

March 2017

Operational Plan

Action A.1 Preparation of the Operational Plan of the GR LIFE contact point



ΠΡΑΣΙΝΟ ΤΑΜΕΙΟ



Greek LIFE Task Force

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Operational Plan

Action A.1 Preparation of the Operational Plan of the GR LIFE contact point

1. Introduction

The purpose of this document is to set out in detail the requirements, duties and time planning of the new entity that will be formed, in order to support the GR LIFE Contact Point. This entity will be called LIFE Task Force (LTF). The recruitment of LTF will be organised and implemented according to the relevant specifications described in this document. All new personnel's qualifications are included in the Operational Plan (OP), as well as the procedure that will be followed in order to select these personnel. Moreover, the structure of LTF is described in detail and is visually presented in the Project's Organigram.

This document identifies the specific objectives of the LTF. These objectives will enable LTF to deal with the problems and weaknesses of Greece, relative to the country's participation in LIFE Programme, which although is high, the insufficient quality of the proposals leads to unsuccessful results. Finally, the OP describes the specific needs of the LTF in relation to hiring external experts, that will provide further insight in special issues and training on more complex matters related to the implementation of LIFE projects.

This document was prepared by the Project Manager and the three Coordinators, namely for Nature/Biodiversity, Environment and Climate Change.

The structure of the OP is as follows:

- a) Specific objectives of the LIFE Task Force
- b) Qualifications and requirements
- c) Structure
- d) LTF operational needs
- e) Duties and time planning
- f) External experts' qualifications

2. Specific objectives of the LIFE Task Force

The specific objectives of the LIFE Task Force are stemming from the clear and detailed description of the country's problems and weaknesses preparing LIFE proposals and implementing LIFE projects, as in Form B2a of the project's application. These problems can be summarized as follows:

- Lack of permanent qualified personnel in the Ministry of Environment and Energy, with the necessary resources, to provide guidance to the stakeholders of the LIFE Programme.
- Follow up of LIFE projects has been impossible, both during their implementation and of their After-LIFE actions, due to lack of personnel of the LIFE National Contact Point (NCP).
- Extensive bureaucratic procedures, as imposed by national legislation, hinder the implementation of project actions, in particular Nature projects and especially for beneficiaries of the public sector, and often lead to project prolongation in order to overcome these delays.
- Lack of financial resources, from the side of the beneficiaries that can cover the own-funding percentage necessary to implement LIFE projects. This is mostly due to the financial crisis.
- Lack of co-financiers.
- Limited availability of resources for the communication and clarification of the main national priorities and long-term strategies to potential beneficiaries at a case by case level.

The LTF will have to tackle these problems, find new and innovative approaches and provide tools and information to the targeted audiences.

The first objective of the LTF is its own formation, in the sense that this entity will provide the necessary personnel, to the National Contact Point that will work on the problems and elaborate the solutions. The formation of a group of experts, who are not part of the permanent personnel of the Ministry, has the experience, know-how and time to work only on LIFE Programme related issues that create problems to Greek stakeholders.

The second objective of the LTF is to start monitoring closer the on-going LIFE projects in Greece and where and when necessary, provide guidance in order to improve the beneficiaries' performance, outputs and results. Moreover, it is important that frequent communication is established between the LIFE NCP and project beneficiaries, so as to ensure the sustainability of the projects' results. To this end, the LTF will create a database for both on-going and completed LIFE projects that will contain deliverables and all project related information. This database will allow for better assessment of the projects' performance, provide guidance and guidelines for on-going projects and will enable future applicants to gain a better view of past experiences, in order to prepare better proposals. This objective will improve the quality of submitted proposals and ensure the sustainable character of on-going projects. The experienced personnel of the LTF will be in the position to assess and monitor the status of LIFE projects in Greece and if and when necessary provide help and support to the beneficiaries.

The third objective of the LTF is to provide the necessary information about the LIFE Programme, to all relevant stakeholders and focused public, as well as the tools that will allow them to implement LIFE projects in a more efficient way; efficiency meaning the provision of good quality, sustainable and relevant results, in the foreseen time, without delays or problems affecting the integrity of the project as a whole. This type of support will take several forms, depending on the deficiencies that make use of it. Moreover,

the information campaign that will be undertaken by the LTF will act pre-emptively and will allow Greek beneficiaries to better plan their actions' implementation schedule, to assess the necessary, compared to the available, resources needed for their project implementation, and to control and monitor the financial aspects of their project. Careful and focused planning and project design can help to significantly decrease implementation delays and overcome bureaucratic procedures. The LTF, when possible, will provide tools to this end.

