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From: Secretary-General of the European Commission, signed by Ms Martine DEPREZ, Director

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To: Mr Jeppe TRANHOLM-MIKKELSEN, Secretary-General of the Council of the European Union

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Delegations will find attached document COM(2021) 328 final.

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ANNEX

ANNEX

*to the*

**Proposal for a Council Implementing Decision**

**on the approval of the assessment of the recovery and resilience plan for Greece**

{SWD(2021) 155 final}

## ANNEX

### SECTION 1: REFORMS AND INVESTMENTS UNDER THE RECOVERY AND RESILIENCE PLAN

#### 1. Description of Reforms and Investments

##### A. COMPONENT 1.1: POWER UP

This component of the Greek recovery and resilience plan targets reforms and investments to increase the weight of renewable energy sources in the electricity system and facilitate Greece's process of decarbonisation. Reforms shall simplify licensing rules for renewable energy investment, make the electricity market more efficient, and secure the financial sustainability of support schemes. The component also includes key investments in networks to complete the interconnection with the Cyclades islands and make electricity distribution more environment-friendly and able to absorb a greater share of renewable energy. Storage systems shall also support the decarbonisation of the economy through accumulating surplus renewable electricity. Land rehabilitation shall also be supported in areas currently used as lignite mines, as a step of the just transition process in the territories most affected by the phase-out of lignite. The component is in line with the National Energy and Climate Plan (NECP) and supports addressing the country-specific recommendations on public and private investment (Country Specific Recommendation 3 of 2020 and Country Specific Recommendation 2 of 2019). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

##### A.1. Description of the reforms and investments for non-repayable financial support

**Investment:** Support of the installation of storage systems to enhance renewable energy (RES) penetration (measure ID: 16926)

The investment provides public grants for the installation of up to 1 380 MW capacity of energy storage in the electricity system. These investments shall allow the system integration of new RES capacity which is required for the achievement of NECP targets. In addition, this action shall also alleviate network congestion, increase the flexibility of the electricity system and liquidity of balancing market, enhance system adequacy, enable energy efficiency, promote transparency in electricity price formation, and lower energy costs. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Revitalization actions of the most affected territories (Just transition territories) (measure ID: 16871)

The investment consists of grants for financing land rehabilitation in the areas of former lignite mines in Western Macedonia and Megalopolis. The measure shall address the just transition areas, with environmental and economic interventions, such as soil remediation, redevelopment and implementation of interventions regarding landscape and environment restoration, readjustments in land uses, and the creation of organised receptors of activities.

The implementation of this investment shall be managed by a special purpose vehicle to be established by Greece. The special purpose vehicle shall become the new rightful owner and land developer of the transferred geographical areas. The special project vehicle shall be responsible for the financing and for carrying out the sanitization, restoration, rehabilitation and upgrading works. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Interventions for the electricity interconnection of islands and the upgrading of the electricity network (measure ID: 16870)

The investment includes the electricity interconnection of the Cyclades Islands (Phase D), an overhead line connecting Extra High Voltage Centre (EHVC) Corinth and EHVC Koumoundouros and accompanying projects. The projects shall boost energy system security, while also increasing the potential for electricity generation from RES in the islands and the Peloponnese. They shall reduce energy costs, leading to new investments and jobs in the energy-intensive sectors of the economy. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Hellenic Electricity Distribution Network Operator (HEDNO) network upgrades aiming at enhancing resilience and protecting the environment (measure ID: 16901)

The investment consists of undergrounding and rerouting of the electricity distribution network in settlements of special importance from a cultural or tourism point of view as well as city centres, with priority given to areas where the infrastructure is vulnerable to extreme weather. It shall improve the resilience of the distribution network and contribute to the protection of the environment. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Hellenic Electricity Distribution Network Operator (HEDNO) overhead network upgrading in forest areas (measure ID: 16900)

The investment consists of a replacement of bare conductors in the overhead electricity distribution network (with covered ones or a twisted cable), installation of insulating covers, and undergrounding or relocation of the electricity distribution network passing through forest areas. The project shall improve the resilience and reliability of the network (energy quality indicators SAIDI, SAIFI) and better protect the environment (forests, wildlife). The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Installed capacity increase in Hellenic Electricity Distribution Network Operator (HEDNO) High Voltage/Medium Voltage substations for new RES connection (measure ID: 16899)

The investment shall increase the capacity of existing substations of the network to address the congestion of the distribution grid that are currently preventing further investment in renewable energy. The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Restructuring and enhancement of the Renewable Energy Sources-Combined Heat and Power (RES-CHP) Account revenues (measure ID: 16865)

The reform consists of: (a) the restructuring of the existing remuneration structure for RES Producers, through the establishment for new RES units (commissioned after 1 January 2021) of a New RES-CHP Account replacing the current one complemented by new mechanisms that shall guarantee the financial viability of both of the existing and the New RES-CHP Accounts; and (b) the introduction of a Guarantees of Origin trading system, of an

extraordinary “Covid-19 Duty” for RES producers and Suppliers, and of a permanent “carbon tax” on diesel fuel. The measures shall ensure the viability of the existing installed RES capacity and shall facilitate the financing of new projects in RES, as any unexpected inflows/outflows leading to a negative impact on the RES account(s) shall be addressed through the regulatory fees that shall be passed on to the customers. The implementation of the reform, including an increase of 3 Gigawatt in the electricity production capacity from renewable energy sources, shall be completed by 30 June 2025.

**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 monitoring mechanism, the participation of demand response and an extensive reform of the licensing procedure for new RES (measure ID: 16860)

The reform consists of 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, as well as a new dedicated framework for offshore RES plants. The aim is to accelerate the doubling of the installed capacity of RES in view of the lignite phase-out in Greece.

Finally, the reform shall also establish a market monitoring system for the National Regulatory Authority (RAE) and the participation of demand-side response (DSR) in the balancing market.

The implementation of the reform shall be completed by 30 June 2022.

## A.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Top investment 1: Interventions for the electricity interconnection of islands and the upgrading of the electricity network

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
1	1 - 1.1. Power up - 16870_Interventions for the electricity interconnection of islands and the upgrading of the electricity network	Milestone	Interconnection of islands — contract awards	Notification of award of all contracts				Q2	2023	Notification of the award of all contracts by Independent Power Transmission Operator (IPTO) for the complete installation of: 1) Naxos - Thira cable connection; 2) Extra High Voltage Cable (EHVC) Koumoundoros – Korinthos (parts 1 and 2); and 3) Substations Milos, Folegandros, Serifos and cable connections Lavrio-Serifos, Serifos-Milos, Milos-Folegandros, Folegandros-Thira.
2	1 - 1.1. Power up - 16870_Interventions for the electricity interconnection of islands and the upgrading of the electricity network	Milestone	Interconnection of islands — progress of works	Confirmation of acceptance by the IPTO of the cable laying works, approval of tests, and certification of progress for the completion of 50% of EHVC Koumoundouros – Korinthos (parts 1 and 2)				Q2	2025	Successful cable installation and tests for Naxos-Thira; 50% of EHVC Koumoundouros – Korinthos (parts one and two) completed.
3	1 - 1.1. Power up - 16870_Interventions for the electricity interconnection of islands and the upgrading of the electricity network	Milestone	Interconnection of islands — completion	Successful start of operation/electrification certified by IPTO; issuance of Successful Trial Operation Certificates				Q4	2025	Completion of all three subprojects (Naxos-Thira connection, EHVC Koumoundoros-Korinthos, Substations and other connections) successful incorporation in the Hellenic Electricity Transport System and start of operation.

