



HELLENIC REPUBLIC



“Next Generation EU”

# Greece 2.0

NATIONAL RECOVERY AND RESILIENCE PLAN

May 2021

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# Main objectives

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The Greek Recovery and Resilience Plan (RRP), Greece 2.0, aspires to change the Greek growth model and institutions

- Via ambitious **reforms and investments**
- Towards an **extroverted, competitive, green and digital growth model**



**Not just investments**

- This is a **fundamental economic and social transformation**, which affects economic activity, but also technology, attitudes and institutions via reforms
- A transition that combines **economic efficiency with social cohesion and justice**

# Economic strategy

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We continue to work on closing the output, investment and employment gaps, as well as strengthening social cohesion, while leaning against the effects of the pandemic and implementing an ambitious reform agenda.

- **Greece 2.0** is based on the "Development Plan for the Greek Economy" (2020) prepared by the **Committee headed by Nobel Prize in Economics laureate Professor Pissarides** spearheading far-reaching reforms
  - It is also in full alignment with the **Country Specific Recommendations (CSRs)** addressed to Greece in the context of the European Semester
  - The plan aims to **enhance growth, productivity, job creation and economic and social resilience**
- ✓ **Greece 2.0 is fully in line with the six pillars** of the Recovery and Resilience Facility (RRF), with particular **emphasis on the green and digital transition**
  - ✓ Key element: Mobilising significant resources from the private sector, with the aim of **increasing private investment, in order to achieve significant multiplier effects**

# Total investment resources mobilised by RRF

Pillars and Components	RRF Budget	Mobilised Investment Resources
	(mil. €)	(mil. €)
<b>1. Green Transition</b>		
1.1 Power Up	1,200	2,348
1.2 Renovate	2,689	5,203
1.3 Recharge and refuel	520	1,305
1.4 Sustainable use of resources, climate resilience and environmental protection	1,763	2,726
<b>Total Resources Pillar 1</b>	<b>6,172</b>	<b>11,582</b>
<b>2. Digital Transformation</b>		
2.1 Connect	522	582
2.2 Modernise	1,303	1,303
2.3 Digitalisation of businesses	375	475
<b>Total Resources Pillar 2</b>	<b>2,200</b>	<b>2,360</b>
<b>3. Employment, skills, and social cohesion</b>		
3.1 Increasing job creation and participation in the labour market	776	776
3.2 Education, vocational education, training, and skills	2,311	2,395
3.3 Improve resilience, accessibility and sustainability of healthcare	1,486	1,486
3.4 Increase access to effective and inclusive social policies	611	611
<b>Total Resources Pillar 3</b>	<b>5,184</b>	<b>5,268</b>
<b>4. Private investment and transformation of the economy</b>		
4.1 Making taxes more growth friendly, and improving tax administration and tax collection	187	215
4.2 Modernise the public administration, including through speeding up the implementation of public investments, improving the public procurement framework, capacity building measures and fighting corruption	189	189
4.3 Improve the efficiency of the justice system	251	464
4.4 Strengthen the financial sector and capital markets	20	20
4.5 Promote research and innovation	444	612
4.6 Modernise and improve resilience of key economic sectors	3,743	7,233
4.7 Improve competitiveness and promote private investment and exports	5	5
Technical Assistance	40	40
<b>Total Resources Pillar 4</b>	<b>4,879</b>	<b>8,778</b>
<b>Sum of Grants</b>	<b>18,436</b>	<b>27,988</b>
<b>Loans</b>	<b>12,728</b>	<b>31,819</b>
<b>Total Investment Resources</b>	<b>31,164</b>	<b>59,807</b>

# Budget

Pillars	RRF Budget (in €bn)	Mobilised Investment Resources (in €bn)
1. Green Transition	6.2	11.6
2. Digital Transformation	2.2	2.4
3. Employment, Skills, Social Cohesion (Health, Education, Social Protection)	5.2	5.3
4. Private investment and transformation of the economy	4.9	8.8
<b>Sum of Grants</b> <i>Green tag: €7.1bn (38%), Digital tag: €4.6bn (25%)</i>	<b>18.4</b>	<b>28.0</b>
<b>Loans</b>	<b>12.7</b>	<b>31.8</b>
<b>Total Investment Resources</b>	<b>31.2</b>	<b>59.8</b>

# Key investments - I

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- **Upgrading energy efficiency of buildings** for households, firms and the public sector
- Investments in energy storage, electric charge points, batteries, electric vehicles
- Improving **electric interconnectivity of islands**
- National **reforestation** plan, **biodiversity** and strengthening of **civil protection**
- **Urban plans** and **strategic urban regeneration**



- **5G infrastructure, fast broadband connections, fiber optic infrastructure** in buildings, **submarine fiber cables**
- **Digitisation of the public sector** (Health, Education, Justice, EFKA, Urban Planning, licensing, etc.), with emphasis on archives, interoperability of IT systems and quality service to firms and citizens
- **Revenue-enhancing digitilisation of tax authorities** and real-time **interconnection with firms**

# Key investments - II

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- **Strong incentives for private investment** (green, digital transformation, innovation, extroversion, economies of scale)
- **Public-Private Partnerships** in new, large infrastructure projects (irrigation, railways)
- **Investments in culture, tourism and the agri-food sector** as drivers of growth



- **Training, upskilling and reskilling** of the workforce (with emphasis on digital skills)
- Large investments in **health, education** and **social inclusion** of vulnerable groups



# Key reforms - I

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- Reform of the **licensing procedure** for **renewable energy sources**
- **Promotion of e-mobility** through a modern institutional framework
- Preparation of **urban plans**, establishment of new spatial planning for **renewables, industry, tourism** and **aquaculture**, and **marine spatial planning**



- Action plan for the provision of "customer-centric" **digital services by the public administration**
- **5G technology** and development of innovative digital services
- **Transition to fast broadband**
- **Digital transformation of SMEs**
- Reforms to promote **basic and applied research**

# Key reforms - II

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- Reforms to **simplify the business environment** and **licensing**, improve the **ease of doing business**, **support investment** and **trade facilitation**
- Improve the efficiency of the **justice system**, including digitalisation and administration reform
- Incentivizing **economies of scale** through **increasing the size of enterprises**
- **Artificial intelligence** and **big data** deployed against tax evasion
- **Modernising** and **upgrading** Greece's **upskilling and reskilling** system



- **Labour law reform**
- Reform of **active and passive labour market policies**, including to increase female labour force participation
- **Digitisation of education**, both equipment and curricula
- **Primary health care reform** and **digital telemedicine service**
- **Training against discrimination** in the public and private sector

# Loans - main principles

## Eligibility



Green



Digital



Exports



R & D



Mergers, acquisitions & partnerships

## Main Principles

- € 12.7 bn financed from RRF loan envelope
- Funding only projects under **five eligibility criteria**, based on Pissarides Committee priorities
- Loans to be provided through **International Financial Institutions (IFIs)** and the **banking system**
- Exclusively for private sector, based entirely on **market criteria**, with no state involvement
- Maximum **RRF funding set at 50% of project value**
- Co-financing, **no state guarantees**
- **Participation of banks and investors** (at least 30% and 20% respectively)

# Loans - distribution channels

## Loan Facility 1

International Financial Institutions (IFIs)



Financing of medium and large private investment projects.

## Loan Facility 2

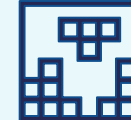
Commercial Banks



Financing of small, medium, large private investment projects.

## Equity Platform instrument

Hellenic Development Bank of Investments



Creation of Fund-of-Funds (FoF) for the financing of Share Capital or quasi-Share Capital, targeting the most dynamic and fast-growing companies and sectors.

# Coherence and complementarity

## Report of Pissarides Committee: “Development Plan for the Greek Economy”

### National Strategies and National Action Plans

- ✓ National Energy and Climate Plan (NECP)
- ✓ Digital Transformation Bible
- ✓ National Transport Plan for Greece (NTPG)
- ✓ National Higher Education Strategy
- ✓ Youth Guarantee Implementation Plan
- ✓ National Action Plan on Gender Equality 2021-2025
- ✓ National and Territorial Just Transition Plans

### NSRF 2021-2027: € 26.7 billion P.S. - Policy Objectives

- PO1 - A smarter Europe
- PO2 - A greener, low-carbon Europe
- PO3 - A more connected Europe
- PO4 - A more social Europe
- SO - Special Objective «Just Transition»

**Greece 2.0**  
NATIONAL RECOVERY AND RESILIENCE PLAN

**€ 31 bn**

### Other financial instruments

- National Public Investment Program (PIP)
- Rural Development Programs
- CEF II
- HORIZON 2020
- Invest EU

# Link to RRF

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## Targets the six pillars of the RRF

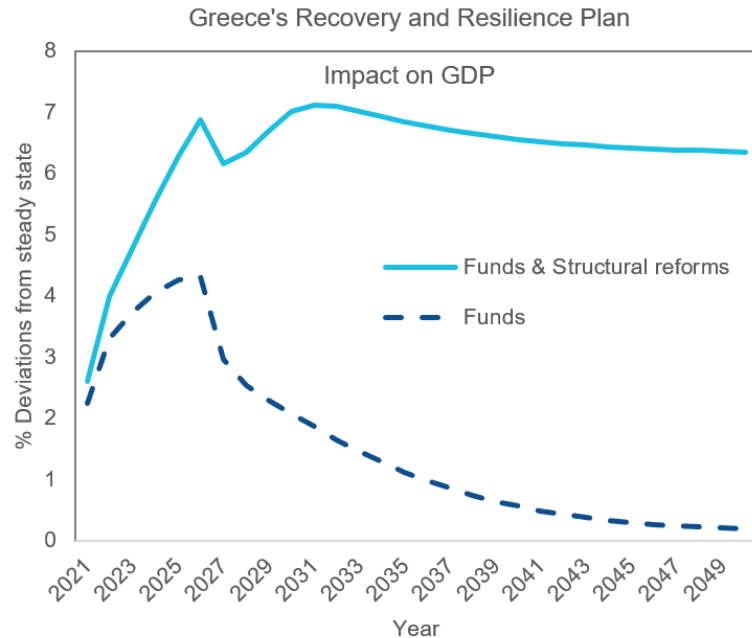
- 1 Green Transition (37%)
- 2 Digital Transformation (20%)
- 3 Smart, sustainable and inclusive growth
- 4 Social and territorial cohesion
- 5 Health, economic, social and institutional resilience
- 6 Policies for the next generation, children and youth

## Greece 2.0 is in full alignment with RRF Regulation

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- Alignment with the **"do no harm principle"** and **audit and controls requirements**
- Expected contribution of the plan to **gender equality** and **equal opportunities** for all
- In line with the **Country Specific Recommendations** to Greece in the context of the **European Semester**
- Ensuring **complementarity, synergies**, coherence and consistency with the actions of **the National Energy and Climate Plan, Just Transition** and operational programs under the **other EU funds**
- Spending **cannot replace recurrent expenditure** of the national budget
- Release of funds under the RRF based on **targets and milestones**

# Macroeconomic impact - Bank of Greece study



Source: Bank of Greece estimates

Study by **Bank of Greece** concludes that Greece 2.0 will lead to:

- Increase in **real GDP by 7%** by 2026, **30pp cumulatively** in 2021-2026
- Creation of **180,000 new jobs**
- In 2021 - 2026, the positive economic impact derives mainly from increased private investment financed by loans. Increased public investment, financed by grants also makes a significant contribution.
- Investment by private sector is estimated to **grow by 20%**
- **GDP and employment gains permanent over the long term**, driven primarily by **reforms** and higher productivity
- Findings of supplementary study by Council of Economic Advisors (Ministry of Finance) consistent with those by the Bank of Greece