The fourth objective of the LTF is to ensure that all stakeholders are aware of their abilities to finance LIFE projects and they are aware of how to use permanent personnel costs to cover their own-funding costs.

Directly linked with the previous objective is the fifth objective of the LTF, which is to energise stakeholders in the process of making stronger partnerships that will in turn increase the opportunities of the project to be co-financed. In the framework of the various workshops and meetings that will be held in the context of the project, different stakeholders will have the opportunity to exchange views and, potentially, build together partnerships and future cooperations. Mobilisation is also necessary in the process of informing potential co-financiers about the LIFE Programme and the market opportunities that are encouraged through LIFE projects. The marketability of innovative environmental solutions is one of EASME's aims and the involvement of private co-financiers should therefore be better communicated. The perspective of co-financed investments by LIFE, with possible earnings, is what the business community should be looking at when LIFE project co-financing is at hand.

3. Qualifications and requirements

In order to recruit the LTF, the qualifications of the personnel have to be clearly determined, as well as the requirements i.e. the job description of each individual member of the LTF.

Based on the character and scope of the LIFE Programme, in combination with the problems and weaknesses of the country, as previously mentioned in Ch.2, the following job positions were decided:

- a) A **Nature and Biodiversity Officer** – An expert that is specialised in nature and biodiversity issues.
- b) An **Environment Officer** – An expert that is specialised in environmental issues (sustainable use of natural resources, waste management, air, soil and water protection).
- c) A **Climate Change Officer** – An expert that is specialised in climate change issues (climate adaptation and mitigation).
- d) A **Data Management and GIS Officer** – An expert that is specialised in environmental data management and GIS.
- e) An Environmental **Communication2 Officer** – An expert that is specialised in environmental information and communication issues.

The choice of the most suitable candidates to become Officers, shall take effect after an overall assessment of the formal, essential and additional qualifications, followed by an interview of the Evaluation Committee.

Following, are the job descriptions of each placement, along with the deliverables, the essential and the additional qualifications.

a) **Nature and Biodiversity Officer**

I. **Purpose of the work contract, for the expert specialising in nature conservation and biodiversity issues**

The purpose of the contract with the expert, having experience in nature and biodiversity protection issues, is to provide expertise on the issues of his/her specialisation in order to strengthen the National Contact Point for LIFE Programme and inform the competent authorities at local and regional level, so as to strengthen the submission of complete and successful proposals for LIFE projects, relating to the protection of nature. The expert will be also required to support the process of improvement of on-going LIFE projects' implementation. Moreover, in case of a submission of and Integrated Project by public authorities, the expert will provide the necessary assistance.

II. **Deliverables**

The deliverables of the project consist of periodic reporting by the expert, which will describe in detail the activities of the expert in his/her respective field of work and expertise, as well as his/her participation in all relevant actions for the project.

III. **Essential qualifications**

- i. Priority will be given to candidates with a Degree in Biology or Forestry, Engineering or Sciences or Environmental Sciences from a Greek University or equal recognised from a foreign institution. Moreover, applications of candidates with degrees of Law, Political Sciences or International and European studies will be taken into consideration, on the

condition that further postgraduate studies are in Environmental Policies or Environmental Law.

- ii. Postgraduate studies from a Greek University or equal recognised degree from a foreign institution on nature and biodiversity protection and subsidiary on environmental management, planning and protection issues.
- iii. Professional experience of participation in at least two or three European projects, directly related to the protection of nature, biodiversity or environmental management.

IV. Additional qualifications

- i. Doctorate degree from a Greek University or equal recognised degree from a foreign institution on a subject relevant to nature and biodiversity protection.

b) Environment Officer

I. Purpose of the work contract, for the expert specialising in environmental issues

The purpose of the contract with the expert, having experience in environmental issues, is to provide expertise on the issues of his/her specialisation in order to strengthen the National Contact Point for LIFE Programme and inform the competent authorities at local and regional level, so as to strengthen the submission of complete and successful proposals for LIFE projects, relating to the environment. The expert will be also required to support the process of improvement of on-going LIFE projects' implementation. Moreover, in case of a submission of and Integrated Project by public authorities, the expert will provide the necessary assistance.