Key reform 1: Restructuring and enhancement of the RES-CHP account revenues - 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 monitoring mechanism, the participation of demand response and an extensive reform of the licensing procedure for new RES

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
4	1 - 1.1. Power up - 16865_Restructuring and enhancement of the RES CHP Account revenues	Milestone	RES account — legislation to amend L. 4001/2011; entry into force of all relevant decisions, including codes, by ministries, by the National Regulatory Authority (RAE) and by the Administrator of Renewable Energy Sources and Guarantees of Origin (DAPEEP).	Entry into force of legislation and relevant executive decisions.				Q2	2022	<p>1) Establishment of the new Renewable Energy Sources (RES) account, for units commissioned from 1 January 2021 onwards, including amending legislation, ministerial decision, and regulatory decisions (codes). The new RES account will include mechanisms to ensure its financial viability, also in case of unforeseen imbalances.</p> <p>2) Entry into force of a Guarantees of Origin trading system that shall allow consumers to voluntarily support RES electricity. The Guarantees of Origin (GO) system shall include:</p> <ol style="list-style-type: none"> <li>1) Adoption of a GO issuance/auctioning scheme for Feed-in tariffs RES</li> <li>2) Accreditation of “green” retail products</li> <li>3) Accreditation of “green business” standards.</li> </ol>
5	1 - 1.1. Power up - 16860_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	Milestone	RES account — market reforms and simplification of licensing	Entry into force of all relevant legislation, including ministerial decisions, and regulatory framework by				Q2	2022	<p>1) Establishment and full operation of a Market Monitoring and Surveillance Mechanism as well as full participation of Demand Side Response in the balancing market.</p> <p>2) Completion of reform on simplification of RES licensing, including simplification and digitalisation of procedures, short and binding administrative response times and accountability procedures for unnecessary delays, reduction of the necessary</p>

	monitoring mechanism, the participation of demand response and an extensive reform of the licensing procedure for new RES			RAE and DAPEEP						documentation and procedures, as well as a new dedicated framework for offshore RES plants.
6	1 - 1.1. Power up - 16865_Restructuring and enhancement of the RES CHP Account revenues	Target	RES account – capacity increase target 1		New capacity (GW) of renewable energy sources put in operation	0	1	Q2	2023	New RES capacity installed and operational
7	1 - 1.1. Power up - 16865_Restructuring and enhancement of the RES CHP Account revenues	Target	RES account – capacity increase target 2		New capacity (GW) of renewable energy sources put in operation	1	2	Q2	2024	New RES capacity installed and operational
8	1 - 1.1. Power up - 16865_Restructuring and enhancement of the RES CHP Account revenues	Target	RES account – capacity increase target 3		New capacity (GW) of renewable energy sources put in operation	2	3	Q2	2025	New RES capacity installed and operational

### Group 1: Power Up

The measures included within this group are:

- Support of the installation of storage systems to enhance RES penetration (ID: 16926)
- Revitalization actions of the most affected territories (Just transition territories) (ID: 16871)
- HEDNO network upgrades aiming at enhancing resilience and protecting the environment (ID: 16901)
- HEDNO overhead network upgrading in forest areas (ID: 16900)
- Installed capacity increase in Hellenic Electricity Distribution Network Operator (HEDNO) HV/MV substations for new RES connection (ID: 16899)



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
9	1 - 1.1. Power up - 16871_Revitalization actions of the most affected territories (Just transition territories)	Milestone	Land rehabilitation — framework law	Entry into force				Q1	2022	Approval and entry into force of Framework Program Contract Law determining the geographical areas to be transferred from the Public Power Corporation to the State, the content of the projects' studies, the division of responsibilities between all involved parties, the governance arrangements, the implementation schedule and the budget.
10	1 - 1.1. Power up - 16871_Revitalization actions of the most affected territories (Just transition territories)	Milestone	Land rehabilitation — urban plans	Ministry of Environment to certify approval of all Special Urban Plans; Notification of award of contracts				Q2	2023	1) Approval of Special Urban Plans by all municipalities. The Plans shall define permitted land uses, the general building conditions and restrictions and any other required measure, term or restriction. 2) Notification of award of contracts for Land rehabilitation in Western Macedonia and Megalopolis.
11	1 - 1.1. Power up - 16926_Support of the installation of storage systems to enhance RES penetration	Milestone	Storage — contracts	Notification of award of all contracts				Q2	2023	Notification of award of all contracts for selected projects (i.e. besides the long-duration Amfilochia Pumped Hydro Storage that is selected through an individual process), for a total of up to 700MW of capacity (and minimum capacity of 500MW).
12	1 - 1.1. Power up - 16901_HEDNO network upgrades aiming at enhancing resilience and protecting the environment	Milestone	HEDNO — contracts 1	Notification of award of all contracts				Q4	2023	Notification of award of all contracts related to Hellenic Electricity Distribution Network Operator (HEDNO) projects on upgrades for resilience and environment), to enable further penetration of renewable energy and improve the reliability and resilience of the network, while protecting the environment.
13	1 - 1.1. Power up - 16900_HEDNO overhead network upgrading in forest areas	Milestone	HEDNO — contracts 2	Notification of award of all contracts				Q4	2023	Notification of award of all contracts related to HEDNO projects on overhead networks in forest areas, to enable further penetration of renewable energy and improve the reliability and resilience of the network, while protecting the environment.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
14	1 - 1.1. Power up - 16899_Installed capacity increase in Hellenic Electricity Distribution Network Operator (HEDNO) HV/MV substations for new RES connection	Milestone	HEDNO — contracts 3	Notification of award of all contracts				Q4	2023	Notification of award of all contracts related to HEDNO projects on capacity increases of High Voltage/Medium Voltage substations, to enable further penetration of renewable energy and improve the reliability and resilience of the network, while protecting the environment.
15	1 - 1.1. Power up - 16871_Revitalization actions of the most affected territories (Just transition territories)	Target	Land rehabilitation — completion		Land rehabilitation (ha) completed and certified by Ministry of Environment	0	15 000	Q4	2025	Completion of land rehabilitation projects (15 000 ha) in Western Macedonia & Megalopolis
16	1 - 1.1. Power up - 16926_Support of the installation of storage systems to enhance RES penetration	Milestone	Energy Storage — completion	IPTO to certify entry into operation of energy storage projects for up to 1 380 MW of storage installed				Q4	2025	Entry into operation of all energy storage projects for up to 1 380 MW (including Amfilochia), as certified by IPTO.
17	1 - 1.1. Power up - 16901_HEDNO network upgrades aiming at enhancing resilience and protecting the environment	Milestone	HEDNO — completion 1	HEDNO to provide evidence of project completion for all interventions related to upgrades for resilience and environment, and entry into operation certificates				Q4	2025	Interventions related to network upgrades for resilience and environment completed and in operation.
18	1 - 1.1. Power up - 16900_HEDNO	Milestone	HEDNO — completion 2	HEDNO to provide evidence				Q4	2025	Interventions related to overhead network upgrades in forest areas completed and in operation.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
	overhead network upgrading in forest areas			of project completion for all interventions related to overhead network upgrades in forest areas, and entry into operation certificates						
19	1 - 1.1. Power up - 16899_Installed capacity increase in Hellenic Electricity Distribution Network Operator (HEDNO) HV/MV substations for new RES connection	Milestone	HEDNO — completion 3	HEDNO to provide evidence of project completion for all interventions related to capacity increase of HV/MV substations and entry into operation certificates				Q4	2025	Interventions related to capacity increase of HV/MV substations completed and in operation.