# Detailed list of 68 reforms & 106 investments



## Component 1.1: Power Up (1/3)

Type	Title	Description	€ mil.
Investment	SUPPORT OF THE INSTALLATION OF STORAGE SYSTEMS TO ENHANCE RES PENETRATION	The action intends to support the installation of up to 1400 MW capacity of energy storage in the electricity system. These investments will allow the system integration of new RES capacity which is required for the achievement of NECP targets. In addition, this action will also alleviate network congestion, increase the flexibility of the electricity system and liquidity of balancing market, enhance system adequacy, enable energy efficiency, and promote transparent electricity price formation.	450
Investment	REVITALISATION ACTIONS OF THE MOST AFFECTED TERRITORIES (JUST TRANSITION TERRITORIES)	Land restoration in the areas of former lignite mines in Western Macedonia and Megalopolis. Restoring land is a significant challenge for the just transition, both in environmental (soil remediation, redevelopment and implementation of interventions regarding landscape and environment restoration) and economic terms (readjustments in land uses, the creation of organised receptors of activities).	242
Investment	INTERVENTIONS FOR THE ELECTRICITY INTERCONNECTION OF ISLANDS AND THE UPGRADING OF THE ELECTRICITY NETWORK	Interconnection of the Cyclades Islands (Phase D), an overhead line connecting Extra High Voltage Center (EHVC) Corinth and EHVC Koumoundouros and accompanying projects. The projects boost energy security, while also increasing the potential for electricity generation from RES in the islands and the Peloponnese. They also reduce energy costs, leading to new investments and jobs in the energy-intensive sectors of the economy.	195

## Component 1.1: Power Up (2/3)

Type	Title	Description	€ mil.
Investment	HEDNO NETWORK UPGRADES AIMING AT ENHANCING RESILIENCE AND PROTECTING THE ENVIRONMENT	Undergrounding and rerouting of the electricity distribution network in settlements of special importance from a cultural or touristic point of view and city centres, with priority given to areas where the infrastructure is vulnerable to extreme weather. The aim is to improve the resilience of the network and contribute to the protection of the environment.	60
Investment	HEDNO OVERHEAD NETWORK UPGRADING IN FOREST AREAS	Replacement of bare conductors in the overhead electricity distribution network (with covered ones or twisted cable), installation of insulating covers, and undergrounding or relocation of the electricity distribution network passing through forest areas. The project aims to improve the resilience and reliability of the network (energy quality indicators SAIDI, SAIFI) and better protect the environment (forests, wildlife).	40
Investment	INSTALLED CAPACITY INCREASE IN HELLENIC ELECTRICITY DISTRIBUTION NETWORK OPERATOR (HEDNO) HV/MV SUBSTATIONS FOR NEW RES CONNECTION	Increase of the installed capacity in existing substations of the network. The aim is to address the congestion of the distribution grid that prevents further growth of RES plants, thus, enabling the increased penetration of RES in the energy mix.	12

## Component 1.1: Power Up (3/3)

Type	Title	Description	€ mil.
Reform	RESTRUCTURING AND ENHANCEMENT OF THE RES-CHP ACCOUNT REVENUES	The proposed reform includes: (a) measures that ensure the financial viability of the existing RES-CHP Account (ELAPE), in light of the effects of the pandemic. (b) the creation of a new RES-CHP Account, exclusively for the new RES units (commissioned after 1.1.2021), with new mechanisms that guarantee its financial viability. The reform aims to increase investor confidence and facilitate the financing of new projects in RES.	202
Reform	STREAMLINE THE EFFICIENT OPERATION OF THE NEW ELECTRICITY MARKET MODEL AND THE DEVELOPMENT OF NEW RES PLANTS TO REACH NECP TARGETS THROUGH THE IMPLEMENTATION OF THE MONITORING MECHANISM, THE PARTICIPATION IN DEMAND RESPONSE AND AN EXTENSIVE REFORM OF THE LICENSING PROCEDURE FOR NEW RES	<p>The first aspect of the reform entails the establishment of a market monitoring system for the National Regulatory Authority (RAE) and the participation of demand-side response (DSR) in the balancing market.</p> <p>The second part of the reform refers to the streamlining of the licensing framework for RES, including simplification and digitalisation of procedures, short and binding administrative response times and accountability procedures for unnecessary delays, reduction of the necessary documentation and procedures. The aim is to accelerate the doubling of the installed capacity of RES in view of the lignite phase-out in Greece.</p> <p>The third and final part pertains to the development of a new regulatory framework for one of the most promising RES technologies, offshore wind. The reform, combined with the forthcoming revision of the RES special spatial planning framework, plans to create a comprehensive and streamlined framework for the implementation of new investments in the RES sector.</p>	0

## Component 1.2: Renovate (1/3)

Type	Title	Description	€ mil.
Reform	ENERGY POVERTY ACTION PLAN	The drawing-up a coherent strategy to address the challenge of energy poverty. Indicatively, about 17.9% of the total population are reportedly unable to heat their homes, while this percentage was 34.1% in 2019 among the economically vulnerable population. The plan will feed into targeted policy measures that will prioritise upgrading the energy efficiency of residential buildings among vulnerable households.	0
Investment	ENERGY RENOVATION ON RESIDENTIAL BUILDINGS	The investment aims to improve the energy efficiency of residential buildings through renovations, thus, contributing to significant energy savings and the associated NECP targets. In parallel, it will contribute to the digitalisation and electrification of final energy consumption (energy management systems, RES and storage systems), while also promoting the deployment of e-mobility infrastructure (charging stations).	1,231
Investment	INTERVENTIONS IN RESIDENTIAL AREAS AND IN THE BUILDING STOCK	This investment concerns a number of interventions in different urban areas. 1) Interventions - in 16 urban and coastal areas - that contribute to climate change adaptation and mitigation, including the protection of urban landmarks of significant importance, and the promotion of the climate neutrality of cities. 2) The regeneration of the ex-industrial area of Votanikos / Elaionas in the heart of Athens. 3) The upgrade of a connected and accessible seafront along the coast of Athens (Athenian Riviera). 4) Other strategic interventions.	475

## Component 1.2: Renovate (2/3)

Type	Title	Description	€ mil.
Investment	ENERGY AND ENTREPRENEURSHIP	The investment provides financial support to private companies for energy-efficient renovations of their buildings. It includes two (2) sub-programs: (a) one for energy efficiency in the tertiary and secondary sectors, for medium, large and very large enterprises and (b) another for the installation of energy efficient equipment in very small enterprises. Through the installation of such energy efficient equipment and systems for energy conservation in production, storage, distribution of products and the operation of the companies, this measure contributes to increasing the energy efficiency of buildings in line with the targets set out in the NECP.	450
Investment	ENERGY UPGRADE OF PUBLIC SECTOR BUILDINGS	This is an investment in the renovation of public sector buildings with a view to increasing their energy efficiency, through the involvement of energy savings companies (ESCOs). The investment also contains the energy upgrade of street lighting infrastructures. As with the energy-efficient renovation programs for residential and private company buildings, this investment also contributes to meeting the energy efficiency targets adopted in the NECP.	200
Investment	RESTORATION AND REDEVELOPMENT OF FORMER ROYAL ESTATE TATOI	The project covers the renovation of 42 historic buildings as well as the creation of walking and cycling routes, in the estate found in the forest of Tatoi, north of Athens. The project will deliver a green, renovated and freely accessible area for recreation to the inhabitants of Attica, as well as a new landmark for tourists to visit.	40
Investment	OLYMPIC ATHLETIC CENTRE OF ATHENS	This investment in the Olympic sports complex of Athens aims to extend its useful life, restore its image, reduce its running costs and ensure its financial sustainability by turning it into into a modern and lively urban athletics and leisure destination.	43

## Component 1.2: Renovate (3/3)

Type	Title	Description	€ mil.
Reform	PREPARATION OF URBAN PLANS IN IMPLEMENTATION OF THE URBAN POLICY REFORM	A key reform pertaining to urban development that addresses weaknesses and gaps in zoning and land use. The objective is dual: protecting the environment and promoting sustainable economic activity. This is a comprehensive reform consisting of 5 actions: (a) Local Urban Plans (along administrative boundaries), (b) Special Urban Plans (overriding administrative boundaries), (c) the definition of the Development Rights Transfer Zones (ΖΥΣ), (d) completing the delimitation of settlements, (5) addressing land use issues related to recognition of (municipal) road access.	250
Reform	ESTABLISHMENT OF A NEW MARINE SPATIAL PLANNING	The reform covers the creation of a) the national spatial strategy for the marine environment and b) maritime spatial plans. The reform seeks to promote sustainable development in the maritime areas and coastal zones, while protecting the marine environment and biodiversity.	0
Reform	ESTABLISHMENT OF A NEW SPECIAL SPATIAL PLANNING FOR RES, INDUSTRY, TOURISM AND AQUACULTURE	The reform involves the establishment of new special spatial frameworks for RES, industry, tourism and aquaculture to promote climate mitigation and adaptation, protection of biodiversity, economic growth and job creation.	0

## Component 1.3: Recharge and refuel

Type	Title	Description	€ mil.
Investment	PRODUC-E GREEN	This is a multi-pronged investment. 1) The first component targets the supply-side of e-mobility, supporting the development of 20 industrial production units with R&D departments for innovative products or services, such as the recycling of electric car batteries through re-use of raw materials like lithium and cobalt or the production of electric vehicles and regular or high power charge points. 2) The second component, which will significantly contribute to emissions' reduction, is the development of the first CO2 storage facility in Greece.	300
Reform	FRAMEWORK FOR INSTALLATION & OPERATION OF EV CHARGING INFRASTRUCTURE	The reform institutes a holistic and complete regulatory framework that will put Greece well on its path to meet the NECP 30% share of electric vehicles in the domestic market by 2030. Upon its completion, local authorities will have issued plans for 330 publicly accessible charge points.	0
Investment	ELECTROMOBILITY	The investment promotes e-mobility in line with the objectives of the NECP and encompasses: 1) support for the installation of 8,656 publicly accessible charge points in key urban and suburban locations and points of interest (i.e. airports, motorways, ports and in parking areas); 2) the replacement of older buses with 220 new electric ones; and 3/ incentives for the replacement of older taxis with battery electric vehicles (BEV).	220

## Component 1.4: Sustainable use of resources, climate resilience and environmental protection (1/4)

Type	Title	Description	€ mil.
Investment	WATER SUPPLY PROJECTS	Water supply works in areas of Western Greece and the islands of Lesvos and Corfu, where needs are particularly high during the summer months and corrosion creates serious leakage problems.	290
Investment	NATIONAL REFORESTATION PLAN AND PARNITHA FLAGSHIP INVESTMENT	This investment has two legs. First, the restoration of 16,500 ha of degraded forest ecosystems in Greece. The project will cover both reforestation studies and their implementation. Second, a flagship project for Mount Parnitha, north of Athens, which will restore its natural environment, better protect it from wildfires, improve access to it and reconstruct abandoned facilities for mild uses.	224
Investment	URBAN WASTEWATER AND SLUDGE MANAGEMENT INFRASTRUCTURE FROM WASTEWATER TREATMENT	The investment aims to reduce pollution to the natural and man-made environment arising from wastewater treatment, by constructing new and upgrading existing infrastructure. It consists of three subprojects: (a) construction of 37 new sewage network infrastructures and wastewater treatment plants (WWTPs), (b) upgrading, extension and modernization of 11 WWTPs and reuse of treated water and (c) construction of 16 sludge management infrastructures from WWTPs.	230
Investment	INVESTMENTS IN THE NATIONAL IRRIGATION NETWORK THROUGH PPP SCHEMES	A holistic program for the upgrade and modernisation of the national agri-environmental, land improvement & remediation framework. Among their many objectives, these interventions will strengthen the resilience and competitiveness of the agricultural sector, boost the supply and quality of available water, rationalise water consumption, mitigate salinisation and desertification risks, and contribute to the conservation and protection of biodiversity and natural habitats. Investment in new infrastructure is complemented by a reform of the institutional, organisational and operational framework of the collective irrigation networks.	200



## Component 1.4: Sustainable use of resources, climate resilience and environmental protection (2/4)

Type	Title	Description	€ mil.
Investment	DRINKING WATER SUPPLY AND SAVING INFRASTRUCTURES	The investment aims to improve the availability and quality of drinking water, and reduce leakage and public health risks related to water infrastructure. The investment consists of four sub-projects: (a) construction of 7 new water supply infrastructures and 3 desalination plants, (b) establishment of telemetry - remote control systems for the detection of leaks in water supply networks, (c) procurement of digital hydrometers and (d) various water saving actions.	200
Investment	AERIAL MEANS FOR CRISIS MANAGEMENT	The investment relates to the purchase of aerial means and modernisation of existing aircrafts used for civil protection including helicopters for medical use, transportation and deployment of emergency infrastructure, drones for air surveillance and aircraft for firefighting.	155
Investment	FLOOD MITIGATION PROJECTS	The project encompasses a set of multi-purpose investments aiming at reducing flooding risks, providing water for irrigation purposes in areas facing drought during the summer and enhancing surface water management efficiency in several areas in Greece.	110
Investment	FOREST FIREFIGHTING, PREVENTION AND RESPONSE EQUIPMENT	The investment relates to the purchase of forest firefighting, prevention and response equipment; the development of prevention projects for regions and local authorities; and the support of General Secretariat for Civil Protection volunteering organisations.	115
Investment	BIODIVERSITY PROTECTION AS A DRIVER FOR SUSTAINABLE GROWTH	The investment consists of projects aiming to protect biodiversity, including: (a) the establishment of a national network of paths and hiking trails, (b) the enhancement of environmental protection, through the implementation of a National System for Permanent Monitoring of species and habitat types, (c) a National System for the Surveillance of Protected Areas, (d) the introduction of multimedia applications, bioclimatic and energy upgrade of the building facilities of the Protected Areas Management Units, (e) the modernisation of the information centers of the Protected Areas Management Units (f) the creation of an integrated digital platform which offers information on protected areas such as eco-tourism etc. and (g) the promotion of local products under an umbrella 'Nature Greece' brand).	100