II. Deliverables

The deliverables of the project consist of periodic reporting by the expert, which will describe in detail the activities of the expert in his/her respective field of work and expertise, as well as his/her participation in all relevant actions for the project.

III. Essential qualifications

- i. Priority will be given to candidates with a Degree in Engineering or Sciences or Environmental Sciences or Biology or Forestry, from a Greek University or equal recognised from a foreign institution. Moreover, applications of candidates with degrees of Law, Political Sciences or International and European studies will be taken into consideration, on the condition that further postgraduate studies are in Environmental Policies or Environmental Law.
- ii. Postgraduate studies from a Greek University or equal recognised degree from a foreign institution on environmental protection, management or planning or on a specific environmental subject (sustainable use of natural resources, waste management, protection of air, water and soil).
- iii. Professional experience of participation in at least two European projects, related to environmental protection and management.

IV. Additional qualifications

- i. Doctorate degree from a Greek University or equal recognised degree from a foreign institution on environmental protection, management or planning or on a specific environmental subject (sustainable use of natural resources, waste management, protection of air, water and soil).

c) Climate Change Officer

I. Purpose of the work contract, for the expert specialising in climate change issues

The purpose of the contract with the expert, having experience in climate change issues, is to provide expertise on the issues of his/her specialisation in order to strengthen the National Contact Point for LIFE Programme and inform the competent authorities at local and regional level, so as to strengthen the submission of complete and successful proposals for LIFE projects, relating to climate change. The expert will be also required to support the process of improvement of on-going LIFE projects' implementation. Moreover, in case of a submission of and Integrated Project by public authorities, the expert will provide the necessary assistance.

II. Deliverables

The deliverables of the project consist of periodic reporting by the expert, which will describe in detail the activities of the expert in his/her respective field of work and expertise, as well as his/her participation in all relevant actions for the project.

III. Essential qualifications

- i. Priority will be given to candidates with a Degree in Sciences (Physics, Chemistry) or Environmental Sciences or Engineering from a Greek University or equal recognised from a foreign institution. Moreover, applications of candidates with degrees of Law, Political Sciences or International and European studies will be taken into consideration, on the condition that further postgraduate studies are in Environmental or Climatic Policies or Environmental Law.
- ii. Postgraduate studies from a Greek University or equal recognised degree from a foreign institution on climate change and subsidiary on environmental planning and management.
- iii. Professional experience of participation in at least two European projects, related to climate change and subsidiary on environmental management and planning.

IV. Additional qualifications

- i. Doctorate degree from a Greek University or equal recognised degree from a foreign institution on climate change (adaptation and mitigation).

d) Data Management Officer

I. Purpose of the work contract, for the expert specialising in data management issues

The purpose of this contract with the expert, having experience in data management, is primarily the creation of a database with information on nature conservation and biodiversity and a corresponding

database, with information on the state of the environment and climate change, as they result from the implementation of LIFE projects or relevant studies, and the management and dissemination of information related to these issues.

II. Deliverables

The deliverables of this contract will be the collection and management of the relevant data and the creation of the corresponding database.

III. Essential qualifications

- i. Priority will be given to candidates with a Degree in Computer Science, IT Management, Computer Programming from a Greek University, Technical University or equal recognised from a foreign institution. Moreover, applications of candidates with degrees in Biology, Forestry and Environmental Sciences will be taken into consideration, on the condition of further specialisation in Geographic Information Data Management.
- ii. Professional experience of database management and IT systems in the public or private sector.

IV. Additional qualifications

- i. Professional experience in the creation of databases with environmental data and the collection of environmental information.

e) Communications Officer

I. Purpose of the work contract, for the expert specialising in communication and information on the environment

The purpose of this contract with the expert, having experience in information and communication, will be the organisation of relevant events, info-days and workshops at a national, regional and local level, for the capacity building and empowerment of stakeholders, for better proposals and for better LIFE project implementation. The expert will be the link between the Task Force and perspective applicants (Local and Regional Authorities, Universities and NGOs) for synergies on subsidiary activities.