## **B. COMPONENT 1.2: RENOVATE**

The renovate component of the Greek recovery and resilience plan under the green pillar shall increase energy efficiency, enhance economic growth, create job opportunities and promote social resilience. It comprises of targeted reforms and investments to reduce CO<sub>2</sub> emissions, support for the achievement of the climate “neutrality” of urban areas and the enhancement of the climate resilience of cities’ and their building stock. The component provides incentives for building renovations and energy upgrades that shall be instrumental in the regeneration of urban areas and energy poverty mitigation and shall contribute to achieving the targets set out in Greece's National Energy and Climate Plan (NECP). The component supports addressing Country Specific Recommendation 3 of 2020 and Country Specific Recommendation 2 of 2019, on public and private investment. It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **B.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Energy poverty action plan (measure ID: 16920)

The reform consists of the adoption of an action plan to address the challenge of energy poverty. In 2019, about 18% of the total population were reportedly unable to heat their homes compared to about 34% in the subset of the economically vulnerable population (Eurostat, EU-SILC Survey). The strategy shall outline targeted policy measures to improve energy efficiency of residential buildings among economically vulnerable households. The implementation of the reform shall be completed by 30 September 2021.

**Investment:** Energy renovation on residential buildings (measure ID: 16872)

The investment shall improve the energy efficiency of residential buildings. It comprises renovations that shall yield significant primary energy savings, thus contributing to the relevant NECP targets. It shall improve the digitalisation of final energy consumption through energy management systems and promote the deployment of e-mobility infrastructure, such as charging stations for electric vehicles. It shall also provide earmarked funds targeting energy poor residences, thus establishing a link with the reform aiming to prepare an energy poverty action plan. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Interventions in residential areas and in the building stock (measure ID: 16873)

This investment comprises: 1) Climate change adaptation and mitigation interventions in 16 urban and coastal areas such as the protection of urban landmarks of significant importance and the promotion of the climate neutrality of cities; 2) The regeneration of the former industrial area of Votanikos / Elaionas at the heart of Athens; 3) The upgrade of a seafront to make it accessible for cyclists and pedestrians along the coast of Athens (Athens Riviera); and 4) Other strategic interventions selected through an open call to municipalities that shall promote climate change adaptation and contribute to primary energy savings and reducing GHG emissions. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Energy and entrepreneurship (measure ID: 16874)

The investment provides financial support to private companies for energy-efficient renovations of their buildings and processes. It includes two sub-programmes: (a) energy efficiency renovations in the tertiary and secondary sectors for medium, large and very large enterprises and (b) installation of energy efficient equipment in very small enterprises. Through the installation of 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 and processes in line with the targets set out in the NECP and reduce greenhouse emissions.

In order to ensure that the measure complies with the ‘Do no significant harm’ Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>1</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>2</sup>; (iii) activities related to waste landfills, incinerators<sup>3</sup> and mechanical biological

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<sup>1</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the ‘Do no significant harm’ Technical Guidance (2021/C58/01).

<sup>2</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>3</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants’ waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

treatment plants<sup>4</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The terms of reference shall additionally require that only activities that comply with relevant EU and national environmental legislation may be selected. The investment shall also comply with the Do No Significant Harm Technical Guidance with reference to the circular economy principles on recycling of construction waste and in accordance to the Energy Performance of Buildings Directive (2010/31/EU). The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Energy upgrade of public sector buildings (measure ID: 16876)

This investment comprises 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. This investment contributes to meeting the energy efficiency targets adopted in the NECP and reducing GHG emissions. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Infrastructure development and buildings' restoration in former royal estate in Tatoi (measure ID: 16875)

The investment comprises the renovation of buildings and upgrading their energy efficiency and infrastructure networks at the Tatoi estate and creation of walking and cycling routes in its vicinity. The project shall 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. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of

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<sup>4</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Olympic Athletic Centre of Athens (measure ID: 16932)

This investment in the Olympic Athletic Centre of Athens shall extend its use life, restore its image, reduce its running/energy costs and ensure its financial sustainability by turning it into a modern and lively urban athletics and leisure destination, with a view to the transfer of the Centre to the Hellenic Corporation of Assets and Participations. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 30 June 2024.

**Reform:** Preparation of Urban Plans in implementation of the urban policy reform (measure ID: 16879)

This reform consists of five actions: (a) the preparation of Local Urban Plans (covering municipalities or municipal units), (b) the preparation of Special Urban Plans (plans that can cover areas belonging to more than one municipality), (c) the definition of the Development Rights Transfer Zones, (d) completing the delimitation of settlements, (5) addressing land use issues related to recognition of (municipal) road access. The reform shall address weaknesses and gaps in zoning and land use with a view to promoting sustainable economic activity and protecting the environment. The Local Urban Plans shall include a dedicated chapter on climate change measures and prevention and management of climate related risks. Overall, Local Urban Plans will be produced for 700 municipalities or municipal units; five Special Urban Plans, will be produced, Development Rights Transfer Zones will be defined in 50 municipal units, the delimitation of settlements will be determined in 50 municipal units and municipal roads will be determined in 120 municipal units. In total, measures will be implemented in at least 750 municipal units.

The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Establishment of new maritime spatial planning (measure ID: 16891).

The reform addresses the creation of the national spatial strategy for the marine environment and maritime spatial plans. The reform shall address sustainable development in the maritime areas and coastal zones, while protecting the marine environment and biodiversity. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Establishment of new special spatial planning framework for renewable energy, industry, tourism and aquaculture (measure ID: 16894). The implementation of the reform shall be completed by 31 December 2025.

The reform establishes new special spatial frameworks for renewable energy, industry, tourism and aquaculture to promote climate mitigation and adaptation, protection of biodiversity, economic growth and job creation.



## **B.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support**

### Top investment 2: Energy renovation on residential buildings

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
20	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Milestone	Residential renovation – 1 <sup>st</sup> round launch	Entry into force of a Joint Ministerial Decision				Q4	2020	<p>Entry into force of a Joint Ministerial Decision to launch the programme for the first round renovations including setting up a selection process to ensure that the primary energy consumption of residences is reduced by at least 30% compared to the residence's initial performance calculated in kWh/m<sup>2</sup>.</p> <p>The Joint Ministerial Decision shall set out:</p> <ul style="list-style-type: none"> <li>- Implementation mechanism;</li> <li>- Selection process to achieve set primary energy saving target;</li> <li>- Certification mechanism to validate actual primary energy savings achieved (incl. details of possible corrective actions to ensure that primary energy saving target is met); and</li> <li>- Timeline.</li> </ul>
21	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Milestone	Residential renovation – 2 <sup>nd</sup> round launch including energy poor households	Entry into force of a Joint Ministerial Decision				Q3	2022	<p>Entry into force of a Joint Ministerial Decision to launch the programme for the second round renovations and the launch of the Programme for the energy poor residences, including setting up a selection process to ensure that the primary energy consumption of residences is reduced by at least 30% compared to the residence's initial performance calculated in kWh/m<sup>2</sup>.</p> <p>The Joint Ministerial Decision shall set out:</p> <ul style="list-style-type: none"> <li>- Implementation mechanism;</li> <li>- Selection process to achieve set primary energy saving target;</li> <li>- Provisions for energy poor residences, in accordance with criteria set out in the adopted energy poverty action plan</li> </ul>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										<p>Certification mechanism to validate actual primary energy savings achieved (incl. details of possible corrective actions to ensure that primary energy saving target is met); and</p> <ul style="list-style-type: none"> <li>- Timeline.</li> </ul> <p>Specific provision for earmarked funds to target energy poor residences, as defined by criteria of the energy poverty action plan.</p>
22	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Milestone	Residential renovation – 3 <sup>rd</sup> round launch including energy poor households	Entry into force of a Joint Ministerial Decision				Q4	2022	<p>Entry into force of a Joint Ministerial Decision to launch the programme for the third round renovations including setting up a selection process to ensure that the primary energy consumption of residences is reduced by at least 30% compared to the residence's initial performance calculated in kWh/m<sup>2</sup>.</p> <p>The Joint Ministerial Decision shall set out:</p> <ul style="list-style-type: none"> <li>- Implementation mechanism;</li> <li>- Selection process to achieve set primary energy saving target;</li> <li>- Provisions for energy poor residences, in accordance with criteria set out in adopted energy poverty action plan;</li> <li>- Certification mechanism to validate actual primary energy savings achieved (incl. details of possible corrective actions to ensure that primary energy saving target is met); and</li> <li>- Timeline.</li> </ul> <p>Specific provision for earmarked funds to target energy poor residences, as defined by criteria of the energy poverty action plan.</p>
23	2 - 1.2. Renovate - 16872_Energy renovation on	Target	Residential renovation – renovation		Number of certified renovations completed	0	8 000	Q4	2023	Renovations to improve energy efficiency completed for the number of residences, equivalent to energy reduction of 30 ktoe and with primary energy savings, on average, of at least 30%. The certification issued by the Hellenic Development

