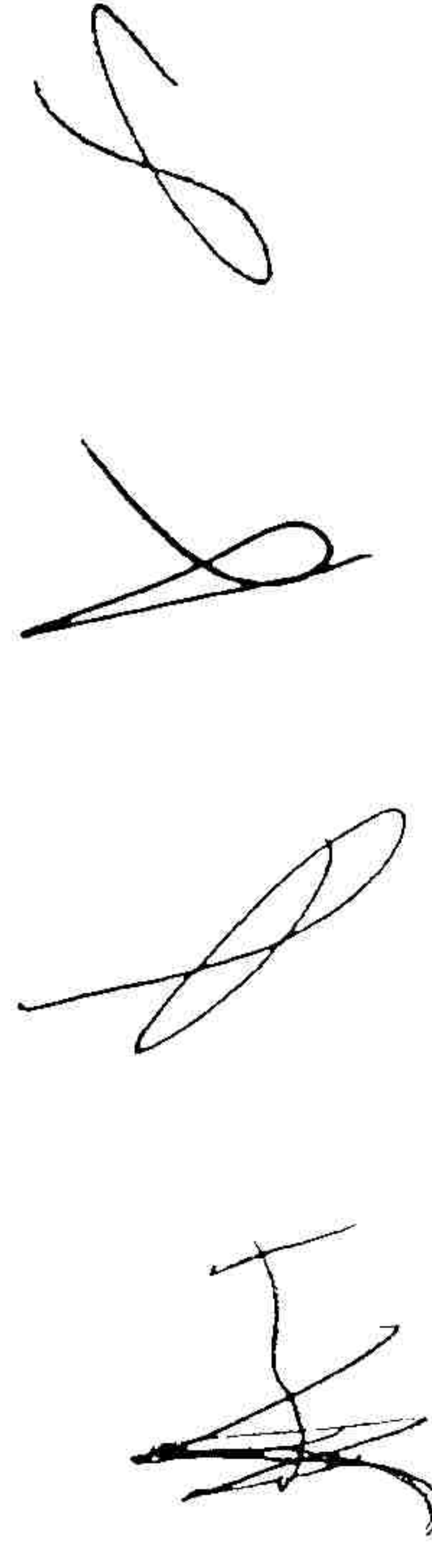
Union of Regions of Greece (hereafter ENPE) and the Central Union of Municipalities of Greece (hereafter KEDE) is interested in the effective implementation of "Kallikrates" and the promotion of multi-level Governance, the enforcement of the decentralization according to the principles of subsidiarity and proximity to citizens and the strengthening of local governance with the operational modernization of the Regions and Municipalities and the strengthening of administrative capacity.

ENPE considers it necessary to make the Region the responsible entity for regional, spatial and development planning in order to promote "smart, sustainable and inclusive growth" at the regional level, with emphasis on creating productive investments that create new jobs.

KEDE considers it necessary to make the Municipality the responsible entity for local, urban and development planning in order to promote "smart, sustainable and inclusive growth" at the local level and that the municipality becomes the provider of services to citizens with emphasis on social services ensuring social cohesion.

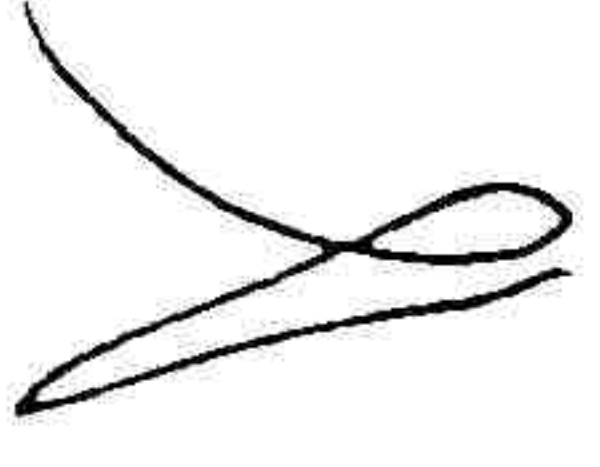
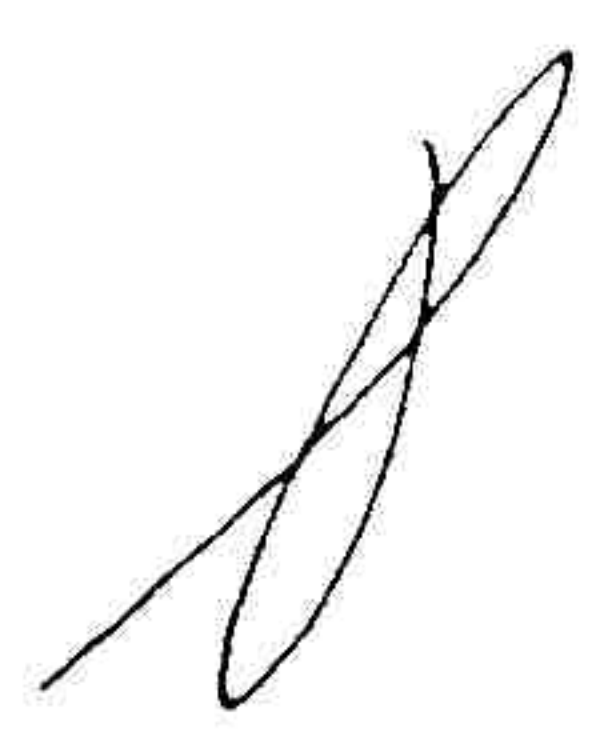
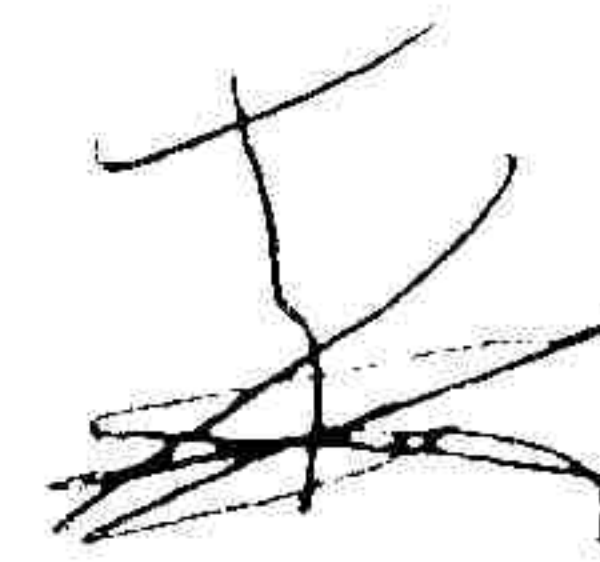
The Ministry of Interior, ENPE and KEDE have agreed to cooperate for the implementation of the relevant Operational Programme for the implementation of "Kallikrates" and for the conclusion of a Framework Agreement which will include the methodology for implementing this program.