## Component 1.4: Sustainable use of resources, climate resilience and environmental protection (3/4)

Type	Title	Description	€ mil.
Investment	INFRASTRUCTURE - ESTABLISHMENT OF THE STRATEGIC NATIONAL DISASTER RISK MANAGEMENT PLAN	The investment relates to the completion of construction and supply of digital equipment for General Secretariat for Civil Protection (GSCP) buildings, as well as the development of mobile administration and on-site management centers, including air surveillance control and telecommunication equipment.	75
Investment	MONITORING AND MANAGEMENT SYSTEM	Establishment of new and upgrade of existing technological equipment to support the protection of the natural environment and prevent the loss of life. This includes the development of a GPS monitoring system used for emergency services, a monitoring system for the early warning of natural disasters, fire detection and fire extinguishing systems, emergency communication stations and wireless communication.	45
Reform	ESTABLISHMENT OF A NEW WATER AND WASTEWATER REGULATORY AUTHORITY	The reform relates to the establishment of a single body, the National Water Regulatory Authority (NWRA) which will be responsible for implementing the policy set by the Ministry of Environment and Energy for the rational management of water resources.	0
Investment	CONSTRUCTION OF REGIONAL CIVIL PROTECTION CENTERS (PEKEPP) THROUGH PPP SCHEMES	Construction of 13 state-of-the-art Regional Technology Centers for Civil Protection through PPPs in order to timely and effectively manage risks and crises at the regional level.	19

## Component 1.4: Sustainable use of resources, climate resilience and environmental protection (4/4)

Type	Title	Description	€ mil.
Reform	WASTE MANAGEMENT LAW FOR THE IMPLEMENTATION OF SUSTAINABLE LANDFILLING AND RECYCLING	A series of reforms to update the existing waste management legislation and enable the transition towards a circular economy. Measures are already being undertaken to ban single use plastics by July 2021, while new measures will be enforced to achieve the targets of increasing reuse and recycling rates of Municipal Solid Waste to 60% and reducing the landfill rate to 10% by 2030. These targets will be met by introducing incentives for municipalities to achieve higher recycling rates, enforcing separate collection of bio-waste by the end of 2022, extending the 'Producer's responsibility' scheme, upgrading the operation of recycling sorting facilities and simplifying the legislation around Green points.	0

## Component 2.1: Connect

Type	Title	Description	€ mil.
Investment	SMALL-SATELLITES	Development of a constellation of small satellites that will support telecommunications services, as well as earth observation applications in the fields of mapping, shipping, precision agriculture, spatial planning and others. The investment is an important step in Greece's strategy for deploying space technologies and related applications.	200
Reform	TRANSITION TO 5G TECHNOLOGY, FACILITATING THE DEVELOPMENT OF INNOVATIVE REMOTE SERVICES	The reform will establish a well-designed basis for the the transition to 5G technology. The first phase of the reform focuses on the implementation of the regulatory and legislative framework, in particular using 25% of the multi-band 5G auction earnings to support the innovative Phaistos fund which invests in companies and projects providing 5G products and services. The second phase will include a process for identifying further opportunities and risks in the development of 5G networks, the streamlining of procedures, and the assessment of requirements and risks in specific economic applications (e.g. transport).	0
Investment	5G CORRIDORS – DEVELOP 5G NETWORKS THAT WILL PROVIDE COVERAGE OF ALL GREEK MOTORWAYS THAT ARE PART OF THE TRANS-EUROPEAN TRANSPORT NETWORKS	Development of 5G network infrastructure along the major Greek highways that are part of the Trans-European Transport Networks in order to serve the needs for Connected and Autonomous Mobility.	160
Reform	SWITCH TO FAST BROADBAND CONNECTIONS – TRANSITION TO 100/200 MBPS (ULTRAFAST) BROADBAND CONNECTIONS AND STRENGTHENING OF SUPERFAST BROADBAND DEMAND	This reform puts in place a coherent plan to install optical fiber and the accompanying equipment in buildings, as well as submarine cables in the case of Greek islands, enabling greater coverage of ultra-high speed network connections.	0
Investment	SUBMARINE FIBER CABLES	Deployment of modern submarine fiber cables that will connect mainland Greece with its islands and Cyprus. It will remove a major obstacle in the availability of high-speed broadband services to end-users, both through fixed and mobile networks, and enhance the capacity and resilience of the backhaul infrastructure in support of 5G.	30
Investment	FIBER OPTIC INFRASTRUCTURE IN BUILDINGS	The investment relates to the installation of the fiber optic infrastructure needed in residential and commercial buildings to promote end-users' connection with very high capacity networks (VHCN), by means of reducing (a) the costs of internal cabling and (b) the connection fees (the once-off setup fee of broadband services).	131

## Component 2.2: Modernise (1/6)

Type	Title	Description	€ mil.
Reform	TOWARDS PUBLIC ADMINISTRATION'S "CUSTOMER"-ORIENTED SERVICES THROUGH SIMPLIFICATION AND IMPROVEMENT OF PROCESSES, SYSTEMS ENHANCEMENTS AND COMPLIANCE WITH EUROPEAN STRATEGIES AND POLICIES	The development of a holistic framework for the provision of user-oriented public services by the public administration, and the establishment of policies and procedures to facilitate the digital transformation of the public sector.	0
Investment	DIGITISATION OF ARCHIVES AND RELATED SERVICES	Digitisation of key archives in various sectors (justice, health, education, immigration & asylum, environment & energy, and digital governance) and integration in the relevant IT systems. This is a key investment for a more efficient public administration. It will drastically reduce the time cost of providing services to the public by the public administration, while better access to the archives will also result in significant cost savings and the freeing-up of resources.	583
Investment	CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM (CRM) FOR THE GENERAL GOVERNMENT	The project concerns the design, development, implementation and operation of an integrated system for managing the full lifecycle of Public Administration's relationship with citizens and businesses. The project will upgrade the existing capacity of the Public Administration to monitor its interactions and transactions with citizens and businesses. The system will utilize the information collected by the citizens and businesses in order to personalize the approach and promote a higher level of services.	56
Investment	FURTHER MODERNISATION OF PUBLIC ADMINISTRATION'S ONE-STOP SHOPS	Further modernisation of Citizen Services Centers (KEP), including upgrading their infrastructure, new teleconferencing equipment, and new applications compatible with the digital modern workplace (i.e. evaluation systems, mobile applications, automatic ticket machines, etc.).	19
Investment	NEW SYSTEM FOR PUBLIC PROCUREMENTS	Redesign and implementation of a new IT system for public procurement. The investment includes the digitalisation and integration of the entire business and functional life-cycle of public procurement, the upgrade of the interoperability services, the integration of advanced public procurement techniques and tools as digital services (i.e. eShops and eMarketplaces), and ICT support for the National Centralized Health Procurement Authority (EKAPY).	17

## Component 2.2: Modernise (2/6)

Type	Title	Description	€ mil.
Investment	DIGITALISATION OF THE MINISTRY OF FOREIGN AFFAIRS	Investment in the digital capacities of the Ministry of Foreign Affairs, namely (a) supporting system for MFA's Strategic and Operational Plan (SOP) to simplify and standardise its processes, (b) the digitisation of its Diplomatic and Historical Archives, (c) a Global Digital Information Center Platform, for the exercise of MFA's public and economic diplomacy, and (d) the modernisation of crypto IT & telecom security infrastructure.	49
Investment	DIGITAL TRANSFORMATION OF THE HELLENIC POST AGENCY FOR THE PROVISION OF UNIVERSAL POSTAL SERVICES	Investment in the digital capacities of the Hellenic Post Agency (ELTA) for the provision of Universal Postal Services, including IT system upgrades, automation of sorting centers and provision of enhanced digital services to clients. This digital transition will bring about organisational changes combined with improvements in the mail service model, the development of a new procurement policy and the establishment of a new corporate culture for better and more efficient postal service provision.	48
Investment	UPGRADE OF DIGITAL SKILLS IN MILITARY SERVICE	The project integrates a training program for digital skills into the mandatory military service. The purpose is to capitalise on the conscripts' time in service to impart the digital skills needed in today's armed forces and labour market.	32
Investment	DIGITAL TRANSFORMATION OF THE GREEK NATIONAL TOURISM ORGANIZATION	Investment in the digital capacities of the Greek National Tourism Organization, namely a digital tourism map, a digital repository of Greece's cultural assets, and an innovative system providing tourists and citizens with information using next generation Artificial Intelligence technology.	8

## Component 2.2: Modernise (3/6)

Type	Title	Description	€ mil.
Reform	CYBERSECURITY STRATEGY AND POLICIES FOR THE PUBLIC SECTOR & ADVANCED SECURITY SERVICES FOR NATIONAL CRITICAL INFRASTRUCTURES	Development and implementation of a cybersecurity strategy and a set of cybersecurity policies to increase the resilience and security of public sector IT systems and data, and increase public trust in interacting with the public sector. In addition, the reform includes the implementation of the National Cybersecurity Operations Center (SOC) and the provision of advanced Security Services (SOC and DDoS) for G-Cloud critical infrastructure, seeking to limit cybersecurity threats to the public sector.	39
Investment	INTEROPERABILITY AND WEB SERVICES DEVELOPMENT	Implementation of a central interoperability infrastructure for integrated services management and development/provision of interfaces to the Public Administration; it will facilitate information exchange among government agencies and the provision of interactive online services.	72
Reform	INTERCONNECTION AND INTEROPERABILITY OF REGISTRIES, SYSTEMS AND SERVICES FOR DATA EXCHANGE BETWEEN NATIONAL PUBLIC ORGANISATIONS	Development of a comprehensive framework and a roadmap for the interconnection and interoperability of registries and services for data exchange between public organisations, in line with the new European Interoperability Framework (EIF). The reform will facilitate the provision of interoperable, personalised and user friendly digital public services to citizens and businesses.	0

## Component 2.2: Modernise (4/6)

Type	Title	Description	€ mil.
Investment	DATA CLASSIFICATION STUDIES FOR PUBLIC SECTOR'S INFORMATION SYSTEMS	The investment aims to define the template of the data classification studies for the public sector's IT systems installed in the Government Cloud of Public Sector (G-Cloud, operated by the General Secretariat of Information Systems for Public Administration (GSISPA)). The investment includes the conduct of data classification studies for the entirety of the already installed central IT systems and applications of public sector.	2
Investment	NEXT-GENERATION INTEROPERABILITY CENTRE (KED)	The investment aims to modernise the Interoperability Centre of the General Secretariat of Information Systems for Public Administration (GSISPA), with a view to delivering cross-institutional and cross-systems interoperability with extremely high availability.	3
Investment	EREGISTRIES	The investment aims to collect and establish interoperability and interfaces between the existing registers of the central public administration bodies, with a view to gradually achieving smooth and proper operation of digital public services.	24
Investment	TOURISM REGISTRY (e-MHTE)	Development of a digital register platform for tourism enterprises (e-MHTE), interoperable with other public registries and IT systems. All data and functions of the existing register (MHTE) will be transferred to the new platform in order to provide better and improved services, the issuance of new operating licenses and the renewal of the existing ones.	8