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	residential buildings		of residences #1							Bank shall provide verification of the primary energy savings achieved as confirmed by the General Directorate of the Body of Inspectors and Auditors. The certificate shall be submitted on the electronic platform <a href="https://www.buildingcert.gr/">https://www.buildingcert.gr/</a>
24	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Target	Residential renovation – renovation of residences #2		Number of certified renovations completed	8 000	50 000	Q4	2024	Completion of renovations to improve energy efficiency completed for 50 000 residences, equivalent to energy reduction of 125 ktoe and with primary energy savings, on average, of at least 30%.  The certification issued by the Hellenic Development Bank shall provide verification of the primary energy savings achieved as confirmed by the General Directorate of the Body of Inspectors and Auditors. The certificate shall be submitted on the electronic platform <a href="https://www.buildingcert.gr/">https://www.buildingcert.gr/</a>
25	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Target	Residential renovation – renovation of residences for energy poor households		Number of certified energy poor households for which interventions have been completed	0	50 000	Q4	2025	Completion of interventions to achieve energy savings for at least 50 000 energy-poor households equivalent to primary energy savings, on average, of at least 30% for the entire investment.  The certification issued by the Hellenic Development Bank shall provide verification of the primary energy savings achieved as confirmed by the General Directorate of the Body of Inspectors and Auditors. The certificate shall be submitted on the electronic platform <a href="https://www.buildingcert.gr/">https://www.buildingcert.gr/</a>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
26	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Target	Residential renovation – renovation of residences #3		Number of certified renovations completed	50 000	105 000	Q4	2025	<p>Completion of renovations to improve energy efficiency completed for 105 000 residences, equivalent to energy reduction of 213 ktoe and with primary energy savings, on average, of at least 30%.</p> <p>The certification issued by the Hellenic Development Bank will provide verification of the primary energy savings achieved as confirmed by the General Directorate of the Body of Inspectors and Auditors. The certificate will be submitted on the electronic platform <a href="https://www.buildingcert.gr/">https://www.buildingcert.gr/</a></p>

### Key reform 2: Urban Plans

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	

27	2 - 1.2. Renovate - 16879_Preparation of Urban Plans in implementation of the urban policy reform	Milestone	Urban Plans award	Notification of award of contracts				Q4	2022	<p>Notification of award of 30% of all contracts (for all interventions):</p> <ol style="list-style-type: none"> <li>1. preparation of Local Urban Plans;</li> <li>2. preparation of Special Urban Plans;</li> <li>3. preparation of independent plans for the definition of the Development Rights Transfer Zones;</li> <li>4. preparation of independent plans for the Delimitation of Settlements; and</li> <li>5. preparation of independent plans for the characterization of Municipal Roads.</li> </ol> <p>Local Urban Plans to include a dedicated chapter on climate change measures and prevention and management of climate related risks);</p>
28	2 - 1.2. Renovate - 16879_Preparation of Urban Plans in implementation of the urban policy reform	Milestone	Urban Plans award	Notification of award of contracts				Q4	2023	<p>Notification of award of 100% of all contracts (for all interventions):</p> <ol style="list-style-type: none"> <li>1. preparation of Local Urban Plans;</li> <li>2. preparation of Special Urban Plans;</li> <li>3. preparation of independent plans for the definition of the Development Rights Transfer Zones;</li> <li>4. preparation of independent plans for the Delimitation of Settlements; and</li> <li>5. preparation of independent plans for the characterization of Municipal Roads.</li> </ol> <p>The actions shall concern in total 750 municipal units. Local Urban Plans to include a dedicated chapter on climate change measures and prevention and management of climate related risks);</p>
29	2 - 1.2. Renovate - 16879_Preparation of Urban Plans in implementation of the urban policy reform	Target	Completion of urban planning		Number of municipal units for which the projects have been completed	0	750	Q4	2025	<p>Completion of local urban plans in 700 municipal units, development Rights Transfer Zones in 50 municipal units; delimitation of settlements in 50 municipal units; and characterizations of municipal roads in 120 municipal units and completion of 5 Special Urban Plans. Altogether, and considering that some of these actions are carried out in the same municipal unit, actions shall be completed in 750 municipal units.</p>

30	2 - 1.2. Renovate - 16894_Establishment of new special spatial planning for RES, industry, tourism and aquaculture	Milestone	Adoption of Special Spatial Frameworks	Adoption of four special spatial frameworks for Renewable Energy Sources (RES), Tourism, Industry and Aquaculture				Q4	2025	Adoption by the Ministry of Environment of four special spatial frameworks for Renewable Energy Sources (RES), Tourism, Industry, Aquaculture.
31	2 - 1.2. Renovate - 16891_Establishment of new maritime spatial planning	Milestone	Adoption of maritime strategy	New maritime spatial strategy adopted				Q4	2025	Adoption by the Ministry of Environment and Energy of the maritime spatial strategy.

## Group 2: Energy renovation of enterprises and public buildings

The measures included within this group are:

- Energy and entrepreneurship (ID: 16874)
- Energy upgrade of public sector buildings and energy infrastructure of public entities (ID: 16876)
- Energy poverty action plan (ID: 16920)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
32	2 - 1.2. Renovate - 16920_Energy poverty action plan	Milestone	Energy poverty – adoption of action plan	Entry into force of a Ministerial Decision by the Ministry of Environment and Energy.				Q3	2021	Entry into force of a Ministerial Decision by the Ministry of Environment and Energy adopting the Energy Poverty Action Plan, with three categories of policy measures in the Plan: - Awareness and information measures; - Measures for the short-term protection of the energy poor households, including (1) the definition of households experiencing energy poverty, through specific quantitative criteria, and (2) a specific process to monitor and evaluate the evolution of energy poverty, in