III. Deliverables

The deliverables of this contract will be the implementation of the above mentioned events.

IV. Essential qualifications

- i. Priority will be given to candidates with a Degree in Mass Media, Communication, Media and Culture, Marketing and Communication from a Greek University or equal recognised from a foreign institution.
- ii. Professional experience in the public or private sector, in communication and organisation of events.

V. Additional qualifications

- i. Professional experience in communication and dissemination activities regarding the environment or in European projects.

f) Essential qualifications for all officers

- I. Excellent or at least very good comprehension of the English language.
- II. Excellent knowledge of computers and internet.

g) Additional qualifications for officers

- I. For the officers in category a, b and c: professional experience or practice with an EU institution.
- II. For all officers: Organisational and communicational skills and tendency for cooperation and group work.

h) Essential documentation in support of the applications and application submission procedures

All interested individuals that fulfil the above mentioned criteria will be able to submit their application, accompanied by the following documents:

1. Application
2. Signed declaration that will state the following:
 - The applicant is not deprived of his/her political rights.
 - The applicant has not been found guilty of theft, embezzlement, fraud, blackmail, forgery, lawyer infidelity, bribery, venality, institutional infidelity, duty breach, libel, sexual crimes or sexual exploitation.
 - The applicant is not inductee referral under a final decree of a felony or a misdemeanour of the previous case, even if the offense is time-barred.
 - The applicant is not prosecuted and has not been convicted of a felony or misdemeanour intentionally for which imprisonment provided for more than one year or is charged a penalty of more than six months.
3. Certified copy of academic degrees and documentation that proves linguistic skills.
4. Certified copies of university degree recognition from the relevant institution.
5. Analytic curriculum vitae (up to 5 pages).
6. Certified copies of previous professional experience, reference letters or other supporting documentation.

The applicants are welcome to submit their application in person at the offices of the Green Fund, in the relevant address or send it by registered mail or courier services. The application envelope must bear the following text: "APPLICATION FOR THE POSITION OF OFFICER" with mention to the specific placement, including a CD with the relevant information.

Contact details for enquires, of the National Contact Point for LIFE Programme, will follow the above information.

i) Deadline for submission

The call will open on the next day it is published on the Green Fund's website and Ministry's website and will be over in fifteen (15) days. Applications to the Green Fund will be accepted between 10 am and 3 pm. Applications sent by mail will be judged based on the post time stamp and in the case of courier services on the day of receipt. Applications sent after the deadline will not be assessed.

This call will be published in the Green Fund website (www.prasinotameio.gr) and the Ministry of Environment and Energy (www.ypeka.gr), while the summary will be published in two daily newspapers nationwide.

j) Application assessment

The evaluation of applications will be made by the competent Evaluation Committee, which will be established by decision of the Green Fund Board. The Committee will suggest the experts to recruit and the Board will take the final selection decision. The evaluation process will consist of two phases. In the first phase, the competent Committee will carry out a completeness check of the applications and the documentary evidence and will establish a list of candidates, for each position, that meet the criteria for participation in the call and are admitted to the assessment process. The Committee, then, will make the assessment of the formal, essential and additional qualifications of candidates for each position in the call and invites the candidates for an interview. In the second phase, the competent Committee will conduct the interviews with the candidates for each position, in order to investigate the personal characteristics and their willingness to contribute to the implementation of the project and will then draw up a priority list based on the typical, essential and additional qualifications of the candidates for each position in the call. Based on these tables the Committee will draft the relevant assessment note in full, specific and detailed reason, in relation to the ranking of the candidates for each position, and will finally submit it to the Board of the Green Fund for the final decision.

4. Structure

The structure of the LIFE Task Force was decided based on the needs of the project and the availability of personnel. The Green Fund, since it is the Coordinating Beneficiary, appointed the Project Manager and Coordinator, and the Financial Coordinator. It was decided that three public servants/officers, with relevant expert skills, from the Ministry of Environment and Energy will supervise and coordinate actions on their field of expertise i.e. nature/biodiversity, environment and climate change. Under the three public officers, it was decided that 5 Officers will be hired, all with the necessary qualifications and as described in Ch.3. The 5 Officers will operate from the Green Fund and will extend their activities as dictated by the project proposal. When necessary, the project team will have the ability to consult external experts that will provide specialised guidance in their field of expertise. Based on the above the schematic representation was drafted and the project's organigram was created. The organigram can be seen in Fig. 1.