## Component 2.2: Modernise (5/6)

Type	Title	Description	€ mil.
Reform	INCORPORATION OF NEW TECHNOLOGIES AND TRENDS TOWARDS PUBLIC ADMINISTRATION'S ADVANCED SERVICES, INCREASE OF EFFICIENCY AND EFFECTIVENESS, AND DECREASE OF SYSTEMS OPERATING, UPGRADE AND MAINTENANCE COSTS	The reform aims to develop a holistic framework that will bring technological advancements (i.e. Cloud computing, Business Intelligence, Artificial Intelligence - AI, Machine Learning, Distributed Ledger Technology - DLT etc) into the public administration for the purposes efficient data collection, processing, presentation and storage, thus, facilitating enhanced digital services, appropriate decision-making, systems' and infrastructure's efficient operation and maintenance.	0
Investment	SMART CITIES	The investment aims to gradually transform a number of selected Greek cities into 'smart cities' through the development of new infrastructure, digital platforms and IT systems (e.g fleet management systems, intelligent (controlled) parking systems, etc.).	73
Investment	SUPPLY OF CENTRAL CLOUD COMPUTING INFRASTRUCTURE AND SERVICES	The investment seeks to enhance the operation of key institutions of the Ministry of Digital Governance, namely GSISPA and IDIKA SA, through the deployment of the necessary cloud computing infrastructure and services (in accordance with Law 4727/2020) following international best practices for the implementation of government cloud infrastructure and services (G-Cloud).	95
Investment	UPGRADE OF CLOUD-COMPUTING INFRASTRUCTURE AND SERVICES OF THE NATIONAL INFRASTRUCTURES FOR RESEARCH AND TECHNOLOGY (GRNET)	Upgrade of GRNET's infrastructures and services, including (a) its software and cloud computing services, mainly addressed to members of the research and academic community, (b) expansion and upgrade of the National High Performance Computing system ARIS – Phase B, and (c) fiber optic infrastructure leasing.	63

## Component 2.2: Modernise (6/6)

Type	Title	Description	€ mil.
Investment	ENHANCEMENT OF PUBLIC SECTOR BUSINESS CONTINUITY	Design and implementation of all required actions to ensure business continuity across the public administration, thus, enabling employees of any public sector agency to fulfill their work remotely and in a secure manner. It includes the supply of the necessary peripheral and network (VPN) infrastructure and expansion of G-cloud services.	39
Investment	EXPANSION OF "SYZEFKIS II"	Expansion of the National Public Sector Network (SYZEFKIS II) to provide a set of upgraded telecommunications services to all of the general government, including covering approximately 34,000 buildings with wireless telecommunications services.	26
Reform	DATA GOVERNANCE STRATEGY & POLICIES FOR THE PUBLIC SECTOR	The reform concerns (a) the development of the Government Cloud Data Governance Strategy and policies and (b) the establishment of the framework, infrastructure, capacity and capabilities for public data governance, the policy for open and reusable data, and the provision of relevant services to the public and private sector.	26
Investment	CENTRAL BI – DATA ANALYTICS	The investment aims to enable the public administration to maximise the value it obtains from its data via the implementation of a Central Business Intelligence – Data Analytics Platform. The platform will allow public administration agencies to draw, integrate, and interpret data from any source and use them to analyse information that affects their operations and workflows, thus, facilitating decision-making.	16
Investment	CENTRAL DOCUMENT MANAGEMENT SYSTEM	Implementation of a Central Document Management system which will capture, store, and retrieve paper and electronic documents. This system will facilitate interoperability between public sector organisations and accelerate the processing of citizens' and businesses' cases and service requests.	5

## Component 2.3: Digitalisation of businesses

Type	Title	Description	€ mil.
Reform	ESTABLISHMENT OF A DIGITAL BUSINESS ECOSYSTEM AND INTRODUCTION OF TAX INCENTIVES FOR THE FACILITATION OF THE SMEs DIGITAL TRANSFORMATION	The reform will define a roadmap to encourage the creation of an ecosystem for the digitalisation of SMEs, which will include: (a) creating a digital infrastructure for the acquisition and implementation of digital tools and processes, and increasing digital awareness of business executives, (b) directly encouraging investments in modern digital technologies, using tax incentives on tangible and intangible assets and (c) introducing new technology cash registers that will communicate online with point of sale (POS) terminals and the Independent Authority for Public Revenue (IAPR).	0
Investment	DIGITAL TRANSFORMATION OF SMALL AND MEDIUM ENTERPRISES (SMEs)	This investment will support SMEs in obtaining (a) digital services (digital sales, payments, AI, cybersecurity, etc.), (b) industrial data platforms and data spaces (c) new technology cash registers and point of sale (POS) terminals.	375

## Component 3.1: Promote job creation and participation in the labour market (1/3)

Type	Title	Description	€ mil.
Reform	MODERNISATION AND SIMPLIFICATION OF LABOUR LAW	<p>An important structural reform, with four pillars, modernising:</p> <ol style="list-style-type: none"> <li>1. the law for individual labour,</li> <li>2. the law for collective labour and the trade union law,</li> <li>3. the ERGANI IT system and the mechanism monitoring undeclared and under-declared work,</li> <li>4. the framework on work-life balance.</li> </ol> <p>The reform's overarching objectives are increasing job creation and competitiveness, fighting undeclared and under-declared work, improving the work-life balance and bridging the gender employment gap.</p>	0
Investment	DIGITAL TRANSFORMATION OF LABOUR SYSTEMS	<p>The proposed projects amount to the modernisation of the public administration's capacity to offer better and faster services to employees and the employers, with a view to cutting red tape, improving the effectiveness of labour market controls, reducing undeclared and undeclared work, obtaining timely and accurate data.</p> <p>Additionally, the project includes the upgrade of the digital infrastructure of e-EFKA (Unified Social Security Fund), including that of the ATLAS Digital Pension Award system, as well as real time cross matching between disparate IT systems (ERGANI, EFKA and SEPE) into a single one (ARIADNE).</p> <p>Finally, it includes the development of an Integrated IT system for occupational health and safety issues (HERIDANOS).</p>	77

## Component 3.1: Promote job creation and participation in the labour market (2/3)

Type	Title	Description	€ mil.
Reform	ACTIVE LABOUR MARKET POLICIES REFORM	<p>The reform of active labour market policies (ALMP) aims to maximize the effectiveness of the ALMP toolbox through the redesign, strengthening and overall revamping of its ALMP portfolio.</p> <p>It is coupled with significant investments, specifically in:</p> <ul style="list-style-type: none"> <li>• programmes that subsidize employment in the private sector for the unemployed,</li> <li>• including targeting specific segments, e.g. providing younger unemployed persons with the opportunity to gain work experience through paid full-time internships;</li> <li>• expanding the open-framework delivery model for ALMPs, based on the lessons learned from a pilot project, to three additional sites;</li> <li>• upskilling and reskilling the labour force, including in green skills;</li> <li>• boosting the capacity of the public employment service (OAED), especially as it relates to counseling services, during the transition period to a full-scale reorganization, as well as the quality and intensity of services.</li> </ul> <p>In addition to combating unemployment and promoting social cohesion, the proposed measure promotes hiring, prevents layoffs and incentivizes growth through lower initial labour wage or non-wage costs, thus facilitating the transition from unemployment to full-time employment.</p>	541
Reform	REFORM OF PASSIVE LABOUR MARKET POLICIES TO SUPPORT TRANSITIONS TO EMPLOYMENT	<p>The reform of passive labour market policies seeks to improve the coverage and equitable distribution of unemployment benefits, strengthen the social safety net, promote labour market participation, including among vulnerable groups, and improve the efficiency and effectiveness of the social protection programs.</p>	100

## Component 3.1: Promote job creation and participation in the labour market (3/3)

Type	Title	Description	€ mil.
Investment	RESTRUCTURING AND REBRANDING OF OAED LOCAL PES (KPA2)	The investment aims to reform Greece's public employment service (OAED), improving of its quality, capacity and effectiveness, thus, transforming it into a facilitator for innovation. A key component of this effort involves the restructuring and rebranding of its local branches (KPA2), in order to improve overall performance and enhance customer service and satisfaction.	41
Investment	OAED DIGITALISATION	Investment in the digital capacities of the public employment service (OAED), with a view to increasing the effectiveness of policies against unemployment. A fundamental part of this reform is the digitalisation of services, through the integration of digital technology and state-of-the-art AI into all operational and service areas, thus, changing internal processes and delivering added value to its customers, both employers and the labor force. OAED's digitalisation process also insinuates a deeper cultural change driven by innovation, experimentation, customisation, as well as higher risk tolerance.	17

## Component 3.2: Education, vocational education and training, and skills (1/3)

Type	Title	Description	€ mil.
Reform	A NEW STRATEGY FOR LIFELONG SKILLING: MODERNISING AND UPGRADING GREECE'S UPSKILLING AND RESKILLING SYSTEM	<p>Through a set of wide-ranging reforms and investments, the overarching objective is to increase the effectiveness, efficiency and relevance of the lifelong learning system, and reinforce upskilling and reskilling practices across sectors. The strategic aim of this bundle of reforms and investments is to develop an innovative mechanism for diagnosing labour market needs, thus, being able to design informed skills and upskilling policies. Governance will consist of the following pillars:</p> <ul style="list-style-type: none"> <li>• Involving all key stakeholders to generate and disseminate skills intelligence and labour market needs.</li> <li>• Supporting employers, citizens, education and training providers, and other stakeholders in making informed choices.</li> <li>• The government, in close alignment with national policy priorities and interacting with key national bodies and stakeholders, will address skills anticipation and matching in the national context and identify possible development opportunities for the near future.</li> </ul> <p>The reforms and investments aim at (a) improving basic skills for all, (b) reducing skills mismatches in the context of a recovering labour market, (c) promoting financial literacy for all, (d) increasing the quality of upskilling efforts and their relevance with labour market, including by targeting policies and placing emphasis on the green and digital transitions.</p>	1,040
Reform	STRATEGY FOR EXCELLENCE IN UNIVERSITIES & INNOVATION	<p>This reform aims to enhance the research performance of Greek universities and the quality of education offered to students, in terms of skills and relevance to the job market. Achieving these targets will have numerous positive spill-over effects across the Greek economy and society, by means of building a dynamic ecosystem of innovation, attracting qualified and distinguished academic staff and researchers and boosting economic competitiveness and growth. Moreover, it will contribute to the international competitiveness, positioning and visibility of Greek universities, thus, contributing towards turning Greece into an international education hub and enhancing graduate employment prospects.</p>	471
Reform	STRENGTHENING THE APPRENTICESHIP SYSTEM	<p>The aim of the reform is to reestablish the OAED EPAS (apprenticeship vocational schools of the public employment service) as an integral part of the government's strategy for vocational education and training (VET) and youth employment.</p>	143

## Component 3.2: Education, vocational education and training, and skills (2/3)

Type	Title	Description	€ mil.
Reform	LABOUR FORCE SKILLING, RESKILLING AND UPSKILLING THROUGH A REFORMED TRAINING MODEL (VOCATIONAL EDUCATION & TRAINING REFORM)	The main aspects of this reform pertain to 1) improving quality control (e.g. evaluation systems tracking progress and performance of trainees) in the public employment service's (OAED) vocational training units and 2) updating their modules in accordance to current and future labour market needs, as part of the comprehensive reform of OAED's active labour market policies (ALMPs).	131
Reform	UPGRADING VOCATIONAL EDUCATION AND TRAINING	The proposed project aims to accelerate the implementation of the bill passed in Parliament at the end of 2020. The proposed actions will 1) contribute to making vocational education and training (VET) an appealing educational pathway 2) strengthen the link between education and labour market needs and 3) provide skills required for the twin green and digital transition and boost the employment prospects, particularly, of young people.	70



## Component 3.2: Education, vocational education and training, and skills (3/3)

Type	Title	Description	€ mil.
Investment	DIGITAL TRANSFORMATION OF EDUCATION	<p>The proposal features the digital transformation of education in terms of content, infrastructure and services, embedded within a comprehensive reform strategy to update curricula, rationalise services and monitor educational outcomes. The goal is to lay a solid foundation for an inclusive digital educational model in Greece, a key prerequisite for a resilient and competitive Greek economy in the long term. Building on the Open Source Software Strategy 2020-23, the aim is to use solutions that have been tested globally and join the international effort for incremental innovation through the sharing of knowledge and skills. The investment consists of the following components:</p> <ol style="list-style-type: none"> <li>1. Digital Content in Schools</li> <li>2. Digital Equipment in Schools</li> <li>3. Professional development of the teachers in schools</li> <li>4. Digital Services in Schools and Universities</li> </ol>	365
Investment	UPGRADING VOCATIONAL EDUCATION AND TRAINING (VET): SUPPLY OF LABORATORY EQUIPMENT FOR LABORATORY CENTERS FOR IEK, EPAL, POST-SECONDARY YEAR-APPRENTICESHIP CLASS AND VOCATIONAL TRAINING SCHOOLS	<p>This investment seeks to upgrade and modernise the infrastructure of vocational education and training (VET) units across Greece, in particular as regards the supply of laboratory equipment for Laboratory Centers for IEK, EPAL, Post-Secondary Year-Apprenticeship Class and Vocational Training Schools. This investment complements and further contributes to the overall objectives of the UPGRADING VOCATIONAL EDUCATION AND TRAINING reform.</p>	92

