



Implementing Your Roadmap Insights and Tips

The case of the Greek MA “Transport & Environment 2014-2020”

Kostas Raftopoulos
Head of Unit B1 / Transport sector

April – May 2021

This training has been organised by EIPA under the Framework Contract Nr 2018CE16BAT060. The opinions expressed are those of the contractor only and do not represent the EC's official position



Why did we participate in the ACB pilot action?

- Recently merged / Urgent need to homogenize our operation
- Need to upgrade the skills of our people in front of P.P.21-27
- Investigate new ways to strengthen our beneficiaries

...MA's management and leadership highly committed



This training has been organised by EIPA under the Framework Contract Nr 2018CE16BAT060. The opinions expressed are those of the contractor only and do not represent the EC's official position



How did we organize our cooperation with the EC and OECD during the preparation of the Roadmap?

- One, single core team on behalf of the MA
- Five people representing all sectors and units (incl. QMS coordinator)
- Plus, one representative from the National Coordinating Authority
- Close monitoring

...Core team highly committed and disciplined



This training has been organised by EIPA under the Framework Contract Nr 2018CE16BAT060. The opinions expressed are those of the contractor only and do not represent the EC's official position

1st Workshop (Jan.'19) – 4 working days



~ 100 participants

~ 40 stakeholders

~ 20% MA staff

active participation





Our Roadmap – 19 actions

- People and organizational management: 11 actions
- Refine multi-level governance arrangements: 6 actions
- Striving for stability & flexibility within the framework: 2 actions

...Roadmap presented to our people in Nov. 2019 (one day dedicated)



This training has been organised by EIPA under the Framework Contract Nr 2018CE16BAT060. The opinions expressed are those of the contractor only and do not represent the EC's official position



People and organizational management

- Employee engagement and enablement survey
- Performance management system review (for all MAs)
- Competencies gap analysis (EU Competency Framework)
- Learning & Development Plan
- Toolkit for managers (phase 3)
- Study visit to a similar MA / OP to adopt best practices
- Harmonization across the two sectors (joint on-the-spot, prj selection)
- More transparent internal mobility opportunities (web portal)
- Regular internal presentations (among units / sectors)
- MA retreat/'away day'
- Internal Rules of Procedure, common to all MAs / staff (phase 3)



Fine-tuning governance

- Experiment to promote synergies between the two sectors (anti-flood program)
- Annual technical meetings with IBs
- “Knowledge transfer workshop” series for beneficiaries
- Create information material for beneficiaries (in easy-to-understand language)
- Continue to ensure effective risk management
- Develop a report on the use of financial instruments (FIs) for (transport & environment) project funding: to be circulated to the policy ministries

Balancing between stability and change

- Annual meetings among the NCA/EYTHY, the Certifying Authority and the Audit Authority to share experiences and information, and enhance common understanding
- Management and Control System (M&CS) Thematic Network of the MAs, the Certifying Authority and the NCA/EYTHY to serve as an information/experience exchange platform

Implementation Teams

- Eleven (11) Implementing teams
- 50% of MA staff involved / volunteers
- Cross-functional, Self-managed teams
- Team leaders / champions
- Extend cooperation with
 - EC / OECD
 - GR stakeholders (HRM unit, beneficiarie NCA, ...)



Implementation Facts (Mar 2021)

- Implementation started in January 2020
- Progress despite COVID-19
- Virtual meetings
- Social distancing precaution measures





Implementation Facts (Mar 2021)

- Engagement survey response rate: 73%. Analysis of findings: completed.
- Action plan to respond to survey's findings: completed. Implementation...
- Identification of competency gaps: 30% of our personnel have participated in e-workshops or been interviewed.
- Learning & Development Plan: finalized. Implementation...
- Review of the Performance Appraisal System: questionnaire distributed to all MAs in GR (not just to our MA as initially intended). Report completed.
- On-the-spot verifications performed by cross-sectoral teams: 100%
- Risk Assessment review: completed in April 2020, now updating...
- Technical meetings MA / IBs: done in June 2020, Oct 2020, Mar 2021
- Financial Instruments report: final draft to be presented to the MA manag't
- Knowledge transfer for beneficiaries: Questionnaire under development





Tracking progress – Maintenance – Communication

- **The core MA pilot team has now a different role**
 - More supportive role to the implementation teams
 - Track progress over time (quarterly reports)
 - Communicate the roadmap with Unit A
 - In our site www.ymeperaa.gr and in the NCA's site www.espa.gr
 - Brochures distributed to the Ministry of Development and Investments
 - Interview to Panorama magazine
https://ec.europa.eu/regional_policy/en/information/publications/panorama-magazine/2020/panorama-72-hungary-looks-to-a-brighter-future
 - Testimonial video





European
Commission

Thank you!

kraftopoulos@mou.gr



This training has been organised by EIPA under the Framework Contract Nr 2018CE16BAT060. The opinions expressed are those of the contractor only and do not represent the EC's official position