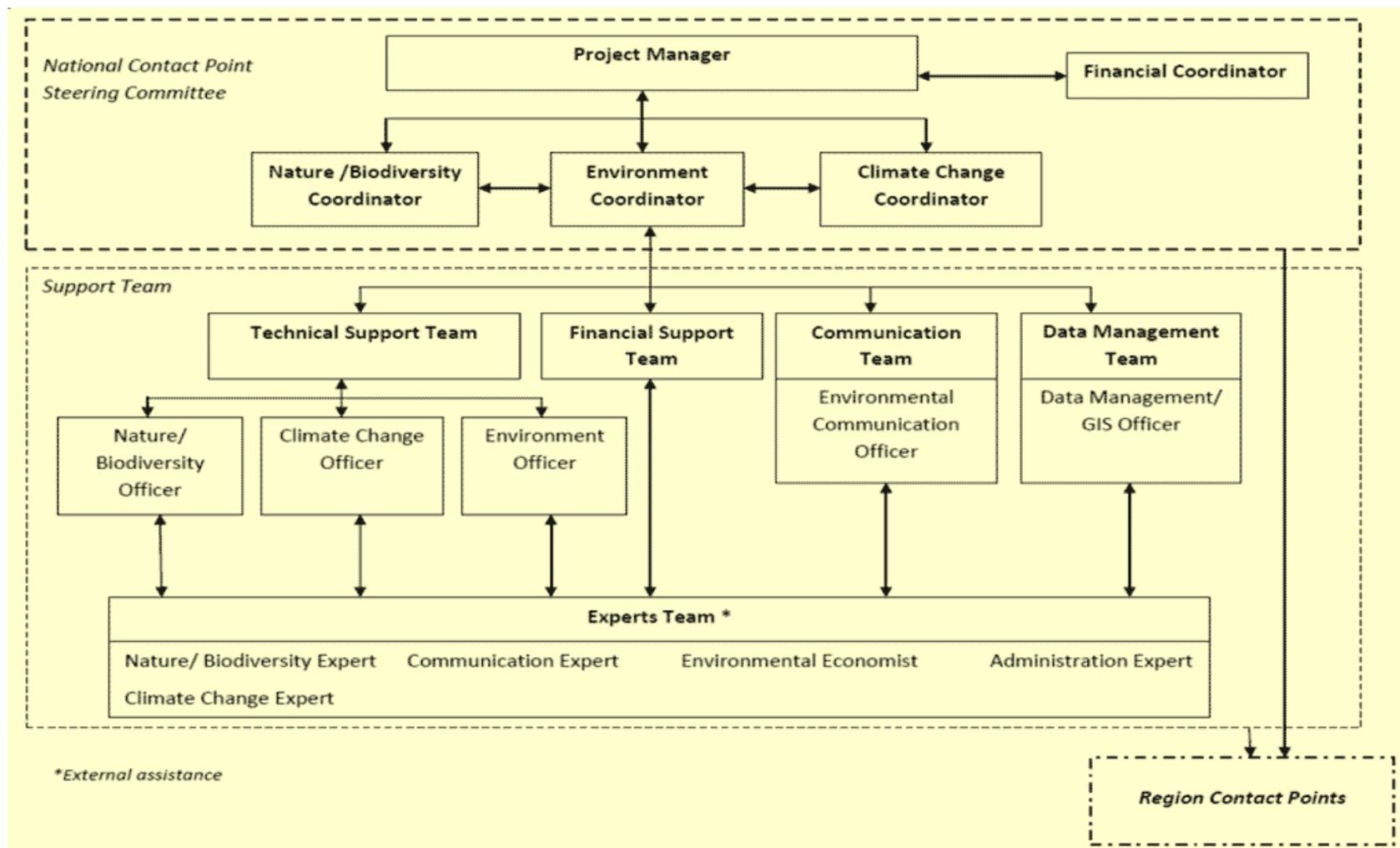


Figure 1. Greek LIFE Task Force project Organigram

5. LTF operational needs

The action A.2, as described in the proposal, entails the recruitment of the LIFE Task Force. The procedure, according to which the selection of the personnel was implemented, is described in Ch.3. In order for the LTF to work on the project, as described in the project's proposal, all necessary equipment will be purchased. The equipment that will be purchased are:

- Offices for 5 workplaces (Desks, drawers, bookshelves, cupboards, chairs)
- 5 Laptops (The laptop that will be used by the data management Officer will have better specifications than the rest, in respect to processing power and storage capacity)
- 2 Printers (Preferably laser technology and at least one of the two with colours)
- 2 Projectors
- 1 high definition video camera
- 3 digital cameras
- 1 server (Increased capacity to store GIS data and handle databases)

All the above equipment will be bought following the internal procurement procedures of the Green Fund and in accordance with the LIFE Programme requirements. For all equipment, at least three offers will be received from the relevant retailers. The offer that will be chosen will be the one with the lowest price or the one with the best value for money relation, always within the limits of the project's budget.

The Green Fund will make available three rooms for the LIFE Task Force, two for the offices and one as a meeting room, capable of hosting 10 participants, accompanied by book cases and filing storage area. The Green Fund will also provide internet access for these workplaces. Telephones will also be purchased, in order to allow smooth communication between the LTF and the potential applicants.

The Green Fund's call centre will be modified accordingly so as to allow callers, interested in a specific strand of LIFE projects, to access directly the relevant expert.

6. Duties and time planning

6.1 Duties of the LIFE Task Force

The duties of the members of the LTF are described in the project's proposal and will be respected accordingly. The members of the LTF are divided into groups, according to the tasks that they will undertake.

The **first** group is the Technical Support Team, which will be comprised by the following members:

Nature/Biodiversity Officer: He/she will be responsible for the organization of biodiversity and technical aspects of project actions. He/she will be an experienced biodiversity expert assigned to the project for 40 person-months, dealing mainly with biodiversity issues relating to the technical preparation of a LIFE proposal or to the support of an on-going LIFE projects.

Environment Officer: He/she will be an environmental expert assigned to the project for 40 person-months dealing mainly with environmental issues relating to the technical preparation of a LIFE proposal or to the support of an on-going LIFE project.

Climate Change Officer: He/she will be a climate change expert assigned to the project for 40 person-months dealing mainly with climate change issues relating to the technical preparation of a LIFE proposal or to the support of an on-going LIFE project.

More specifically, Nature/Biodiversity Officer, Environment Officer and Climate Change Officer will be involved in all technical actions related to the implementation project actions (actions A3-A10), and will also contribute to the preparation of the public awareness and dissemination actions (actions C1-4). They will also be involved in activities related to the development of Integrated Projects by Public Authorities.

The **second** group is the Communication Team, which will be comprised by the following members:

Environmental Communication Officer: He/she will be hired for the whole project duration (40 months) and he/she will be responsible for the preparation and implementation of the communication/dissemination activities. The Environmental Communication Officer, in collaboration with the Steering Committee of the project, will coordinate the communication actions and he/she will be responsible for the planning (A4, A7, A9), implementation (C1-C4) and monitoring of the communication actions. He/she should be able to speak, affect and interact with the potential applicants and beneficiaries, the representatives of competent public authorities, environmental consultancy agencies, NGOs and other stakeholders involved in LIFE programme, in Greece and other Member States.

The Environmental Communication Officer will closely collaborate with the Steering Committee and the other Project Teams (Technical Support, Financial Support and Data Management) as well as the external experts in order to implement the communication and dissemination activities, especially the workshops, meetings and training seminars.