										line with the mechanism proposed within the Action Plan and in accordance with relevant EU legislation; and - Financing measures: establishment of funding mechanisms for the energy upgrade of residential buildings of energy-vulnerable households and other social groups with specific electricity consumption patterns. These financial measures shall address the energy poverty issues in Greece, as described under the National Energy and Climate Plan (NECP).
33	2 - 1.2. Renovate - 16874_Energy and entrepreneurship	Milestone	Energy efficiency private sector – applications approved	Notification of awards for approved applications by the Ministry of Environment and Energy of selected interventions at private sector entities.				Q2	2023	Approval by the Ministry of Environment and Energy of applications of 9 700 private sector entities ensuring that the greenhouse gas (GHG) emissions is reduced, on average, by at least 30% compared to the private sector entities' existing situation (as indicated through the energy audits performed prior to the interventions). Interventions shall be carried out in compliance with selection/eligibility criteria and shall ensure that the selected projects comply with the Do No Significant Harm Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.
34	2 - 1.2. Renovate - 16876_Energy upgrade of public sector buildings	Milestone	Energy efficiency public buildings – applications approved	Notification of awards for approved applications by the Ministry of Environment and Energy of selected interventions at public sector buildings.				Q2	2023	Approval by the Ministry of Environment and Energy of applications for 210 public sector buildings ensuring that the GHG emissions of these respective buildings is reduced by, on average, at least 30% compared to their existing situation (as indicated through the energy audits performed prior to the interventions).  For the Energy upgrade of public sector buildings programme, the legal framework to enable Energy Performance Contracts has been established.
35	2 - 1.2. Renovate - 16876_Energy upgrade of public sector buildings	Target	Energy efficiency public buildings – completed		Number of buildings with completed interventions	0	210	Q4	2025	Interventions to improve energy efficiency completed for public sector buildings (210 buildings) with GHG emissions reduction, on average, of at least 30%, as indicated through the energy audits performed prior to the interventions.
36	2 - 1.2. Renovate - 16874_Energy and entrepreneurship	Target	Energy efficiency private		Number of private sector	0	9 700	Q4	2025	Interventions to improve energy efficiency completed for selected private sector entities (9 700 private sector entities) with GHG emissions reduction, on average, of at

			sector – completed #2		entities with completed interventions					least 30%.
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### Group 3: Interventions in residential areas and in the building stock

The measures included within this group are:

- Interventions in residential areas and in the building stock (ID: 16873)
- Infrastructure development and buildings’ restoration in former royal estate in Tatoi (ID: 16875)
- Olympic Athletic Center of Athens (ID: 16932)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
37	2 - 1.2. Renovate - 16932_Olympic Athletic Center of Athens	Milestone	OAKA – Contract award	Notification of the award of the contract(s)				Q1	2023	Notification of the award of the contract(s) for the appointment of private sector partner(s) to carry out, by end-2023, the construction and renovation works that shall enhance energy efficiency for (i) Central Stadium; (ii) Mechanical and Electrical works; and (iii) outdoor areas and start of works.
38	2 - 1.2. Renovate - 16873_ Interventions in residential areas and in the building stock	Milestone	Urban interventions - contract awards	Notification of the award of contract(s)				Q2	2023	Notification of the award of the contract(s) for the appointment of private sector partner(s) to carry out, by 30 September 2025, the works for the (i) improvement of urban environment and public space in selected municipalities following an open call aiming to strengthen climate resilience; (ii) urban regeneration of the ex-industrial area of Votanikos / Elaionas, including public re-use of the Navy military camp, renovation of the Agricultural University of Athens (AUA) campus; (iii) Athens Riviera: cycling infrastructure; and



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										(iv) other strategic interventions, which shall be selected, following an open call to municipalities covering: (1) energy efficiency and demonstration projects in SMEs or large enterprises and achieving, at least, a medium-depth level renovation as defined in Commission Recommendation on Building Renovation (EU) 2019/786, or, on average, at least a 30% reduction of direct and indirect GHG emissions compared to the ex-ante emissions; (2) construction of new energy efficient buildings and with a Primary Energy Demand (PED) that is, at least, 20% lower than the NZEB requirement (nearly zero-energy building, national directives); and (3) nature and biodiversity protection, natural heritage and resources, green and blue infrastructure.
39	2 - 1.2. Renovate - 16932_Olympic Athletic Center of Athens	Milestone	OAKA – completion of works	Completion of all works for these subprojects confirmed by signing of completion form by construction supervisor.				Q2	2024	Completion of all works to achieve energy efficiencies and improve carbon footprint, including (i) the maintenance and repair of the steel structures of the Stadium roof (canopy) (Subproject one); (ii) machinery for the basketball and the aquatic facilities to operate independently and enable energy savings (Subproject two); (iii) Velodrome (Subproject three); (iv) Tennis Complex (Subproject five); and (v) Outdoor areas (Subproject six) including the Agora and Wall of Nations steel structures.
40	2 - 1.2. Renovate - 16873_ - Interventions in residential areas and in the building stock	Milestone	Urban interventions – completion of all works	Completion of works and services confirmed by signing of completion				Q4	2025	Complete all works under (i) Interventions aiming to improve urban environment and public space; (ii) Urban regeneration of the ex-industrial area of Votanikos / Elaionas; (iii) Athens Riviera: cycling infrastructure; and (iv) Other strategic interventions.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
				form by construction supervisor.						
41	2 - 1.2. Renovate - 16875_Infrastructure development and buildings' restoration in former royal estate in Tatoi	Milestone	Tatoi – completion of all works	Completion of works and services confirmed by signing of completion form by construction supervisor				Q4	2025	Complete all works under the 'Infrastructure development and buildings' restoration in former royal estate in Tatoi' programme, including: (i) infrastructure works; (ii) restoration of the palace to be reused as a Museum; (iii) exhibition of the palace; (iv) restoration of the agricultural building and reuse as a museum; (v) museological study for the new agricultural building; (vi) restoration of palace gardens; (vii) conservation and restoration of artefacts; (viii) recording, documentation and registration of artefacts; and (ix) digitization of found paper archival material.

### **C. COMPONENT 1.3: RECHARGE AND REFUEL**

The recharge and refuel component of the Greek recovery and resilience plan comprises targeted reforms and investments to increase sustainable mobility, enhance economic growth, create job opportunities and promote social resilience. The measures included under this component are linked to the nationwide strategy of sustainable mobility, thus supporting the implementation of the National Energy and Climate Plan (NECP). They shall also contribute to the green transition through providing support to enterprises carrying out operations related to the low carbon economy and climate change resilience. The component further includes reforms to support the installation of e-mobility infrastructure and revision of the public urban and regional passenger transportation services. The component also includes investments to support the development of production capacity of supplies related to e-mobility and replacement of busses and taxis with battery electric vehicles.

The component supports addressing Country Specific Recommendation 3 of 2020 and Country Specific Recommendation 2 of 2019, on public and private investment. It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

#### **C.1. Description of the reforms and investments for non-repayable financial support**

**Investment:** Produc-E Green (measure ID: 16831)

This investment constitutes of two projects that both aim to contribute to the low carbon economy and to resilience to climate change. The first project targets the supply-side of e-mobility. It shall provide support for the development of more than 10 sites 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 designing of electric vehicles and regular or high power charge points. In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>5</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>6</sup>; (iii) activities related to waste landfills, incinerators<sup>7</sup> and mechanical biological treatment plants<sup>8</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The terms of reference shall additionally require

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<sup>5</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>6</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>7</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>8</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

that only activities that comply with relevant EU and national environmental legislation may be selected.

The second project shall provide support to the development of the first CO<sub>2</sub> storage facility in Greece. The carbon capture and storage facility is designed to provide long term storage for CO<sub>2</sub> captured from local emitters (up to a distance of 150 km) and shall arrive at the facility by pipeline whilst CO<sub>2</sub> captured at remote sites shall arrive by ship and enter a buffer storage facility. The capacity of the carbon capture and storage facility shall initially have a CO<sub>2</sub> injection rate of one million tonnes/year and shall provide capacity for, at least, 25 years. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the carbon capture and storage facility shall operate without using any commercial oil extraction or oil recovery activities (some extraction of oil or gas may be required for safety or technical reasons. Further, the carbon capture and storage shall also comply with the requirement that there will be no technological applications, neither any type of facilities and equipment engineered towards Enhanced Oil Recovery (EOR) application and increased oil production. Care will be taken that any possible extraction of oil or gas is limited to the indispensable needs of managing pressure and ensuring safety of the storage sites and that any such extraction will be done only if indispensable to ensure the safe storage of CO<sub>2</sub>. The CO<sub>2</sub> along with any oil or gas that may be extracted will be separated and fed back for permanent storage.