The expertise from Public Administration, Regions and Cities of the domain leader (Germany) and Member States can contribute through the provision of related technical assistance to the promotion of these objectives.

The bottom right of the page contains several handwritten signatures and initials. From left to right, there is a large, stylized signature, followed by a smaller signature, and then a series of initials that appear to be 'HR'.

Preliminary Pillar: Governance of the road map

	Main objective	Scope of Actions	Time Frame
0.1	Set up governance structure (see Annex 2 of the MoU)		
		1. Set up of the steering group	until mid April
		2. Set up of the sub-committees (composition and mandate)	until end of April
		3. Establishment of time frames for the road map (objectives/pillars)	Until mid May
		4. Delivery of an approved detailed action plan for each pillar	until end of June


HR

Pillar 1: The transfer of new powers and the exercise of existing

Notes:

Prioritisation: As during implementation, it may come up that other powers become of higher priority, the list of powers as below may be extended.

Order of workstreams: During preparation of the road map, Greek Mol, ENPE, KEDE TFGR, and German team may discuss possibilities to split workstreams, one possibility being according to actors involved in different powers.

	Main objective	Scope of Actions	Main Participants	Time Frame
1.1	Improvement of Spatial and Urban Planning and Licensing Processes		Mol, Ministry of Environment, ENPE, KEDE, Germany, TFGR	
A	Streamlined legislative framework	1. Review existing legislative framework for planning procedures and make recommendations for simplification and codification 2. Proposals to be approved by the competent authorities of plans pending		
B	Establish appropriate spatial and urban planning and licensing capacities for different categories of municipalities	1. Exchange of European experiences and best practices 2. Develop model municipal building licensing authorities (poleodomies) on municipal and/or inter-municipal level, based on criteria 3. Guidelines to be implemented by municipal building licensing authorities, according to the model		
C	Implement improved planning and licensing procedures (for municipalities and regions)	1. Tools for new planning and licensing procedures (using administrative typology) 2. Observatory and help-desk for planning and licensing structures 3. Reference to the budget planning		
D	Establish appropriate spatial and urban	1. Exchange of European experiences and		

Annex I

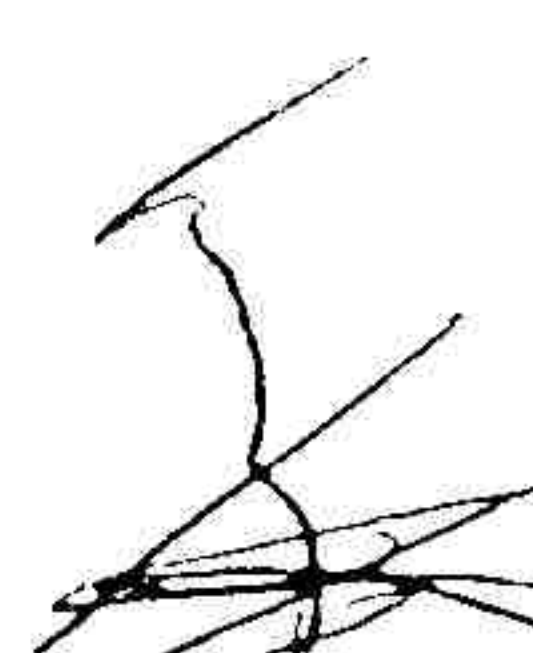
	planning capacities for regions	best practices		
1.2	Strengthen Rural Development / Agriculture		MoI, MoAgri, ENPE, KEDE, Germany, TFGR	
A	Streamline legislative framework and clarify mandate of Regions and Municipalities in policy design and control procedures	1. Review of legislative framework , in particular possible obsolete policies or gaps in Kallikrates 2. Mapping of mandates, competences and capacities in view of transfer of capacities and competencies from former prefectures 3. Establishing standards and guidelines in regard to the organization of the Agricultural Development Offices, according to Kallikrates		
B	Business Process Optimisation of regional competences	1. Functional review of the business processes with regard to agricultural policy 2. Selection of pilot regions		
C	Improve quality control of products and processes	1. Review of the control process, in cooperation with the Ministry of Agriculture and TFGR 2. Capacity building of relevant administrative structures, personnel training and exchanges 3. Establishment of appropriate tools		
D	Connecting agricultural and tourism development at the local and regional level	1. Design policy and establishing standards and guidelines,		
E	Promoting rural development	1. Examine models and best practices on rural development promotion 2. Create a national network for Rural		