## Component 3.3: Improve resilience, accessibility and sustainability of healthcare (1/3)

Type	Title	Description	€ mil.
Reform	REFORMS AND ACCELERATION OF INVESTMENTS IN THE HEALTHCARE SECTOR - CLAWBACK REDUCTION AND RATIONALISATION OF HEALTHCARE EXPENDITURE	The reform of the clawback system aims to drastically reduce the clawback in the medium-term, while at the same time allow the offset of clawback returns with clinical trial, R&D or investment expenditure by liable companies in the period 2021-2023.	250
Reform	REFORM OF THE PRIMARY HEALTH CARE SYSTEM	This reform aims to 1) upgrade the infrastructure and medical equipment of health centers and 2) reorganise their structure by retraining staff to act effectively as first-line care. The design of the reform also emphasises the care of chronic diseases and palliative care. The reform of the primary care interacts with secondary care (especially access to hospital care), will lead to improved health services for citizens and support the principle of equal access to health services and social cohesion.	272
Reform	IMPLEMENTATION OF THE NATIONAL PUBLIC HEALTH PREVENTION PROGRAM "SPYROS DOXIADIS"	The project aims to upgrade the quality of life of the population with the creation of a very comprehensive system of prevention. Indicatively, the program includes: a national program for the promotion of physical exercise and healthy eating; a national vaccination program; implementation of the National Screening Program - introduction of preventive diagnostic tests for breast cancer; the National Neonatal Screening Program; the National Program of Psychosocial Integration and Rehabilitation for people with serious psycho-social problems. Ultimately, the aim of the program is to reduce the risk factors for public health and the (indirect) relief of our hospital system.	254

## Component 3.3: Improve resilience, accessibility and sustainability of healthcare (2/3)

Type	Title	Description	€ mil.
Reform	REFORM IN THE FIELDS OF MENTAL HEALTH AND ADDICTIONS	This reform aims to ensure access to quality mental health services for specific populations suffering from mental illness and addiction, in order to prevent their marginalisation or institutionalisation. The project focuses on mental health services for patients with dementia and Alzheimer's disease, as well as patients with autism and patients in the age group of children, adolescents and young adults. Web applications and digitalisation of mental health services and actions to support addicts are also being developed.	55
Reform	ORGANISATIONAL REFORMS IN THE HEALTH SYSTEM (KETEKNY, ODIPY)	The aim of this reform is to rationalise the reimbursement of hospital medical procedures and create a framework that will ensure the establishment of reliable, quality procedures and performance measurements related to patient care, health needs and care delivery. Creating a national health map that records the demand and supply of services in the health system and establishes a framework for quality assessment will ensure greater transparency and efficiency in the health system.	9

## Component 3.3: Improve resilience, accessibility and sustainability of healthcare (3/3)

Type	Title	Description	€ mil.
Investment	NHS HOSPITAL RENOVATION AND INFRASTRUCTURE UPGRADE	Comprehensive interventions for the modernisation of the logistical infrastructure of hospitals throughout Greece , including the renovation of buildings and the supply of new medical equipment. The investment will empower the medical and nursing staff of the National Health System with the tools necessary to improve the quality and effectiveness of the provided health services.	317
Investment	DIGITAL TRANSFORMATION OF HEALTH	The proposed project aims to optimise healthcare quality and patient safety with new innovative services, while at the same time help control healthcare spending by discouraging the overuse of products, pharmaceuticals, improve hospital management, patient experience, public procurement procedures and enhance system functionalities, interoperability and EOPYY's (National Organisation for the Provision of Healthcare Services) digital capacities.	278
Investment	ESTABLISHMENT OF A RADIOTHERAPY CENTER AT THE "SOTIRIA" THORACIC DISEASES HOSPITAL OF ATHENS	The establishment and construction of a Radiotherapy Center in Sotiria Hospital will help meet the needs of cancer patients and the increased demand for radiotherapy departments in the country.	32
Investment	ESTABLISHMENT OF HOME HEALTH CARE AND HOSPITAL AT HOME SYSTEMS	Establishment of a home care system for targeted groups of patients with chronic disabilities. Home care is combined with parallel organised support from health care units and concerns children, adolescents and adults with serious chronic health problems that cause long-term or permanent disabilities. This improves the quality of life of patients while freeing up resources for the National Health System.	12
Investment	PROJECT FOR THE CONSTRUCTION OF A BUILDING DEDICATED TO CELLULAR AND GENE THERAPIES AND HEMATOLOGY CLINIC LABORATORIES WITHIN THE GENERAL HOSPITAL OF THESSALONIKI "PAPANIKOLAOU"	Creation of new buildings for the housing of the Laboratories of Cell and Genetic Therapy and Hematology Clinic at Papanikolaou Hospital, in order to keep its services in line with the increased requirements of patient care (malignant hematological diseases) and increasing demand for modern and technologies.	7

## Component 3.4: Increase access to effective and inclusive social policies (1/7)

Type	Title	Description	€ mil.
Reform	CHILD PROTECTION	<p>This bundle of projects aims to enhance overall child protection. The reforms are targeted to (a) newborn, infants and toddlers, (b) adolescents and (c) minors with severe disabilities and/or severe mental disorders, and the goals of the provided support are: 1) enhancing the cognitive and mental development of children, 2) successfully addressing stigma and discrimination and 3) further enhancing their living in a supported independent scheme or under foster care. The projects, thus, emphasise early childhood developmental intervention and reform (Reform 1, Investment 2 and 3) and a policy of deinstitutionalisation (Reform 2 and Investment 1).</p> <ul style="list-style-type: none"> <li>● <b>Reform 1:</b> Development of a comprehensive curriculum and program for schools aiming at the cognitive development of infants from 3 months to 4 years, to prepare them for a smooth integration into primary education.</li> <li>● <b>Reform 2:</b> Placement of minors, with severe disability (over 67%) and / or severe mental disorders, in the care of professional foster carers.</li> <li>● <b>Investment 1:</b> Transfer of adolescents from Child Protection Units (CPUs) to Supported Independent Living apartments (SILs) with the aim of deinstitutionalisation, skills' building and improvement of employability.</li> <li>● <b>Investment 2:</b> Subsidisation of new early childcare centres or capacity in existent childcare centres for babies starting from 2 months until 2.5 years old (baby centres)</li> <li>● <b>Investment 3:</b> Establish Centres of Creative Activities through Technology – STEM Centres for Children.</li> </ul>	184

## Component 3.4: Increase access to effective and inclusive social policies (2/7)

Type	Title	Description	€ mil.
Reform	DISABILITY	<p>The proposal includes two sub-projects aiming at enhancing social inclusion, independent living, employability and early childhood intervention for persons and children with disabilities. They fulfil a series of relevant provisions of the U.N Convention on the Rights of Persons with Disabilities (UNCRPD) and are linked to the priorities and policies of the National Action plan for the Rights of Person with Disabilities and the National Strategy on Deinstitutionalization. These actions complement the pilot project for the new functionality-based disability assessment process, co-funded by the European Social Fund and in line with EU best practices. Taken together, these elements will underpin disability policy in the coming years and are expected to fight stereotypes and eliminate barriers towards inclusiveness and equality for all. Specifically, the two subprojects refer to:</p> <ol style="list-style-type: none"> <li>1) Enhancement of independent living for people with disabilities <ul style="list-style-type: none"> <li>● Accessibility and support infrastructure for people with mobility and sensory impairments</li> <li>● Independent living assistance for persons with disabilities. (pilot program)</li> </ul> </li> <li>2) Support social inclusion of people with autism spectrum disorders (ASD) &amp; Early Childhood Intervention (pilot program)</li> </ol>	104

## Component 3.4: Increase access to effective and inclusive social policies (3/7)

Type	Title	Description	€ mil.
Investment	SOCIAL INTEGRATION	<p>This project consists of three components:</p> <ul style="list-style-type: none"> <li>• “Social Reintegration of the Most Vulnerable Groups” focuses on the support of the most vulnerable groups, i.e. Guaranteed Minimum Income beneficiaries, Roma and homeless people, aiming at their (re)integration in the labour market.</li> <li>• “Digital training of the elderly and of persons with disabilities” involves programmes of acquaintance, familiarisation and education of the elderly and people with disabilities in new technologies, mainly in terms of digital information, communication and internet-based and social media skills (such as making electronic payments, submitting applications through digital platforms, using social media etc.).</li> <li>• The third component “Social Housing for the most Vulnerable Groups” focuses on providing housing support to most vulnerable groups threatened by or facing homelessness.</li> </ul>	166

## Component 3.4: Increase access to effective and inclusive social policies (4/7)

Type	Title	Description	€ mil.
Investment	DIGITAL TRANSFORMATION OF THE SOCIAL SUPPORT SYSTEM	<p>This bundle of projects aims to develop the digital tools that will allow: 1) the simplification of citizens' access to social care services and benefits, with a special focus on people with disabilities, 2) a better identification of needs so as to avoid waste of resources and to allocate social assistance budget in the fairest possible way, 3) a more effective monitoring of public and private social care providers, and 4) the upskilling or reskilling of providers of services in public welfare institutions. More particularly, this bundle consists of the following components:</p> <ol style="list-style-type: none"> <li>1. Single Digital Access Portal to Social Protection. The project aspires to expand the functions of the National Mechanism for Coordination, Monitoring and Evaluation of Social Inclusion and Social Cohesion Policies and, eventually, integrate the electronic application forms of the cash social assistance benefits into a single digital portal.</li> <li>2. National Portal of disability benefits and establishment of the Disability Card. <ul style="list-style-type: none"> <li>● National Portal of disability benefits: The beneficiaries will be able to access their personal data, benefits and issue certificates digitally. The portal will act as an one-stop-shop platform for all social benefits without beneficiaries having to submit the same supporting documents to different bodies.</li> <li>● Disability card: Through this card, disabled people will be able to enjoy all the rights and benefits that they currently enjoy (across different bodies) without having to demonstrate each time their disability authentication papers.</li> </ul> </li> <li>1. Digital Transformation of OPEKA. The complete digitalisation of OPEKA's services will accelerate response times to citizens' claims, tackle challenges in awarding benefits and allowances in a timely and proper way, avoiding errors and fraud, and the optimising the provision of information and services to the beneficiaries.</li> <li>2. Digital training of people working in welfare services.</li> <li>3. Inventory, digitisation and development study of public properties.</li> </ol>	12



## Component 3.4: Increase access to effective and inclusive social policies (5/7)

Type	Title	Description	€ mil.
Reform	SOCIAL BENEFITS OPTIMISATION	<p>The proposed reform consists of the following components:</p> <ul style="list-style-type: none"> <li>Component 1: Payment of the majority of social benefits via prepaid cards Greece allocates approximately 3% of GDP annually to social and unemployment benefits. The vast majority of the benefits is provided in the form of a deposit transfer, allowing the beneficiaries to allocate the amounts according to their needs. At the same time, the VAT gap in Greece is estimated to be close to 30%, far exceeding the EU-average. This reform foresees the payment of the majority of social benefits provided by OPEKA and OAED via prepaid cards, i.e. that can be used for purchasing products and services via e-payments, with a limit on the cash that can be withdrawn.</li> <li>Component 2: Special checks for granting welfare benefits to non-permanent residents of the country. Relying on the digital transformation of the social protection system and the creation of the ‘Single Digital Access Portal to Social Protection’ described in investment “DIGITAL TRANSFORMATION OF THE SOCIAL SUPPORT SYSTEM”, this reform aims to safeguard the social protection system, i.e. access to welfare benefits and benefits of the healthcare system, from cases of misuse and fraud, in particular by people who declare that they are residents of Greece, but in fact do not reside permanently in the country (especially non EU/ third country nationals).</li> </ul>	10