The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Framework for installation and operation of EV charging infrastructure (measure ID: 16281)

The reform shall establish a comprehensive regulatory framework for the installation and operation of charging points for electric vehicles. This shall put Greece towards a path to meet the NECP target of a 30% share of electric vehicles in the domestic market by 2030. By the end of 2022, the Ministry of Environment and Energy shall adopt at least 300 plans submitted by local authorities for the installation of publicly available electric vehicle charging points. The implementation of the reform shall be completed by 31 December 2022.

**Investment:** Electromobility (measure ID: 16924)

The investment addresses e-mobility in line with the objectives of the NECP and encompasses: 1) support for the installation of publicly accessible charge points in key urban and suburban locations and points of interest (such as airports, motorways, ports and in parking areas); 2) the replacement of older buses with 220 new electric ones; 3) incentives for the replacement of older taxis with 2 000 battery electric vehicles; 4) a reform of the legislation for public service obligations for bus companies in line with the current EU acquis, enabling bus companies outside Athens and Thessaloniki to securely invest in electric public transport vehicles; and 5) undertaking a feasibility study to set up an e-Transport Agency that shall ensure appropriate planning and coordination between transport and energy infrastructures, regional and local governments and other stakeholders in the research and private sector. The investment component replacing old busses and vehicles shall be compliant with the Do No Significant Harm Technical Guidance (2021/C58/01), with particular reference to the scrappage of older vehicles/busses that shall be carried out by an Authorised Treatment Facility, in accordance to the end-of-life vehicles directive (2000/53/EC). The implementation of the investment shall be completed by 31 December 2025.

## C.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Key reform 3: Framework for installation and operation of EV charging infrastructure

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
42	3 - 1.3. Recharge and refuel - 16281_Framework for installation and operation of EV charging infrastructure	Milestone	Charging points for electric vehicles – Entry into force of legal framework	Entry into force of Ministerial Decisions adopted.				Q3	2021	Entry into force of all Ministerial Decisions (MDs) provisioned in law 4710/ 2020 and signed by the Minister of Environment and Energy; Minister of Infrastructure and Transport, Minister of Interior and Minister of Finance, organizing the electric vehicles' market, with focus on charging services market and provides tax based incentives for the purchasing of electric vehicles and the installation of charging infrastructure for electric vehicles.
43	3 - 1.3. Recharge and refuel - 16281_Framework for installation and operation of EV charging infrastructure	Target	Charging points for electric vehicles – local plans approved		Number of plans adopted by the Ministry of Environment and Energy	0	300	Q4	2022	Adoption by the Ministry of Environment and Energy of at least 300 plans submitted by local authorities for the installation of publicly available electric vehicle charging points.

### Group 4: E-mobility

The measures included within this group are:

- Produc- E Green (ID: 16831)
- Electromobility (ID: 16924)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
44	3 – 1.3. Recharge and refuel - 16924_ Electromobility	Milestone	Public transport – Entry into force of market regulation for Public Service Obligation (buses)	Entry into force of revised legal framework.				Q4	2021	Strengthen market regulation through entry into force of a revised legislative framework for public urban and regional passenger transportation services (in compliance with EU 1370/2007). The revised framework shall: (a) to ensure the continuous supply of public urban and regional road passenger transport (scheduled and of fixed route); (b) to oversee the design, organization and operation of the associated transport networks; (c) to ensure high quality public road transport at the lowest cost possible; (d) to regulate the process of granting exclusive rights to operate public regional and urban routes (scheduled and of fixed route); and (e) to regulate the level of compensation for the provision of the aforementioned services. Furthermore, the law shall establish the overarching criteria for future passenger transport service procurement. Corresponding regions and regional units shall establish detailed region-specific criteria that shall properly account for the region-specific transportation needs and shall fine-tune the procurement process accordingly.
45	3 – 1.3. Recharge and refuel - 16924_ Electromobility	Milestone	Public transport – implementation of new market regulation for Public Service Obligation (buses)	Entry into force of secondary legislation related to revised legal framework.				Q3	2022	Entry into force of secondary legislation indicated in the revised legal framework to strengthen market regulation for public urban and regional passenger transportation services.
46	3 - 1.3. Recharge and refuel -	Milestone	Industrial Units– launch of programme	Entry into force of Ministerial Decision(s).				Q4	2022	Launch of programme for selection of industrial units and entry into force of relevant Ministerial Decision(s) by the Ministry of Environment and Energy setting

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16831_Produc-E Green									<p>out:</p> <ul style="list-style-type: none"> <li>- Selection process to target low carbon economy and resilience to climate change;</li> <li>- Implementation mechanism defined;</li> <li>- Certification mechanism(s) to validate that climate change objective is met (incl. details of possible corrective actions, if needed; and</li> <li>- Timeline.</li> </ul> <p>Selection/eligibility criteria set shall ensure that the selected projects comply with the Do No Significant Harm Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.</p>
47	3 - 1.3. Recharge and refuel - 16924_Electromobility	Milestone	Electric vehicles charging points – launch of programmes	Entry into force of Ministerial Decision(s).				Q4	2022	<p>Launch of programme for selection of more than 8 000 publicly accessible charge points for electric vehicles at strategic urban and suburban locations within cities and at points of interest (“Electromobility”) and entry into force of relevant Ministerial Decision(s) by the Ministry of Environment and Energy setting out:</p> <ul style="list-style-type: none"> <li>- Selection process;</li> <li>- Implementation mechanism defined;</li> <li>- Certification mechanism(s) to validate that climate change objective is met (incl. details of possible corrective actions, if needed; and</li> <li>- Timeline</li> </ul>
48	3 – 1.3. Recharge and refuel - 16924_Electromobility	Milestone	Sustainable transport – feasibility study	Entry into force of a Joint Ministerial Decision adopting the Feasibility Study for an eMobility Agency.				Q4	2022	<p>Entry into force of a Joint Ministerial Decision adopting a feasibility study for the establishment of an electro-mobility agency that shall ensure appropriate planning and coordination between transport and energy infrastructures, regional and</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										local governments, and promote linkages between the e-Supply chain -including battery and RES producers - with the research and innovation base.
49	3 - 1.3. Recharge and refuel - 16924_Electromobility	Milestone	Charging points for electric vehicles – installation locations confirmed	Notification of award by the Ministry of Environment and Energy of approved application				Q4	2023	Notification of award by the Ministry of Environment and Energy of approved applications submitted for installation of 8 656 publicly accessible charge points for electric vehicles (“Electromobility”)
50	3 - 1.3. Recharge and refuel - 16831_Produc-E Green	Milestone	Industrial Units– companies selected	Notification of award by Ministry of Environment and Energy of approved applications				Q4	2023	Notification of award by the Ministry of Environment and Energy of approved applications submitted for more than 10 industrial units ("Produce E-Green"). Applications shall be selected in compliance with selection/eligibility criteria and shall ensure that the selected projects comply with the Do No Significant Harm Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.
51	3 - 1.3. Recharge and refuel - 16831_Produc-E Green	Milestone	Carbon Capture and Storage (CCS) – storage permission	Issuance of the storage permit and establishment of a reporting system.				Q2	2024	Issuance of the storage permit by the responsible Ministry for the Carbon Capture and Storage (CCS) to confirmed operator. Submission of a complete application to the Ministry of Environment and Energy by the applicant, which would include all relevant studies as well as an Environmental Impact Assessment Study. Establishment of a reporting system for annual reporting on CO <sub>2</sub> stored and confirmation of no oil extracted, other than that limited to the indispensable needs of managing pressure and ensuring safety of the storage sites, and that any process CO <sub>2</sub> associated with the indispensable extraction will be separated and fed back for permanent storage.