Annex I

		Development		
1.3	Social Policy: Strengthen efficiency of regional and municipal social administration and programs		MoI, ENPE, KEDE, MoL&SS, Germany, TFGR	
A	Mapping the current situation	1. Mapping of social services, structures, and projects of municipalities, their enterprises and regions 2. Exchange of European experiences in managing regional and municipal social services and programmes 3. Development of recommendation for the exercise of relevant competences		
B	Improving efficiency of social services	1. Develop model for municipal administrative units, structures and projects of social policies 2. Introduce tools for performance management of social administration 3. Developing an evaluation system of the social services that are being provided		
C	Clear legal framework	1. Identify superfluous / contradicting legislation		
D	Regional and Municipal labour market policies	1. Examine European experiences of coordinated management of central, regional and local labour market policy		
1.4	Municipal Police		MoI, KEDE, MoCP, Germany, TFGR	
A	Performance based incentive system for municipal police	1. Exchange of European best practices		
B	Clear mandate and adequate working conditions	1. Review within municipal police competences of uniformed and administrative staff 2. Review of equipment based on European best practices 3. Review competences of municipal police and national police and create		

Annex I

		synergies 4. Review of framework conditions for MP, high qualification requirements (overqualified staff)		
1.5	Establishing and strengthening municipal and regional reform cooperation and learning programme	1. Define programme for European cooperation, exchange, and joint learning "from municipality to municipality" and "region to region", develop goals, criteria for cooperation and areas of joint interest 2. Identify interested municipalities, both in Greece as well as in other European countries 3. Establish quality monitoring and reporting	Mol, ENPE, KEDE, Germany, TFGR	



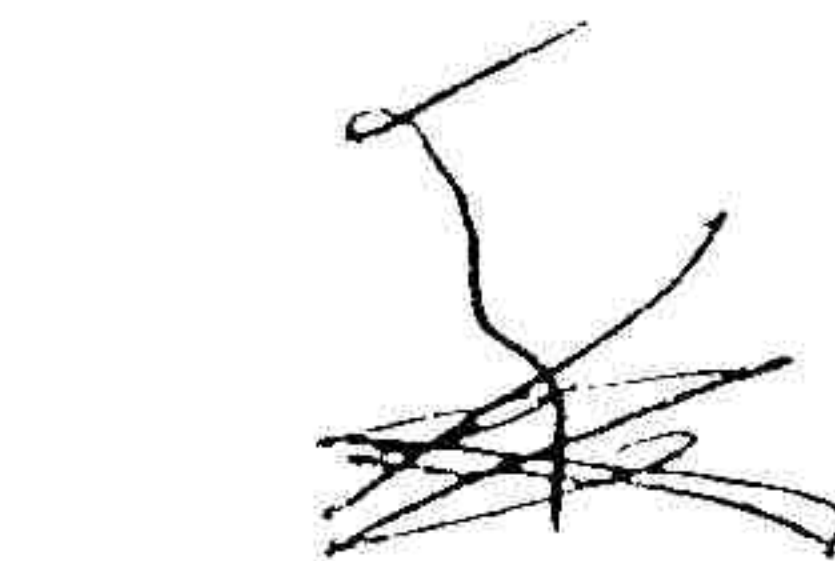
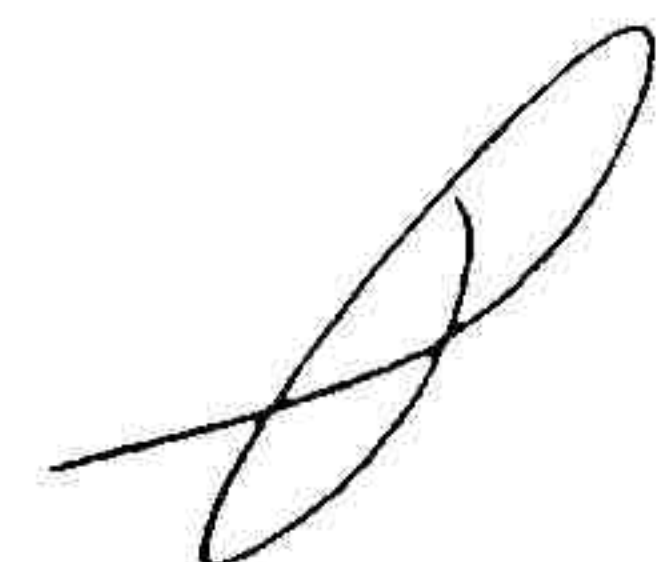
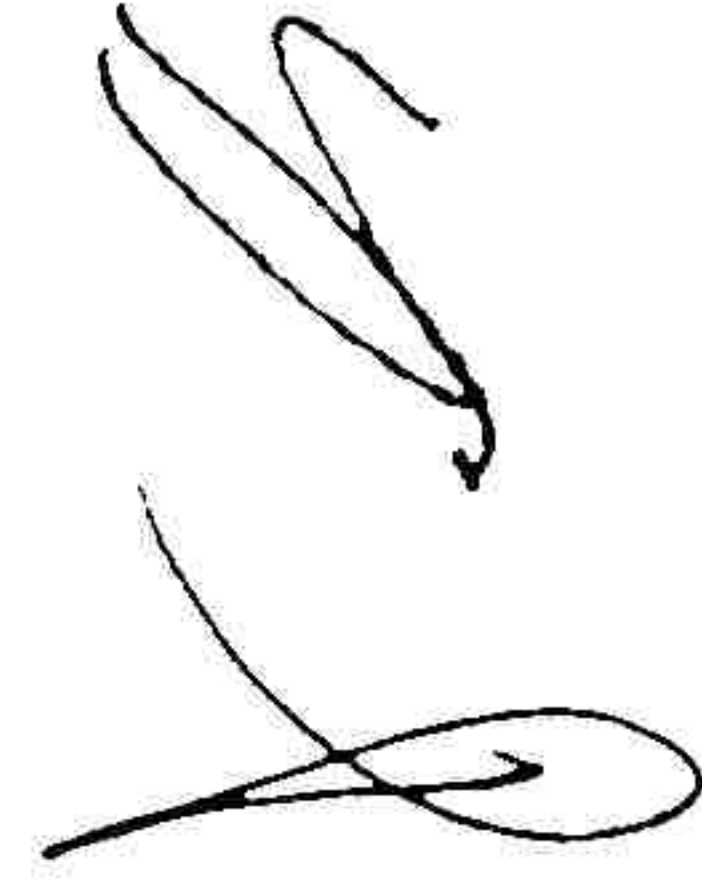