## Component 3.4: Increase access to effective and inclusive social policies (6/7)

Type	Title	Description	€ mil.
Investment	DIVERSITY AWARENESS	<p>The project consists of three interconnected subprojects seeking to raise awareness on diversity. The project includes the following subprojects:</p> <ul style="list-style-type: none"> <li>a) development and delivery of diversity training programmes for employees in both the private and public sector with the aim of fighting discrimination against all dimensions in the workplace;</li> <li>b) development of a concrete mechanism to collect appropriate statistical data relating to equality and discrimination, allowing the better monitoring of progress and public policy based on facts. The role of the Equality Observatory - an operating arm of the Ministry of Labour and Social Affairs - will be enhanced in order to produce comprehensive reports assessing the state of equal opportunities; and</li> <li>c) development of a mechanism for the certification of and an award system for enterprises/organisations promoting good diversity and inclusion practices.</li> </ul>	46
Investment	CREATION OF CHILDCARE UNITS WITHIN LARGER COMPANIES	<p>The programme provides funding for the creation and equipment of childcare units in the premises of larger companies, creating a bundle of support that enhances the attractiveness of the investment to the relevant stakeholders and companies. It aims to enhance work-life balance and promote measures that actively support the employment of young parents.</p>	14

## Component 3.4: Increase access to effective and inclusive social policies (7/7)

Type	Title	Description	€ mil.
Investment	PROMOTE INTEGRATION OF THE REFUGEE POPULATION INTO THE LABOUR MARKET	The objective is to promote the integration of the refugee population into the labour market. This will be achieved by: a) further developing and sustaining a lasting, effective, flexible and tailored to the needs of beneficiaries and enterprises, mechanism of job integration, and b) by implementing complementary and interconnected activities, regarding both appropriate preparation of refugees and structured cooperation with firms and other stakeholders. The project will be totally aligned with the draft Partnership Agreement (2021 – 2027) and will be used with complementary with other EU funds and projects.	32
Investment	DIGITAL TRANSFORMATION OF THE IMMIGRATION AND ASYLUM SYSTEM	<p>The implementation of the project will result in significantly better quality of services to the beneficiaries concerned. The following critical issues will be addressed through the digitalisation of the Migration and Asylum system:</p> <ul style="list-style-type: none"> <li>● Unified management of the whole life cycle of the procedures related to refugee flows, from the First Reception to the completion of the examination of an Asylum case</li> <li>● Integrated collection of information in real time by all involved authorities for real-time tracking</li> <li>● Secure and valid identification of persons entering the country, through procedures involving the receipt of biometric data and the issuance of a "smart" ID card</li> <li>● A Web &amp; mobile app to interact and communicate with the refugees</li> </ul>	42

## Component 4.1: Making taxes more growth friendly and improving tax administration and tax collection (1/3)

Type	Title	Description	€ mil.
Reform	DIGITAL TRANSFORMATION OF TAX AUDITS	This project will enable the Independent Authority of Public Revenue (IAPR) to make better use of its data and introduce artificial intelligence tools in order to improve public revenue collection, increase the effectiveness of tax audits, and fight smuggling. The project involves the adoption of a strong data architecture, the development of a common metadata repository, the provision of appropriate software solutions and the development of techniques and tools of artificial intelligence and machine learning to mine big data.	5
Reform	CODIFICATION AND SIMPLIFICATION OF TAX LEGISLATION	This key reform will streamline the major tax codes and the customs code, and all relevant legal provisions, and make them easily accessible to taxpayers, thus, enhancing transparency and legal certainty, improving tax compliance and the business environment.	2
Reform	PROMOTING THE ACCELERATION OF VAT RETURNS	The reform program aims to simplify the administrative processes between tax authorities and the business sector. The new process will limit human contact through digital transactions and tackle delays in the refund of VAT.	0
Reform	ADOPTION OF MEASURES AND INCENTIVES TO INCREASE ELECTRONIC TRANSACTIONS	The reform aims to ease the administrative burden for businesses and improve tax compliance by promoting electronic transactions. It entails the registering of electronic books (myData), electronic invoicing and linking all tax cash registers with the IT systems of IAPR. Data on electronic transactions will be used in increasing the effectiveness of audits and pre-filing tax declarations.	1

## Component 4.1: Making taxes more growth friendly and improving tax administration and tax collection (2/3)

Type	Title	Description	€ mil.
Reform	SUPER-DEDUCTION ON GREEN ECONOMY, ENERGY AND DIGITAL TRANSITION	Tax credits for selected investments accelerating the green and digital transitions. The measure aims to strengthen investment, especially by small and medium-sized enterprises, in equipment related to climate change adaptation and the promotion of a circular economy, and digitalisation.	0
Reform	NEW FRAMEWORK FOR THE FIGHT AGAINST SMUGGLING, MAINLY FOR PRODUCTS SUBJECT TO EXCISE DUTIES (TOBACCO, ALCOHOL AND ENERGY)	The reform aims to boost the fight against smuggling, in particular of those products subject to excise duties (tobacco, alcohol, energy). It entails the modernisation of the customs' tracking systems, audit processes, and equipment in order to increase the effectiveness of cargo audits. To this end, it also involves the upgrade of the IAPR's IT systems necessary to obtain information from international databases.	0
Reform	ONLINE CASH REGISTERS AND POS	The reform amounts to linking cash registers to point-of-sale (POS) terminals and the IAPR's IT systems. Upon its completion, the IAPR will be receiving real-time information about the receipts issued, substantially limiting the potential for tax evasion and ultimately reducing the VAT gap.	0

## Component 4.1: Making taxes more growth friendly and improving tax administration and tax collection (3/3)

Type	Title	Description	€ mil.
Investment	DIGITAL TRANSFORMATION OF THE TAX & CUSTOMS ADMINISTRATION	<p>This investment consolidates 14 digital infrastructure sub-projects necessary to implement the reform package of this component and support their objectives (reducing the VAT and personal income tax gaps, and lost revenue from smuggling, enhancing the operating efficiency of the IAPR and reducing the administrative burden for taxpayers). They are classified into four intervention areas:</p> <ol style="list-style-type: none"> <li>1. Replacement of core digital systems, such as a new integrated Taxation IT System (TAXIS) for the IAPR and the extension of the Integrated Customs IT System (ICISnet);</li> <li>2. Automation of office and work processes;</li> <li>3. Digitalising audits and controls, including a Enterprise Risk Management (ERM) system for the IAPR; and</li> <li>4. Upgrading taxpayer services.</li> </ol>	180

## Component 4.2: Modernise the public administration, including through speeding up the implementation of public investments, improving the public procurement framework, capacity building measures and fighting corruption (1/3)

Type	Title	Description	€ mil.
Reform	REFORMING THE PUBLIC ADMINISTRATION	<p>This flagship reform aims to modernise the public administration and invest in its human resources by:</p> <ul style="list-style-type: none"> <li>● streamlining the governance and allocation of responsibilities between levels of the public administration;</li> <li>● creating of an AI-based strategic workforce planning tool;</li> <li>● modernising hiring procedures;</li> <li>● upskilling/reskilling in the public administration;</li> <li>● introducing a reward system for public entities and civil servants.</li> </ul>	51
Reform	COMBATING ILLEGAL TRADE AND PROTECTING INTELLECTUAL PROPERTY	The proposed reform will step up the fight against illegal trade by means of strengthening the responsible agency with staff training and recruitment, appropriate IT systems, equipment and control checkpoints.	16
Reform	STRENGTHENING THE NATIONAL ANTI-CORRUPTION FRAMEWORK THROUGH TARGETED INTERVENTIONS IN THE FIELDS OF DETECTION, PREVENTION AND RAISING AWARENESS	This package for detecting and preventing corruption that pivots around the National Anti-Corruption Agency, encompasses both reforms, such as regulatory interventions in key policy fields (i.e. whistle-blowers protection, “lobbying”, conflict of interest, etc.), the strengthening of Internal Control System of the public administration, the drafting of ethics codes and a National Anti-Corruption Action Plan for the period 2022-2025; and investments in the agency’s digital capacities and staff.	10

## Component 4.2: Modernise the public administration, including through speeding up the implementation of public investments, improving the public procurement framework, capacity building measures and fighting corruption (2/3)

Type	Title	Description	€ mil.
Reform	ENHANCE THE STATE-AID NETWORK	This reform will improve the state aid legal framework and strengthen the capacity of the network of state aid units across Ministries, primarily through upgrade of the Central State Aid IT System following EU best practices and other digital tools (digital state aid cases library, intranet communication platform, data analytics tools).	0.4
Reform	ENHANCING THE AML/ CFT FRAMEWORK	The reform contributes to effective implementation of legislated Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) measures, and is closely related to the fight against tax evasion and corruption. It involves setting-up a digital platform for the collection of statistical data held by competent authorities (i.e. judicial, supervisory and law enforcement) and implementing digital solutions for provisions related to virtual currencies, Politically Exposed Persons (PEPs) and beneficial ownership information.	0.3
Reform	ENHANCEMENT OF POLICY PLANNING AND COORDINATION	The reform focuses on the efficient implementation of crucial provisions of the “Executive State” law concerning the strengthening of policy planning and coordination, and in particular the following areas: monitoring of secondary legislation; quality of impact assessments; introduction of ex-post assessment tools; legal codification; and training of legislators.	0
Reform	ACCOUNTING REFORM	The reform implements a gradual transition to accrual accounting and consolidated financial reporting within the general government. It entails the issuance of accrual accounting policies, training of the relevant personnel, and the design and introduction of the Government Enterprise Resource Planning (GOV-ERP).	0
Reform	MODERN INSTITUTIONAL FRAMEWORK FOR STATE OWNED ENTERPRISES	This reform puts in place a modern legal framework for the operation and management of public enterprises and organisations. It will include corporate governance guidelines and specific rules for the management of state-owned enterprises, such as the appointment of the chairman, CEOs and executive directors by the board, and provisions for the establishment of internal audit committees to ensure transparency among others.	0



## Component 4.2: Modernise the public administration, including through speeding up the implementation of public investments, improving the public procurement framework, capacity building measures and fighting corruption (3/3)

Type	Title	Description	€ mil.
Reform	PROFESSIONALIZATION OF PUBLIC PROCUREMENT DOMAIN	The project consists of the following measures: carrying out a study for the design and implementation of a professionalisation system for the staff that dealing with public contracts; staff training and retraining programs in planning, awarding and executing public contracts; creation of a certification body for the professionals involved in public contracts; a new legislative initiative that will lead include elements such as a distinct service sector, a set of specific qualifications and the adoption of financial and non-financial incentives to attract and retain highly qualified staff; carrying out a study for the reorganization of structures and responsibilities of the services outsourcing or executing public procurement; creating guides for the professionals involved in public contracts.	3
Reform	EFFICIENT COMBATING OF CORRUPTION	The reform will perform the necessary amendments in the legal framework identified by the competent authorities in order to boost the fight against corruption.	0
Investment	DIGITAL TRANSFORMATION OF FISCAL MANAGEMENT AND SUPERVISION IN GOVERNANCE & ELECTRONIC INVOICING	The project will improve the efficiency of public financial management by (a) designing and operating a state-of-the-art Government Enterprise Resource Planning System (ERP) for the Central Government; (b) the operation of ERP Systems for entities of the General Government, c) accelerating the rollout of the e-invoicing in post-award processes of public procurement.	102
Investment	MODERNISE THE HELLENIC CONSIGNMENT DEPOSIT AND LOANS FUND	The investment seeks to increase the operational efficiency of the Hellenic Consignment Deposit and Loans Fund (CDLF) by boosting its digital capacities, specifically through: the digitisation of loan files, the implementation of an Integrated IT (IIS) Enterprise Resource Planning (ERP) and Human Resources Management (HRMS) systems.	7

## Component 4.3: Improve the efficiency of the justice system (1/2)

Type	Title	Description	€ mil.
Investment	NEW JUDICIAL BUILDINGS	A targeted program for the construction and renovation of old buildings that are part of the judicial system. The renovations will also increase energy efficiency of the buildings, while all properties belonging to the judiciary will be recorded in an electronic registry in order to facilitate monitoring and planning.	118
Reform	DIGITAL TRANSFORMATION OF JUSTICE (E-JUSTICE)	A set of actions that will increase the digital capacities of the justice system, pertaining to the digitisation of documents, the simplification and standardisation of procedures through digitalisation, and the integration between IT systems of the courts and the Ministry of Justice. Upon its completion, the reform will empower judges and judicial staff to substantially increase the speed of administering justice without compromising its quality.	81