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										Intervention shall be carried out in compliance with selection/eligibility criteria included in the Do No Significant Harm Technical Guidance (2021/C58/01), with a particular reference to comply with the requirement that there shall be no technological applications, neither any type of facilities and equipment engineered towards Enhanced Oil Recovery (EOR) application and increased oil production. Care will be taken that any possible extraction of oil or gas shall be limited to the indispensable needs of managing pressure and ensuring safety of the storage sites and that any such extraction shall be done only if indispensable to ensure the safe storage of CO <sub>2</sub> . The CO <sub>2</sub> with any oil or gas that may be extracted shall be separated and fed back for permanent storage.
52	3 - 1.3. Recharge and refuel - 16924_ Electromobility	Target	Busses and taxis – replacement with electric ones		Number of old taxis and busses scrapped by an Authorised Treatment Facility and replaced with battery electric vehicles or electric busses	0	2 200	Q4	2024	Completion of the 'green transport' subsidy support scheme through a) the replacement of 2 000 old taxis with 2 000 new battery electric vehicles (BEV) and b) replacing 220 old busses with 220 new electric busses (163 electric busses shall be based in Athens and 57 electric busses shall be in Thessaloniki), where scrappage of older vehicles/busses will be carried out by an Authorised Treatment Facility (ATF) according to the end-of-life vehicles directive (2000/53/EC)..
53	3 - 1.3. Recharge and refuel -	Milestone	CCS – operation certificate issued	Issuance of a certificate of operation for the Carbon Capture and Storage.				Q4	2025	Completion of the works for the Carbon Capture and Storage according to the specifications and following successful testing

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16831_Product-E Green									
54	3 - 1.3. Recharge and refuel – 16831_Product-E Green	Milestone	Industrial units – operating	Completion certified by report of the Ministry of Environment and Energy on fully operational industrial units				Q4	2025	Selected industrial units that have received support shall be in full operation with dedicated Research and Development (R&D) department for innovative products/services in the area of sustainable mobility (such as recycling of electric car batteries by reusing raw materials such as lithium and cobalt, the designing of electric vehicles and regular or high power charge points).
55	3 - 1.3. Recharge and refuel – 16831_Product-E Green 16924_Electromobility	Target	Charging points for electric vehicles – installations completed		Number of charging points for electric vehicles installed as confirmed by the Ministry of Environment and Energy		8 000	Q4	2025	Completion of the installation of at least 8 000 publicly accessible charge points for electric vehicles at strategic urban and suburban locations within cities and at points of interest and of the operational units selected.

## **D. COMPONENT 1.4: SUSTAINABLE USE OF RESOURCES, CLIMATE RESILIENCE AND ENVIRONMENTAL PROTECTION**

This component of the Greek recovery and resilience plan aims at promoting the green transition. It comprises targeted reforms and investments to enhance protection and restoration of natural environment including protection of biodiversity, improve environmental infrastructure and recover losses in forest coverage. Moreover, it includes a waste management reform which notably includes the establishment of a National Waste Regulator to support the transition towards a circular economy based on waste prevention, reuse and recycling. It further establishes a National Water Regulatory Authority, with a view to enhance the sustainability of water utility operations and investments. Implementation of the reforms and investments included in the component shall increase the efficiency in using natural resources and advance the protection from environment-related risks and impacts for both the society and the economy. The component also includes investments to improve the supply of drinking water and provision of sewerage, and to prevent and mitigate environmental challenges due to climate change.

The component supports addressing Country Specific Recommendation 3 of 2020 and Country Specific Recommendation 2 of 2019, on public and private investment. It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **D.1. Description of the reforms and investments for non-repayable financial support**

**Investment:** Water Supply Projects (measure ID: 16898)

The investment consists of water supply works in areas of Western Greece and the islands of Lesbos and Corfu. The aim of the investment is to meet the high water supply needs during the summer months and address leakage problems. The constructed systems shall comply, on average, with an Infrastructure Leakage Index (ILI) that will be less or equal to 1,5. The measure requires that all works comply with the following principles: (i) all technically feasible and ecologically relevant mitigation measures shall be implemented to reduce adverse impacts on water and relevant habitats and species; (ii) for a newly built dam, ensure that it shall not result in the deterioration nor compromise the achievement of good status of the relevant and connected water bodies. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, for each sub-investment, full compliance with the requirements of the Water Framework Directive (Directive 2000/60/EC) shall be ensured before the commencement of the construction works. Further, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, as well as relevant assessments in the context of Directive 2000/60/EC and Directive 92/43/EEC, including the implementation of required mitigation measures. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** National Reforestation Plan and Parnitha flagship investment (measure ID: 16849)

This investment has two parts. First, the restoration of 16 500 ha of degraded forest ecosystems in Greece. The project shall cover both reforestation studies and their implementation. Second, a flagship project for Mount Parnitha, north of Athens, which shall

restore its natural environment, better protect it from wildfires, improve access to it and reconstruct abandoned facilities for mild uses. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Urban Wastewater and Sludge Management Infrastructures from Wastewater Treatment (measure ID: 16846)

The investment shall 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. The part of the investment relating to upgrading and modernisation of 11 WWTPs shall comply with the requirement for the renewal of the front-to-end waste water system to lead to a decreased average energy use by at least 10% achieved solely by energy efficiency measures and not by material changes or changes in load. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, as well as relevant assessments in the context of Directive 2000/60/EC and Directive 92/43/EEC, including the implementation of required mitigation measures. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Investments in the national irrigation network through Public Private Partnership schemes (measure ID: 16285)

The investment is a holistic program for the upgrade and modernisation of the national agri-environmental, land improvement and remediation framework. These investments shall 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 address the conservation and protection of biodiversity and natural habitats. This measure also comprises a reform of the institutional, organisational and operational framework of the collective irrigation networks. The measure requires that all works comply with the following principles: (i) all technically feasible and ecologically relevant climate adaptation measures shall be implemented, as well as the mitigation of possible adverse impacts on water and relevant habitats and species where further measures appear necessary; (ii) for a newly built dam, ensure that it shall not result in the deterioration nor compromise the achievement of good status of the relevant and connected water bodies. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, for each sub-investment, full compliance with the requirements of EU law, including the Water Framework Directive, shall be ensured before, during and after the commencement of the construction works. Further, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, as well as relevant assessments in the context of Directive 2000/60/EC and Directive 92/43/EEC, including the implementation of required mitigation measures. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Drinking Water Supply and Saving Infrastructures (measure ID: 16850)

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 new water supply infrastructures in seven areas and three 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) other water saving actions. The investment shall comply with the following requirements, (i) for newly constructed system to have an average Infrastructure Leakage Index (ILI) that will be less or equal to 1,5 and (ii) for the renovation activity to decrease the leakage by more than 20% and (iii) for desalination units to be connected to renewable energy sources. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, as well as relevant assessments in the context of Directive 2000/60/EC and Directive 92/43/EEC, including the implementation of required mitigation measures. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Aerial means for crisis management (measure ID: 16911)

The investment comprises the delivery of the purchased of aerial means and modernisation of existing aircrafts used for civil protection such as helicopters for medical use, transportation and deployment of emergency infrastructure, drones for air surveillance and aircraft for firefighting. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, all special purpose aircraft shall be ‘best in class’ assets. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Flood mitigation projects (measure ID: 16882)