Pillar 2: Management of Local Government's property

Overall objective: Shaping public policy of local Government's property to enhance local development

	Main objective	Scope of Actions	Main Participants	Time Frame
2.1	Completion of the registry of municipal and regional property (i.e. interoperability) The action is part of the "Administrative Reform" Project and will be completed by December 2012	1. Analyse weaknesses in the municipal and regional registry processes and specifications. Securing the interoperability of the system with other relevant public systems (i.e. land register, Taxis, Urban planning and building licensing, etc.) 2. Guidance to municipalities and regions which have not yet completed the registry (including asset valuation issues) 3. Development of a plan for the maintenance and further use of the registry	Mol, ENPE, KEDE, Ministry of Finance and Cadastre SA, Hellenic Mapping and Cadastre Organisation (OKXE). Domain Leader (Germany) and MS, TFGR	
2.2	Development of clear and simple legal framework for property management for municipalities and regions	1. Mol to review existing legal frameworks applicable to property management, e.g. laws governing asset management, environmental protection, laws on national assets etc. for areas of contradiction and lack of clarity		
2.3	Ensure Sufficient capacity of regions and municipalities for property management	1. Training on the guide for Real Estate Management for Local Government in municipalities and regions 2. Simplification of structures involved in the property management of municipalities and regions with clear responsibilities (the action is part of the "Administrative Reform" Project and		

		will be completed by September 2012)		
2.4	Enhanced guidance for the usage of property for regions and municipalities (link with regional development plans)	1. Development of guidelines for the economic use of municipal and regional property (according to typology) (the action is part of the "Administrative Reform" Project and will be completed by September 2012) 2. Selection of pilot municipalities and regions activities 3. Training for selected municipal and regional staff 4. Creation of a network of municipalities and regions for the exchange of best practices (it has already been implemented)		
2.5	Financing support mechanism regarding to the development of the municipal and regional real estate	1. Examine the possibility of support mechanisms for the municipalities and regions regarding the development of real estate through in particular Public Private Partnerships		
2.6	Strengthened capacities for the development and management of Public-Private-Partnerships	1. Exchange of European best practices 2. Development of clear policy guidelines on the management of PPP 3. Cooperation network with the private sector for the exploration of opportunities for PPP – scoping exercise	MoI, ENPE, KEDE, MoF (Secretariate on PPP) Germany, TFGR	