## Component 4.3: Improve the efficiency of the justice system (2/2)

Type	Title	Description	€ mil.
Reform	SKILLS AND DIGITAL SKILLS FOR JUDGES AND JUDICIAL EMPLOYEES (JUDICIAL STAFF)	The reform foresees institutional changes and new programs in skills training, with emphasis on digital skills, for judges and judicial staff. Digital skills among judges and judicial officers are key factors in increasing the speed, quality and overall effectiveness of the administration of justice, also in light of significant investments in the digitalisation of justice. The reform also envisages to modernise and enrich the existing tools and instruments for the training of judges and judicial staff. The Ministry of Justice will coordinate the projects in cooperation with the National School of Judges, the National Centre of Public Administration and in consultation with the Judicial Authorities.	32
Reform	ACCELERATING THE ADMINISTRATION OF JUSTICE	<p>This multi-faceted, flagship reform will accelerate the administration of justice, and contribute decisively in the economic and institutional transformation of the country. It encompasses:</p> <ul style="list-style-type: none"> <li>• financial incentives for judicial clerks for a reduction in court backlog;</li> <li>• evaluating the spatial planning, organisation and administration of court buildings;</li> <li>• establishing an independent office for the systematic collection, processing and monitoring of data for the proper functioning of the judicial system;</li> <li>• updating legislation to speed up court proceedings.</li> </ul>	20

## Component 4.4: Strengthen the financial sector and capital markets (1/2)

Type	Title	Description	€ mil.
Reform	ENHANCED CAPITAL MARKET SUPERVISION AND TRUSTWORTHINESS	The reform seeks to enhance capital markets supervision by 1) boosting the digital capacities of the Hellenic Capital Market Commission (HCMC) and digitalising its internal processes and organization, and 2) codifying and modernising the regulatory & legislative framework for capital markets.	12
Reform	STRENGTHENING THE CAPACITY OF THE FINANCIAL SYSTEM TO OVERCOME LEGACY CHALLENGES AND FINANCE THE REAL ECONOMY	This project concerns the creation a private debt monitoring database, a key step for the implementation of the new insolvency strategy. It also foresees the establishment and operation of a Public Credit Bureau and a Central Credit Registry, that will provide information on the creditworthiness of borrowers, businesses and individuals. The aim is to provide easier access to credit information, tackling existing market failures due to asymmetric information, thus, facilitating access to credit.	5

## Component 4.4: Strengthen the financial sector and capital markets (2/2)

Type	Title	Description	€ mil..
Reform	IMPLEMENTATION OF THE NEW UNIFIED INSOLVENCY FRAMEWORK FOR THE RESTRUCTURING OF DEBT AND 2ND CHANCE	<p>The reform aims to develop the digital infrastructure needed to support:</p> <ul style="list-style-type: none"> <li>• the early warning and preventive debt restructuring procedures provided through the new unified / codified legal framework for the management of debt of individuals and legal entities;</li> <li>• the bankruptcy and restructuring of private debt, namely the provision of a second chance, under the new law; and</li> <li>• the implementation of specific actions to support vulnerable households.</li> </ul>	3
Reform	NEW LOANS PROMOTION - ESTABLISHMENT OF THE CREDIT EXPANSION OBSERVATORY	The creation of a Credit Expansion Observatory, which will collect detailed data on the liquidity provided by banks to individuals and legal entities, in order to better design and implement targeted public policies that aim to increase access to finance.	1

## Component 4.5: Promote research and innovation (1/2)

Type	Title	Description	€ mil.
Investment	CREATION-EXPANSION-UPGRADE OF INFRASTRUCTURES OF RESEARCH CENTRES SUPERVISED BY THE GENERAL SECRETARIAT OF RESEARCH AND TECHNOLOGY	The proposed investment aims to upgrade the infrastructure of 14 Research Centres, in order to enhance their research capacity and capabilities in important areas of science and technology.	207
Investment	BASIC & APPLIED RESEARCH AID	<p>Seven sub-projects in basic and applied research:</p> <ul style="list-style-type: none"> <li>• Horizontal Basic Research Financing</li> <li>• Flagship Research Projects in challenging interdisciplinary sectors with practical applications in Greek Industry</li> <li>• Applied Research for Precision Medicine through a Non-Profit Organization (NPO) under Private Law - "Hellenic Precision Medicine Network " (HPMN)</li> <li>• Applied Research for Drones development (Funding for Unmanned Systems Research and Development Centre)</li> <li>• Establishment of applied R&amp;I Institute on AI, Data Processing and Algorithm Development</li> <li>• Delivery of market-translatable sustainable materials technologies in collaboration with MIT</li> <li>• Participation in European Partnerships a) Euro-HPC (High Performance Computing) and b) Key Digital Technologies</li> </ul>	140
Investment	TH2ORAX - TRELIS HOLISTIC & HYBRID OPERATIONAL RUGGEDISED AUTONOMOUS EXEMPLARY SYSTEM	An IT system for collaborative decision-making in real time using state-of-the-art technologies i.e. features of artificial intelligence. It will contribute, among other, to border management, fight against crime and terrorism, cybersecurity, critical infrastructure protection and resilience, search and rescue and disaster resilience.	50

## Component 4.5: Promote research and innovation (2/2)

Type	Title	Description	€ mil.
Investment	RESEARCH - CREATE - INNOVATE	The investment concerns ~35 project proposals that were evaluated with a very high score in the “excellence” criterion in smart specialisation (RIS3) sectors, but were not financed due to budgetary constraints. The investment will support the selected proposals with funding and seek to attract co-funding from the private sector, strengthening the link between research and innovation, and entrepreneurship, and increasing the domestic economy’s value added. The sectors eligible for funding are : 1) materials, 2) tourism, culture & creative industries, 3) agro-food, 4) health and pharma, 5) transport & logistics, 6) energy, and 7) ICT 8) Environment and Sustainable Development	25
Investment	HORIZON 2020 “SEAL OF EXCELLENCE”: FINANCING TOP INNOVATIVE COMPANIES	The investment concerns 13 project proposals that have received the HORIZON 2020 “Seal of Excellence” quality label and are eligible for a grant, but not financed due to budgetary constraints. The investment will support these SME proposals, adding to private funding by the beneficiaries. The sectors eligible for funding are: 1) materials, 2) tourism, culture & creative industries, 3) agri-food, 4) health and pharma, 5) transport & logistics, 6) energy, and 7) ICT 8) Environment and Sustainable Development	18
Reform	EXTROVERSIONS OF RESEARCH AND INNOVATION ECOSYSTEM OF GREECE	The reform aims to develop the “ELEVATE Greece” platform. Elevate Greece, through its digital portal, allows national startups to register and gain government accreditation as “start-ups”, as long as they meet two basic characteristics: a) innovation and b) scalability. The platform will provide accredited start-ups with promotion services globally. The objective is to expand these services to the entire national innovation ecosystem(i.e. Research Centers, Innovation Clusters, Competence Centers and highly innovative companies).	3

## Component 4.6: Modernise and improve resilience of key economic sectors (1/13)

Type	Title	Description	€ mil.
Investment	ROAD SAFETY UPGRADE	The project's objective is to improve the safety of road networks across the country, with a view to reducing the number of traffic accidents. Part of it will finance the "Road Safety Improvement Program (PEVOA)", co-funded by the European Investment Bank and covering intervention across 2,500 km of the network.	450
Investment	CENTRAL GREECE HIGHWAY E-65 NORTH PART	This project concerns the full construction (main road, service roads / connecting roads and supplementary works), of a total length of 70 km of the northern section of the E65 Motorway, specifically the Trikala – Egnatia section. The motorway, which will improve connectivity between Southern Greece, Thessaly and Western Macedonia, on the one hand, and the Western Balkans and the rest of Europe (through the port of Igoumenitsa), on the other, is part of the Trans-European Transport Network (TEN-T).	452
Investment	CRETAN NORTHERN HIGHWAY	The project concerns the construction of the Cretan Northern Highway (BOAK), which will connect the four major cities of Crete (Chania, Rethymno, Heraklion and Agios Nikolaos) and is part of the Trans-European Transport Network (TEN-T).	427



## Component 4.6: Modernise and improve resilience of key economic sectors (2/13)

Type	Title	Description	€ mil.
Investment	SMART INFRASTRUCTURE WITH ENVIRONMENTAL AND CULTURAL FOCUS	The investment is a set of digital projects in the environmental and cultural fields, specifically (1) an IT System for the delineation of watercourses, (2) a digital bank for building-plot ratio transactions, (3) a Single Digital Map, (4) a central system for the measurement and monitoring of air pollutants and marine pollution, and (5) interactive digital services and digital content production for the promotion of cultural exhibits with Augmented and Virtual Reality for Museums.	174
Investment	INTERVENTIONS FOR THE UPGRADE AND REDEPLOYMENT OF THE GREEK RAIL NETWORK SYSTEM AND INFRASTRUCTURE	The investment includes interventions to upgrade and ensure the smooth and safe operation of the Greek rail network system. It includes works to upgrade of existing railway infrastructure and superstructure, electromechanical systems, signalling, telecommunications and electrification among others. The investment is split into three sub-projects: <ol style="list-style-type: none"> <li>1. Main network branch (Central Greece Piraeus – Athens – Thessaloniki – northern borders)</li> <li>2. Network branch Macedonia – Thrace (Northern Greece)</li> <li>3. Network branch Aerodromio – Rododafni (Attica and Peloponnese)</li> </ol>	130
Investment	UPGRADING SUBURBAN RAILWAY IN WEST ATTICA	This project entails the construction of a new 36 km Suburban Railway branch west of Athens, from Ano Liossia to Megara. The extension of the railway will contribute to economic, social and territorial cohesion, promoting connectivity in an area where the logistics sector has significant potential.	81

## Component 4.6: Modernise and improve resilience of key economic sectors (3/13)

Type	Title	Description	€ mil.
Reform	ORGANISATIONAL REFORM IN THE RAILWAYS SECTOR	<p>The main deliverables of this reform are:</p> <ul style="list-style-type: none"> <li>• the action plan of the restructuring of the rail companies OSE SA, ERGOSE SA,</li> <li>• the methodology for a new rail project cycle, and</li> <li>• the implementation plan for the Greek Rail Projects of the period 2021-2030.</li> </ul>	5
Investment	IMPLEMENTATION OF EASA COMPLIANCE RECTIFICATION WORKS	Investment in the upgrade of 13 regional airports, to address deviations and/or non-compliance under the new European Aviation Safety Agency (EASA) Certification Specifications, which constitute a contractual obligation of the state. The investment will make these airports, which are all of vital importance to the local economies, fully compliant with Regulation (EU) 2018/1139.	107
Investment	SMART BRIDGES	The aim of this project is to improve the safety level of the bridges and prevent accidents, either from the passage of heavy vehicles or climate change risks. The project entails the equipment of bridges with special load measuring systems and sensors / optical fibres that will measure the displacement of the bridges in real time. This information will be recorded and processed with special algorithms to evaluate the structural vulnerability of bridges.	81
Investment	ELECTRONIC TOLLS	The purpose of this project is the development of a reliable, user-friendly, and cost-effective interoperable electronic toll system in Greece. It will ensure the availability of different options for automated electronic payments, a fair and transparent toll billing mechanism, an improved vehicle flow, and lay the foundation for enhanced services and interoperability with other European countries.	90

## Component 4.6: Modernise and improve resilience of key economic sectors (4/13)

Type	Title	Description	€ mil.
Investment	DIGITAL TRANSFORMATION OF THE HELLENIC RAILWAYS ORGANIZATION	The investment concerns the upgrade the Hellenic Railways Organization's (OSE) infrastructures and services through a Public-Private Partnership (PPP), including: (a) Ticket Management and Telematics Systems, (b) infrastructure for smart stations, (c) customer experience services, (d) high-speed internet on trains and stations, and (e) a Vehicle Telematics System.	24
Reform	DIGITAL INTEGRATED PROGRAM MANAGEMENT SYSTEM FOR THE ADMINISTRATION OF THE TECHNICAL WORKS AND STRUCTURAL ASSETS OF THE MINISTRY OF INFRASTRUCTURE AND TRANSPORT	The reform refers to the introduction of a state-of-the-art PMIS (Portfolio Management Information System) that will provide a tool for the Ministry of Infrastructure and Transportation to monitor, manage and administer its portfolio of technical works and assets. The system will provide accurate information in real time regarding deliverables, cost and schedule throughout all the life-cycle of the performed works.	10
Reform	SIMPLIFICATION OF THE PROCEDURES OF THE MINISTRY OF INFRASTRUCTURE AND TRANSPORT	This reform entails the digitalisation of the services provided by the Ministry of Infrastructure & Transport, in the context of easing administrative burden and simplifying process in the public sector. It includes the a) issuing, replacing and renewing driving licenses, b) procedures relates to transferring vehicles, c) issuance of traffic registration licenses and license plates, and d) driving license examinations.	1