The **third** group is the Data Management Team, which will be comprised by the following members:

Data Management/GIS Officer: He/she will be hired for the whole duration of the project (40 months) in order to manage the data resulted of the actions' implementation and for the production of the database, consisting of information and interesting results coming out of Greek LIFE projects related to biodiversity, conservation and climate change issues (action A6). He/she will also provide GIS data and maps for the training seminars/ workshops of the stakeholders and for the production of the information material and dissemination activities. In addition he/she will contribute to the implementation of the monitoring actions

in collaboration with the Steering Committee and the experienced project team of experts. The Data Management/GIS Officer will be assigned to the project for 40 person-months. The need for the full time involvement of the data management officer to the project is justified by the fact that he/she will be heavily involved in the establishment, operation, update and further promotion of the national database with the results - outcomes of the LIFE projects on the Greek biodiversity and environment. Such a data base is a very demanding task, as it has to make beneficial use of the data not only from the on-going LIFE projects but also from important past projects. For instance, distribution data for protected mammals, such as the brown bear or the monk seal, rare birds or reptiles, should be gathered to the database, be filtered to exclude confidential and sensitive information and be organized to public and restricted access domains. The contribution of such a work for organizing the country's relevant information is considered to be of very high significance.

6.2 Time planning

The time planning of the LTF will follow the timetable that is included in the project proposal. The duration of certain actions though, was found necessary to be extended, such as actions A.2, A.3, A.6 and A.7, in order to become to overcome possible delays and to extend their effectiveness throughout the project's life time.

The project's timetable can be seen in Table 1 that follows.

7. External experts

LTF will employ experts in several occasions. External experts are going to be employed for training purposes. The LTF members will require further training upon certain subjects such as proposal evaluation procedures and methods, financial topics e.g. budget preparation, etc. External expert assistance will also be required in the case of development of the internet platform of the project. Below is the list of actions that involve the hiring of external experts.

- A3: Training of the GR LTF personnel with seminars and workshops

Experts with specialisation in matters such as proposal evaluation, project management, financial management, adult training etc. will be employed to train the Officers of the LTF.

- A4: Exchange of experience – networking with other public authorities in member states

External assistance can be provided if additional personnel are required to handle the communication activities related with this action.

- A5: Adaptation of LIFE guidelines for stakeholders and potential beneficiaries

External assistance might be necessary and will be employed in the case of extensive translation requirements. Many LIFE related key documents will require translation and this work load will be taken by external experts in translating EU documents.

- A6: Establishment of a help-desk and an internet platform

External assistance will be required for the creation of the internet platform that will host all of the project's deliverables. This task will be undertaken by IT professionals.

- A7: Promotion of best practices and dissemination of results of Greek LIFE projects.

External experts might be necessary and if so, will be hired, in order to handle the dissemination workload.

- A8: Financial and technical training on project management of on-going projects

External experts will be employed if necessary in order to provide more specialised training for the financial management of on-going LIFE projects.

- A10: Project planning of regional and national seminars for stakeholders involved

For the purposes of organising the foreseen events and if necessary, external experts will be hired, to assist in the process, so as to ensure successful implementation of this action.

8. Course of action

This operational plan will be followed, step by step, as the project is being implemented. If necessary, this plan will be revised in order to take into consideration any unpredicted events such as significant delays, changes in the composition of the LTF, addition of actions etc. This document, along with the Grant Agreement, the project's proposal and its budget, is the guiding tool that will ensure smooth project implementation at all levels.

Annex - List of actions

- A.1 Preparation of the Operational Plan of the GR LIFE contact point
- A.2 Recruitment and training of new personnel and acquisition of the equipment
- A.3 Training of the GR LIFE contact point personnel with seminars and workshops
- A.4 Exchange of experience - networking with other public authorities in member states
- A.5 Adaptation of LIFE guidelines for stakeholders and potential beneficiaries
- A.6 Establishment of a helpdesk and internet platform for consultation
- A.7 Promotion of best practices and dissemination of results of Greek LIFE projects
- A.8 Financial and technical training on project management on ongoing projects
- A.9 Networking with other Member States' Capacity Building projects
- A.10 Project planning of regional and national workshops for stakeholders involved
- A.11 Enhancement of synergies between LIFE and other funding opportunities
- A.12 Follow up of the completed LIFE projects to enhance their After LIFE performance
- A.13 Identification of possible co-financing sources
- B.1 Monitoring the impact of implementation actions
- B.2 Monitoring the impact of communication-dissemination actions
- C.1 Project web site
- C.2 Public awareness campaign through the mass media
- C.3 Production of information leaflets and training brochures, publications
- D.1 Overall project management
- D.2 Quality control of the project