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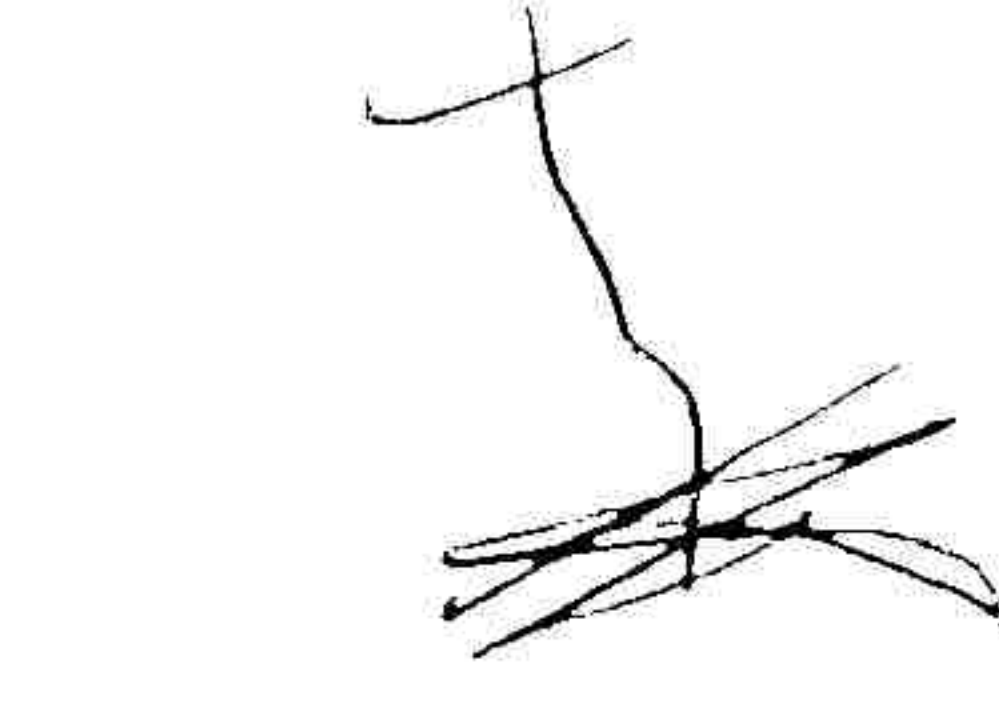
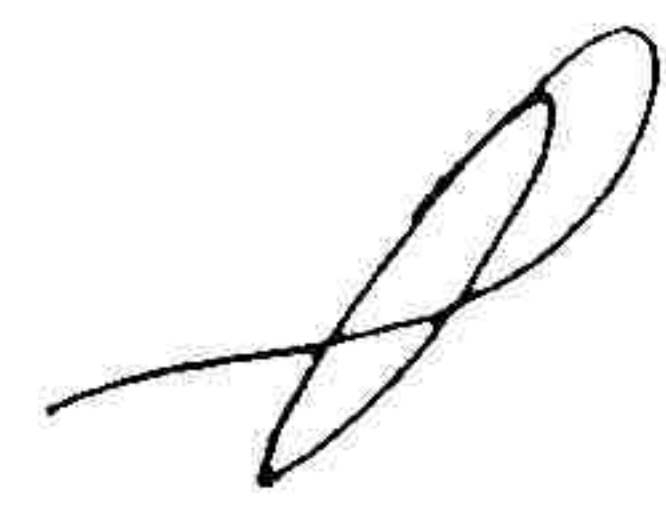
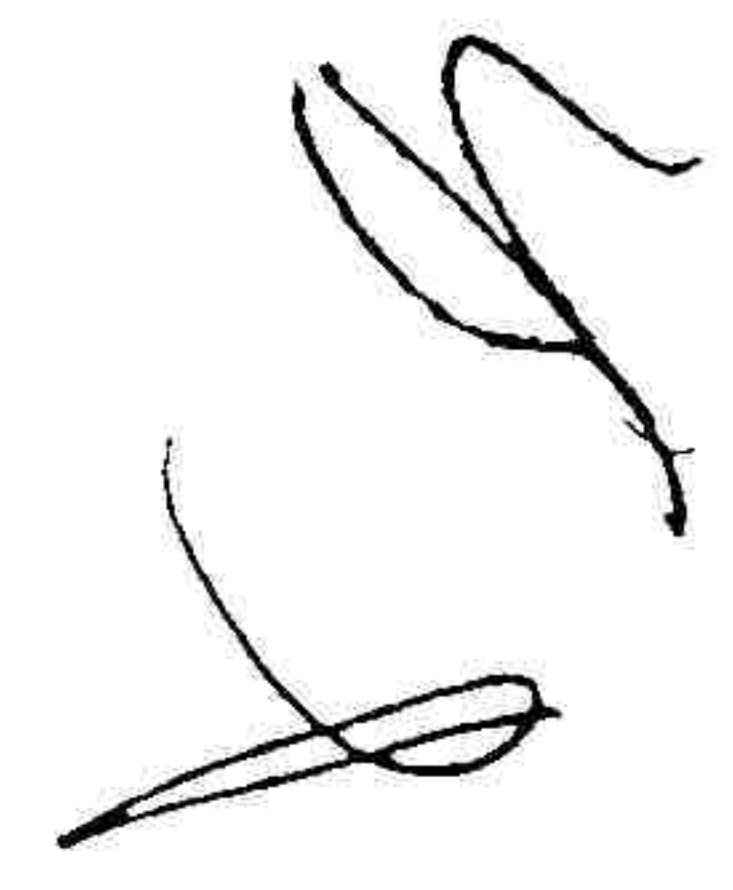
Pillar 3: Strengthening the capacity of local government for operational planning and elaboration and implementation of investment programmes (and structural funds)

The below objectives aim to improve the capacity and structures of local governments to effectively use structural funds and to effectively plan, design, implement and monitor investment programmes, either funded by EU or National Budget. Those improvements will not affect the programming, management and control system of EU Structural Funds which is the responsibility of the Ministry of Development. The experience of the Ministry of Development in managing EU funded investment programmes will be an added value for achieving the objectives below.

	Main objective	Scope of Actions	Main Participants	Time Frame
3.1	Strengthen capacities/structures of regions and municipalities to design, implement and monitor development plans and investment programmes Improvement of 5 year and annual Operational Planning in regions and municipalities (Art. 266-268 from the Kallikratis law)	1. Review EU co-funded project under framework of the Operational Planning Administrative reform (Kallikratis) 2. Analyze capacities of planning structures 3. Strengthening operational planning procedures and capacities 4. Set-up of a quality assurance system for operational plans based on clear and measurable indicators 5. Development of clear guidelines for multiannual planning based on commitments and appropriations	Mol; ENPE, KEDE, MoDev, MOU, MoFA, Domain Leader (Germany), TFGR	
3.2	Ensure coordination with relevant Ministries and stakeholders	1. Update of the regulatory framework for the Development Planning and the regulation of the relations among the Central Government, the Regions and the Municipalities aiming at a cooperation among the levels (crosslevel cooperation) 2. Improvement of the regulatory framework (for land expropriation, planning and execution of projects, control of the State Audit Council, Public-Private Partnerships, etc.) 3. Development of clear coordination structure with other relevant stakeholders in the coordination of different planning policies		