## Component 4.6: Modernise and improve resilience of key economic sectors (5/13)

Type	Title	Description	€ mil.
Reform	LABOR REFORM IN THE CULTURAL SECTOR	The objective of this reform is to increase the resilience of the cultural and creative sector, through 1) labor and social security reforms that will increase the share of declared work and support the industry's professionals and 2) interventions that protect their intellectual property from piracy.	30
Investment	CULTURE AS A DRIVER OF GROWTH	The investment's overall objective is to promote the contribution of culture to smart and sustainable growth, and economic, social and territorial cohesion. It consists of 6 subprojects: 1) pilot Cultural and Creative Industries (CCIs) regional strategies, 2) support to local craft ecosystems, 3) the use of archaeological sites and monuments as venues and events sites, 4) the development of digital models of cultural production and distribution, 5) measures for the promotion of the film industry and 6) the promotion of the the Greek cultural brand and exports.	168
Investment	MUSEUM OF UNDERWATER ANTIQUITIES	This is an investment to restore an emblematic industrial building in Piraeus and reopen it as a museum of underwater antiquities. The investment will create added value from a cultural and tourism standpoint for the port city of Piraeus and the wider Athens area.	54
Investment	UTILIZING "ARTS ON PRESCRIPTION", PROMOTING SOCIAL COHESION, AND TAPPING ON THE SILVER ECONOMY	The project aims to attract visitors aged 65+ and visitors with disabilities to cultural venues (i.e. museums, theaters, festivals, archeological sites and monuments) by improving physical access to these venues and developing guided tour systems with hearing and vision aids. The investment is fully aligned with the national plan for people with disabilities. Additionally, the project promotes the prescription of arts for mental health issues, supporting interventions which use the arts and culture to aid recovery.	38

## Component 4.6: Modernise and improve resilience of key economic sectors (6/13)

Type	Title	Description	€ mil.
Investment	UPGRADE OF INFRASTRUCTURE, RENEWAL OF EQUIPMENT AND UPGRADE OF QUALITY OF SERVICES PROVIDED BY HOCRED STORES - FORMER ARF STORES (ON - SPOT AND ELECTRONIC)	The Hellenic Organization of Cultural Resources Development (HOCRED) collects the proceeds from archaeological sites, historical sites, monuments and archaeological museums in Greece and manages these resources to support Greece's cultural heritage. This is an investment in the renovation of the infrastructure and equipment of HOCRED's physical and on-line stores and the upgrade of the quality of their services.	23
Investment	HIGHWAYS FOR NATURE AND CULTURE	Investment in the physical infrastructure of monuments and installation of 5G infrastructure along routes of particular natural and cultural interest to tourists. These interventions are complemented with the development of: a) digital services, b) e-commerce services and c) certification of providers of local goods and services.	30

## Component 4.6: Modernise and improve resilience of key economic sectors (7/13)

Type	Title	Description	€ mil.
Investment	PROTECTION OF CULTURAL MONUMENTS AND ARCHEOLOGICAL SITES FROM CLIMATE CHANGE	This investment pertains to the development of climate change adaptation plans for cultural heritage sites. The end goal is protecting Greece's invaluable cultural heritage, improving its resilience to climate change, thus, also sustaining its contribution to economic activity. These plans will include spatial and temporal assessments of the climate risks and define the vulnerabilities faced by cultural heritage sites, both prerequisites to carry out targeted infrastructure interventions.	20
Investment	UPGRADING HIGHER ARTS EDUCATION	<p>Art education in Greece is considered to be vocational rather than higher, and therefore the degrees obtained by students are not equivalent to those of similar schools from other EU countries and/or Greek universities. To address this issue, the investment involves the:</p> <ul style="list-style-type: none"> <li>• update of curricula and/or other components (this should also enable the attraction of foreign students to Greek art education institutions);</li> <li>• development of National Audiovisual School - linked to strategic growth priorities; and</li> <li>• upgrade of physical and digital infrastructure of major state art education institutions.</li> </ul>	14

## Component 4.6: Modernise and improve resilience of key economic sectors (8/13)

Type	Title	Description	€ mil.
Investment	CULTURAL ROUTES AT EMBLEMATIC ARCHEOLOGICAL SITES AND MONUMENTS	This project concerns the design of five emblematic cultural routes with thematic narratives that will cover all periods of the Greek history and will be geographically spread throughout the country. The monuments and sites that have been selected so as to create synergies with tourist destinations, thus, acting as a driver of sustainable growth and economic, social and territorial cohesion. The actions proposed include the preservation and restoration of selected monuments, the upgrade of services and infrastructure, the development of interactive digital applications, and the inclusion of arts and cultural events.	28
Investment	RESTORATION- CONSERVATION ENHANCEMENT OF THE ACROPOLIS MONUMENT	The Acropolis of Athens is the leading archaeological site in Greece, a monument of major importance, which is included in the List of World Heritage Sites of UNESCO and is a unique, protected ensemble of a special cultural value. The proposal concerns the protection of the Acropolis' monuments against damage from climate change, and includes restoration work for the Parthenon and the Walls, conservation of specific parts of all the monuments of the Acropolis, consolidation and stabilisation of rock masses and visitor access works.	9
Investment	SKILL BUILDING FOR CREATIVE AND CULTURAL PROFESSIONALS	This is an investment in training programs that aim to increase the capacity and resilience of organizations in the Cultural and Creative Industries (CCIs) and enhance the skills of CCI professionals. This dedicated program will be in line with the National Skills Strategy, and will most likely focus, among others, on business administration, financial management, human resource management, marketing, digital skills, protection of intellectual property and more.	5

## Component 4.6: Modernise and improve resilience of key economic sectors (9/13)

Type	Title	Description	€ mil.
Investment	TOURISM DEVELOPMENT	<p>This investment aims to extend the tourism season in Greece and promote alternative forms of tourism, contributing to economic resilience, sustainable growth and social and territorial cohesion. The project contains two parts:</p> <ul style="list-style-type: none"> <li>- Green Development: including programs for the development of mountain tourism, health and wellness tourism and agro-tourism.</li> <li>- Blue Development: including interventions to improve the governance, infrastructure and services offered in marinas, improve accessibility to beaches for the elderly and people with disabilities, and a program to promote the development of diving &amp; underwater tourism.</li> </ul>	260
Investment	RESKILLING AND UPSKILLING IN TOURISM	<p>A dedicated program of upskilling and reskilling in the tourism sector, for seasonal workers, the long-term unemployed as well as the employees whose contract was suspended due to the effect of COVID-19 on the operation of businesses. Apart from acting as a safety net, the program - which will be in line with the National Skills Strategy - will contribute to smoothing the transition of the tourism sector in the post-COVID-19 era.</p>	46



## Component 4.6: Modernise and improve resilience of key economic sectors (10/13)

Type	Title	Description	€ mil.
Investment	NEW INDUSTRIAL PARKS	Establishment of new, next-generation industrial parks consistent with the requirements of Industry 4.0 - i.e. 5G and ultra-high bandwidth network infrastructure - as well as renewable energy sources, smart energy management and energy saving interventions, and circular economy infrastructure.	100
Investment	ACCELERATION OF SMART MANUFACTURING	The proposal refers to financial support for small and medium enterprises in the industrial sector, in order to upgrade their manufacturing equipment and infrastructure with state-of-the-art smart technologies with low environmental impact. Moreover, the program will support industrial schemes / clusters of enterprises in important industrial value chains that promote the competitiveness of the Greek industry and its transition to Industry 4.0.	75

## Component 4.6: Modernise and improve resilience of key economic sectors (11/13)

Type	Title	Description	€ mil.
Investment	ECONOMIC TRANSFORMATION OF THE AGRICULTURAL SECTOR	The program contains five actions to strengthen and promote the development of the agricultural sector in Greece. It aims: (i) to increase added value of final products, (ii) to promote extroversions to international markets, (iii) to create food supply chains through the synergies with tourism, and (iv) to develop innovative, environmentally friendly processes for mass production.	520
Investment	DIGITAL TRANSFORMATION OF THE AGRI-FOOD SECTOR	The proposed investment is a multi-pronged intervention including (a) the digital transformation (both hardware and software) of the agricultural sector, and (b) the promotion of exports in the primary and the secondary sectors of Greek agriculture, stock-farming and fisheries. The investment follows a holistic approach, pursuing the adoption of innovative technologies for promotion, control of Greek product counterfeiting, and networking between Greek food producers and foreign markets.	47
Investment	PROPOSALS FOR ACTIONS IN THE AQUACULTURE SECTOR	The project pursues the modernisation of aquaculture production and the diversification of production. It covers, among other things, innovative equipment solutions, research, transfer of know-how and training of human resources. It is also planned to create a genetic material bank for endangered species and commercial species of freshwater fish. The goal is to increase productivity, reduce production costs, increase exports and job creation in the sector.	35

## Component 4.6: Modernise and improve resilience of key economic sectors (12/13)

Type	Title	Description	€ mil.
Investment	UPGRADE INTERVENTIONS FOR REGIONALS PORTS	Interventions to upgrade regional ports in islands and areas with developed tourism activity.	20
Investment	MASTER PLAN FOR THE RENEWAL OF THE GREEK PASSENGER SHIPPING FLEET	Preparation of a detailed study, strategy and financing mechanism for the gradual renewal of the country's passenger ship fleet, in the context of the green transition.	1

## Component 4.6: Modernise and improve resilience of key economic sectors (13/13)

Type	Title	Description	€ mil.
Reform	AMENDMENT OF THE LEGAL FRAMEWORK FOR THE ATTRACTION OF STRATEGIC INVESTMENTS	Reform of the legal framework regarding the attraction of strategic investments, in order to make Greece a more competitive investment destination, including through: the creation of a new category of strategic investments with additional incentives, the simplification and consolidation of the licensing procedure through a one-stop-shop, and the inclusion of new fields of economic activity and Important Projects of Common European Interest (IPCEI) in the framework.	175
Reform	DIGITALISATION OF ECONOMIC DIPLOMACY NETWORK & EXPORT TRAINING ACTIONS	A set of reforms aiming at the digitalisation the Economic Diplomacy Network. It builds and expands on a set of activities already included in 2014-2020 Partnership Agreement, with new initiatives aiming to impart the Economic Diplomacy Network with top-level skills and tools to assist to existing and potential exporters.	10
Reform	TRADE FACILITATION	A coherent and agile governance scheme to follow through and revamp the Trade Facilitation Strategy launched in 2012 was established in early June 2020, aiming at boosting exports by streamlining procedures and facilitating cross – border trade for companies operating in Greece.	3

## Component 4.7: Improve competitiveness and promote private investments and exports

Type	Title	Description	€ mil.
Reform	ACTIONS FOR THE SIMPLIFICATION OF THE BUSINESS ENVIRONMENT AND ITS UPGRADING IN QUALITY AND SAFETY	A set of reforms aiming to simplify procedures, ease administrative and regulatory burden on businesses while enhancing regulatory certainty and quality, which will facilitate firm entry, investment and job creation. It includes, among others: extending licensing reforms to additional economic activities, codifying legislation, and reviewing quality policy (standardisation, certification, etc.) to address the challenges of green and digital transition.	2
Reform	EASE OF DOING BUSINESS	The reform consists of 20 interventions to improve the business environment. The reform aims to: (a) improve Greece's ranking in international indicators, in particular the World Bank's Doing Business; (b) reduce procedures, time and the cost of enforcing contracts, getting credit, getting electricity, registering property, and getting a construction permit; and (c) ensure a stable and predictable legislative framework.	3
Reform	INCENTIVIZATION REGIME FOR THE PRODUCTIVITY AND EXTROVERSION OF ENTERPRISES (INCREASING THE SIZE OF ENTERPRISES)	The reform will create an array of tax, and other, incentives to encourage the self-employed and micro, small and medium sized enterprises to increase economies of scale through mergers, conversions, acquisitions and cooperation schemes & platforms (e.g. joint ventures, clusters) that will also promote higher productivity and increased exports.	0
Technical Support	TECHNICAL SUPPORT	Technical Support	40