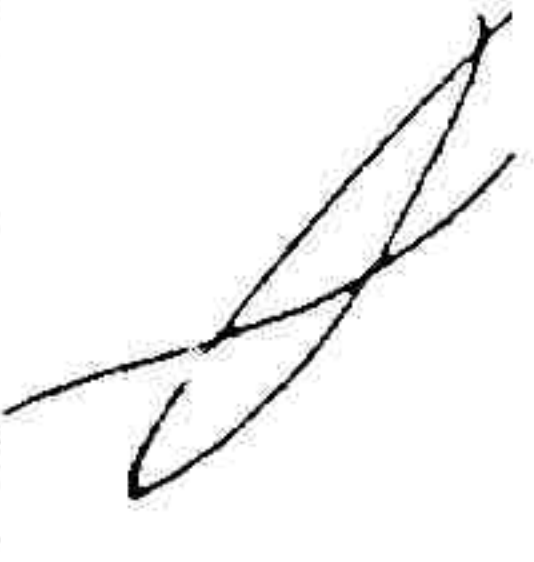
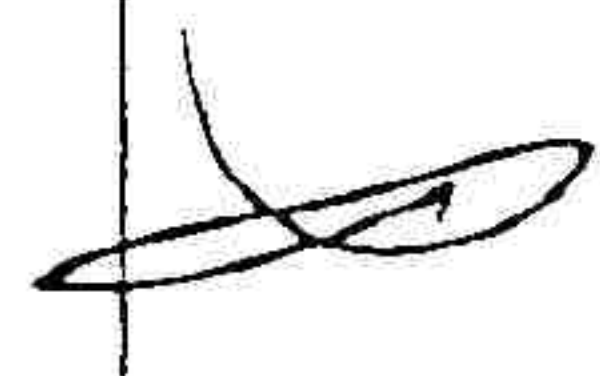
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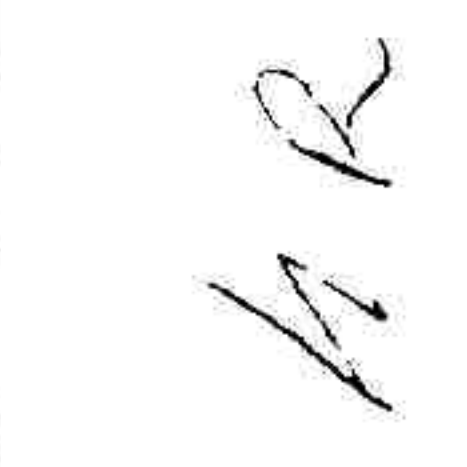
3.3	Exchange experiences for regional structures for the management of structural funds Exchange experiences for municipal structures for the use of structural funds	1. Exchange of experiences concerning regional and municipal structures across EU 2. Develop appropriate organizational models 3. Collective support programme for regions 4. Collective support programme for municipalities		
3.4	Preparation in view of the new programming period (2014-2020) for the planning of the regional policy and the new Regional and Local Development Programs	1. Establishing a relevant working group (Mol; MoDev, ENPE, KEDE)		
3.5	Strengthening the institutional role and managerial capacities of regions for development of the productive base of the country	1. Development of structure and functions of Regions to improve their representation at European and international level on innovation and entrepreneurship 2. Increase capacity to attract new private investment		


Pillar 4: Structure, Human Resources, Financial Management and E-governance

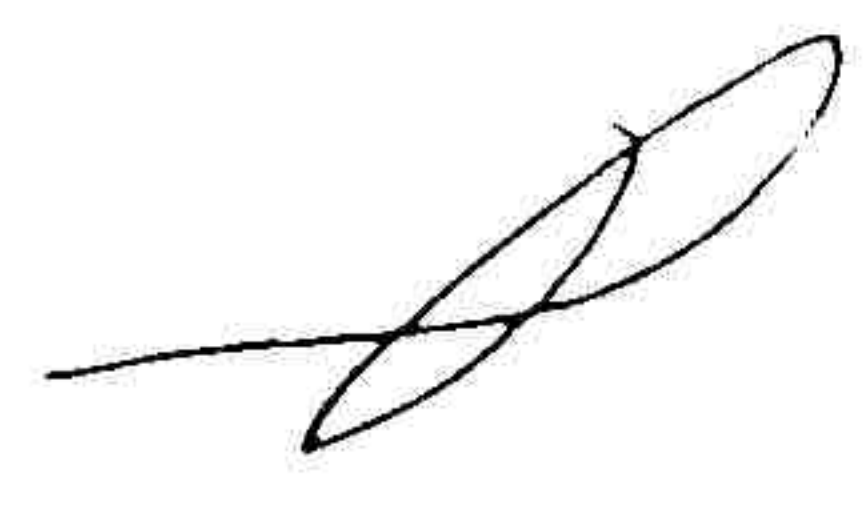
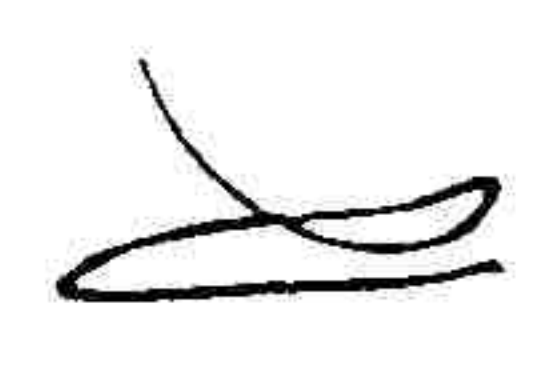
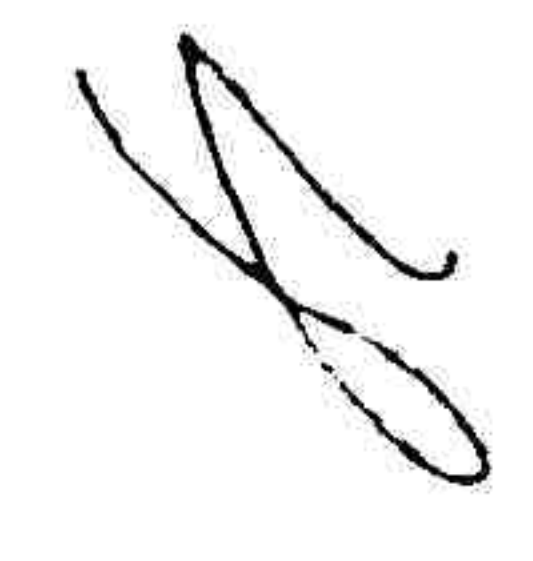
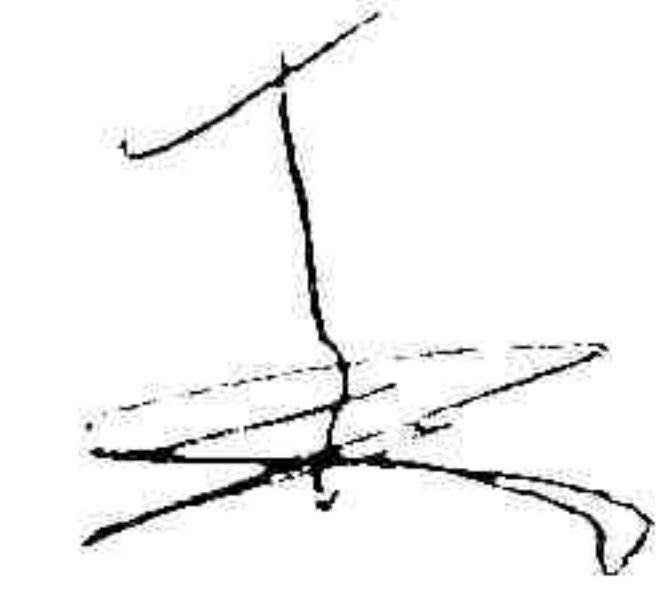
	Main objective	Scope of Actions	Main Participants	Time Frame
4.1	Organisation of regional and municipal administrations	1. Develop models for organisational structure, according to types of municipalities and regions 2. Implement model-based organisational changes in municipalities and regions	Mol, ENPE, KEDE Domain Leader (Germany), TFGR	
4.2	Assessment of structures and personnel	Under the close assistance of the two domain leaders for administrative reform: 1. Ensuring global coherence under proper consideration of peculiarities of local authorities in the assessments 2. Provide adequate management and steering of the process; 3. Establish cooperation mechanism between relevant Ministry and other public entities, Respect the institutional process 4. Issue and define proper guidelines under common methodology and criteria with relevant flexibility to integrate justified specificities; 5. Develop suitable tools for the Ministry of Interior to support regions and municipalities in this exercise.		
4.3	Management of Human Resources in regional and municipal administrations	1. Review Career options for regional and municipal staff in different sector 2. Identify best practices for enhancing internal staff mobility (legal requirements, incentives for mobility, both inter-sectoral as well as		



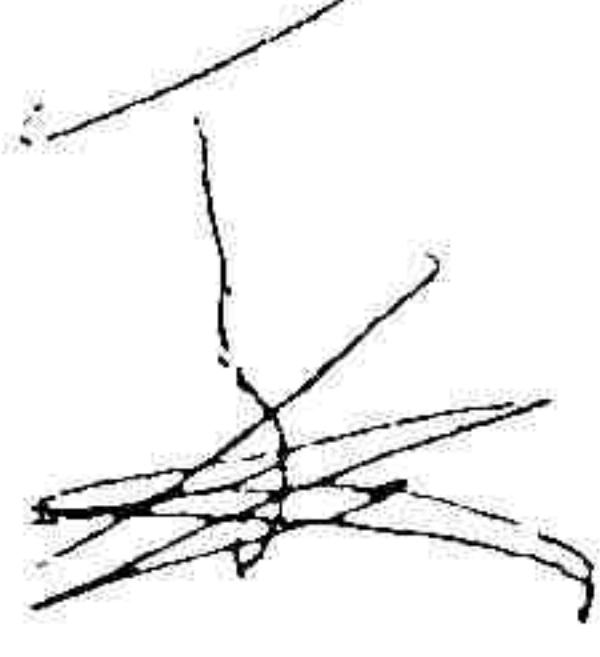
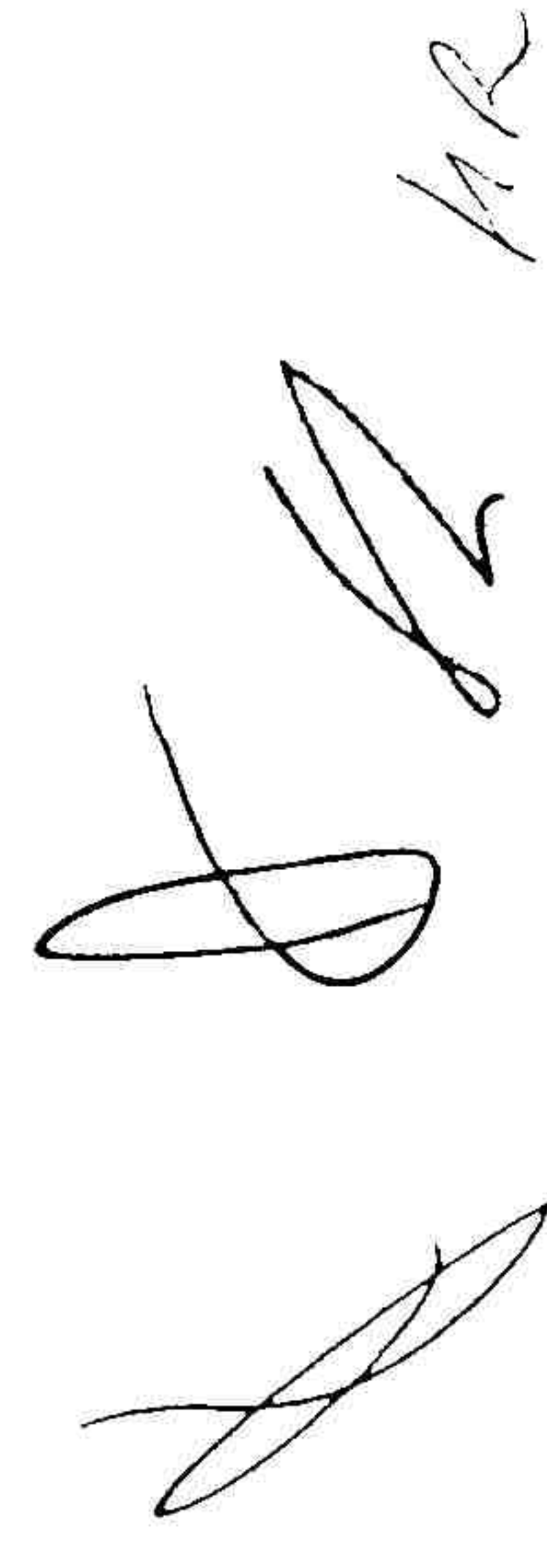
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		interregional) 3. Training for elected officials in Local Government so as to support organisational and functional interventions (link to AR OP project) 4. Introducing annual staff evaluations		
4.4	Improve the efficiency and accountability of local financial management	1. Analyse the chain of expenditure 2. Establishment of internal control functions and processes in local authorities 3. Simplification of procedure		
4.5	Improve of management of public procurement by regions and municipalities.	1. Analysis of current procedures and responsibilities 2. Presentation of European best practices 3. Recommendation and implementation		
4.6	Improve efficiency of e-governance tools	1. Review existing IT in local and regional administration and proposals for the update and interoperability 2. Exchange best practice at European level		

Pillar 5: Issues of multi-level governance

	Main objective	Scope of Actions	Main Participants	Time Frame
5.1	Improve organization and coordination of public intervention at the regional and local level (i.e. local authorities, decentralized state and local entities of the central government)	1. Mapping of weaknesses 2. Strengthening of a cross-level cooperation 3. Recommendations and implementation	MoI, ENPE, KEDE Domain Leader (Germany), TFGR	
5.2	Improve supervision of financial management at regional and local level	1. Strengthen financial oversight mechanisms		
5.3	Resources to local Government	1. Analysis of current procedures 2. Presentation of European best practices 3. Recommendations		
5.4	Strengthening ethics and integrity	1. To be taken into account in all activities of the road map 2. Development of an appropriate training proposal		
5.5	Simplification of procedures	1. Mapping of core procedures to identify possibilities for optimization		
5.6	Establish an efficient and appropriate communication policy			

Road map for reforms on the Greek Local Government

Governance

I. Objectives of the Governance

Main objective is to provide an appropriate mechanism to supervise, monitor and coordinate the smooth implementation of the Road Map.

II. Participants and Organization of the Governance

Political governance of the road map and decisions for reforms on the Greek Local Government (Regions and Municipalities) lie with the High Level Transformation Steering Group of the Hellenic Government.

A Strategic Steering Group is responsible for elaborating issues and introducing proposals to the High Level Transformation Steering Group of the Hellenic Government and for coordinating the implementation of the road map. It is composed by the Ministry of Interior (two representatives, including the General Secretary), the Union of Regions of Greece (two elected representatives), the Central Union of the Municipalities of Greece (two elected representatives) and the Prime Minister's Office (one representative). Each participant decides on its representation to the governance in accordance with the required decision making and technical capacities. The Task Force for Greece and the Domain Leader (Germany) participate in the meetings and assist the strategic steering group.

In this Strategic Steering Group, representatives from other Ministries may participate for the relevant objectives of the pillars of the road map. The Strategic Steering Group is chaired by the Ministry of Interior.

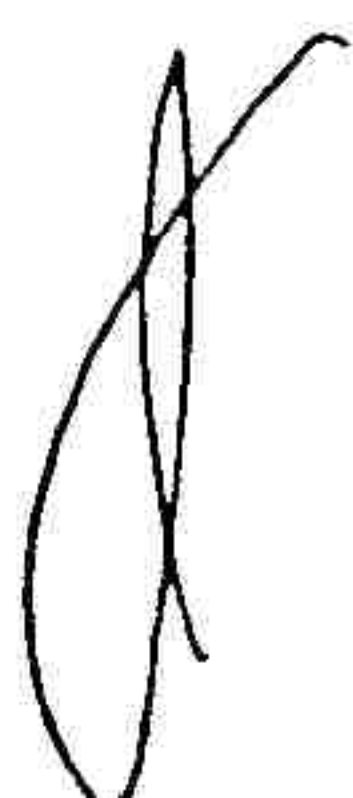
Sub-committees are responsible for the execution of the pillars of the road map. Participants to the sub-committees are those indicated in the road map plus any other entities decided by the Strategic Steering Group.

III. Missions

The Strategic Steering Group indicates flagship projects (quick-wins) and priority projects; gives directions to sub-committees; assesses adequacy of actions to achieve administrative reforms agreed at the higher governance level and, if necessary decides on redress instructions; approves the outcome on each pillar and instructs for implementation; and develops synergies and coordinates activities for the reform at central, regional and local levels with other Ministries when necessary, and ensures relevant information flows to the sub-committees on issues of their responsibility.

Sub-committees prepare detailed action plans (including sub-actions and milestones) to achieve the objectives as set in the road map and in compliance with the mandate received by the strategic steering group; submit action plans for approval to the steering group and report to it regularly; ensure operational implementation of objectives and identifies necessary resources (i.e. budget, HR and technical) for implementation.

The issues of securing financial and human resources necessary for the implementation of the road map will be examined in view of the proper implementation of the road map.



HR