The investment comprises interventions reducing risks of flooding, providing water for irrigation purposes in areas facing drought during the summer and enhancing surface water management efficiency in several areas in Greece. The measure requires that all works comply with the following principles: (i) all technically feasible and ecologically relevant mitigation measures shall be implemented to reduce adverse impacts on water and relevant habitats and species; (ii) for a newly built dam, ensure that it shall not result in the deterioration nor compromise the achievement of good status of the relevant and connected water bodies. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, for each sub-investment, full compliance with the requirements of the Water Framework Directive (Directive 2000/60/EC) shall be ensured before, during and after the commencement of the construction works. Further, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, as well as relevant assessments in the context of Directive 2000/60/EC and Directive 92/43/EEC, including the implementation of required mitigation measures. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Forest firefighting, prevention and response equipment (measure ID: 16912)

The investment comprises the delivery of the purchased of forest firefighting, prevention and response equipment; the development of prevention projects for regions and local authorities;

and support to General Secretariat for Civil Protection volunteering organisations. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Biodiversity protection as a driver for sustainable growth (measure ID: 16851)

The investment consists of the following projects: (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) establishment of 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 centres of the Protected Areas Management Units, (f) the creation of an integrated digital platform to offer information on protected areas such as eco-tourism, and (g) the promotion of local products under an umbrella 'Nature Greece' brand. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Infrastructure - Establishment of a strategic National Disaster Risk Management (measure ID: 16909)

The investment comprises the upgrade and supply of digital equipment for the General Secretariat for Civil Protection buildings, and the development of mobile administration and on-site management centres, such as air surveillance control and telecommunication equipment. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Monitoring and Management System (measure ID: 16910)

The investment consists of the supply of digital infrastructure for the General Secretariat for Civil Protection, such as a GPS Monitoring System, and early warning system, fire detection and fire extinguishing systems and emergency communication stations. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Implementation of Regional Civil Protection Centers (PEKEPP) through PPP schemes (measure ID: 16283)

Construction of 13 Regional Centres for Civil Protection through public-private partnerships. The objective of the investment is to ensure timely and effective management of risks and crises at regional level. The newly constructed buildings shall comply with a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives). It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2024.

**Reform:** Waste management law for the implementation of sustainable landfilling and recycling (measure ID: 16772)

This reform comprises a revision of the existing waste management legislation with a view to enabling the transition towards a circular economy. In particular, the reform shall introduce incentives for municipalities to achieve higher recycling rates, enforce separate collection of bio-waste by the end of 2022 and of metal, paper, glass and plastic, extend the ‘Producer’s responsibility’ scheme, upgrade the operation of recycling sorting facilities and simplify the legislation around Green points. The reform shall support the achievement of targets of increasing reuse and recycling rates of municipal solid waste to 60% and reducing the landfill rate to 10% by 2030. The national waste regulatory authority that shall be put in place in the context of this reform, shall inter alia be responsible for ensuring the soundness of the pricing policy, supervision of waste management implementation across the country, and supervision of the proper functioning of the regional and local waste management utilities. The implementation of the reform shall be completed by 30 June 2023.

**Reform:** Establishment of new water and wastewater regulatory authority (measure ID: 16979)

The reform shall establish a single body, the National Water Regulatory Authority (NWRA), responsible for implementing the policy for a rational management of water resources designed by the Ministry of Environment and Energy. The new Authority is expected to strengthen the institutional framework and supervise the sector, including the rationalisation of water tariff policy in line with the ‘polluter pays’ principle and ensuring the sustainability of water services in Greece. The implementation of the reform shall be completed by 31 December 2023.

## D.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Key reform 4: Waste management and water reform for sustainable use of resource

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
56	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16772_Waste management law for the implementation of sustainable landfilling and recycling	Milestone	Entry into force of waste management law	Entry into force of legislation				Q3	2021	Entry into force of a law for recycling and landfilling as well as the introduction of incentives for municipalities to achieve high rates of reuse and recycling and the implementation of a landfill tax. The landfilling tax shall be applied as of the first quarter of 2022 and the tariffs shall progressively increase until they reach the upper threshold of the landfilling tax by the third quarter of 2024.
57	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16772_Waste management law for the implementation of sustainable landfilling and recycling	Milestone	Entry into force of waste management regulator law	Entry into force of legislation				Q3	2022	Entry into force of a law to: <ul style="list-style-type: none"> <li>- set-up a National Waste Regulatory Authority, its operation and its responsibilities;</li> <li>- Reform of the regional and local waste management bodies (FOSDA); and</li> <li>- Introduce sound costing and pricing policies in line with “pay as you throw” and “polluter pays” principles.</li> </ul>
58	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16979_Establishment of new water and	Milestone	Entry into force of water regulator law	Entry into force of legislation				Q4	2022	Entry into force of a law for the establishment and the operation of a new Water and Wastewater Regulatory Authority.



	wastewater regulatory authority									
59	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16772_Waste management law for the implementation of sustainable landfilling and recycling	Milestone	Set-up and functioning of the waste management regulator	Entry into force of a Joint Ministerial Decision and all necessary administrative and legislative measures for setting up the Authority				Q2	2023	The new National Waste Regulatory Authority is staffed and equipped with premises.
60	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16979_Establishment of new water and wastewater regulatory authority	Milestone	Set-up and functioning of the water management regulator	Entry into force of a Joint Ministerial Decision and all necessary administrative and legislative measures for setting up the Authority				Q4	2023	The new National Water and Wastewater Regulatory Authority is staffed and equipped with premises.

### Group 5: National Reforestation Plan and Biodiversity Protection

The measures included within this group are:

- National Reforestation Plan and Parnitha flagship investment (ID: 16849)
- Biodiversity protection as a driver for sustainable growth (ID: 16851)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
61	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16849_National	Milestone	Reforestation — contracts	Notification of award of all contracts				Q2	2023	Notification of award of all contracts for both subprojects on reforestation: 1. Restoration of 16 500 ha of degraded forest ecosystems in Greece, using mostly native species; and 2. Restoration of the environment of Mount Parnitha.

	Reforestation Plan and Parnitha flagship investment									
62	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16849_National Reforestation Plan and Parnitha flagship investment	Milestone	Reforestation — Completion of subproject 2 (Mt Parnitha)	Certification from Ministry of Environment of completion of subproject two				Q2	2025	Completion of the Mount Parnitha project (Reforestation subproject two).
63	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16849_National Reforestation Plan and Parnitha flagship investment	Milestone	Reforestation — Completion of subproject 1 (Restoration of 16 500 ha)	Certification from Ministry of Environment of reforestation of 16 500 ha				Q4	2025	Completion of all works for the restoration of 16 500 ha of degraded forest ecosystems in Greece. (Reforestation - subproject one).
64	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16851_Biodiversity protection as a driver for sustainable growth	Milestone	Biodiversity — Completion	Certification from Ministry of Environment of completion of all subprojects				Q4	2025	Completion of all biodiversity protection subprojects, including the establishment of national network of paths and hiking trails, of restoration of terraces related to biodiversity protection, of the establishment of uniform monitoring protocols and the respective operational system, and of the horizontal patrolling system plan for all protected areas of Greece.

### Group 6: Wastewater & water infrastructure, water savings

The measures included within this group are:

- Urban Wastewater and Sludge Management Infrastructures (ID: 16846)
- Drinking Water Supply and Savings infrastructures (ID: 16850)
- Flood protection project (ID: 16882)
- Water supply projects (ID: 16898)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
65	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16882_Flood mitigation projects	Milestone	Notification of award of flood protection contracts	Notification of award for all contracts				Q4	2023	Notification of award of all flood mitigation works contracts in the 4 regions: Lasithi Crete, Amvrakia-Amfilohia region, Loutraki region and Oreokastro area. For each sub-investment, full compliance with the requirements of the Water Framework Directive shall be ensured and demonstrated before the commencement of any construction works.
66	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16850_Drinking Water Supply and Saving Infrastructures	Milestone	Issuance of a call of interest for water saving actions	Call of interest issued by the Ministry of Environment				Q2	2023	Issuance of a call of interest for water saving actions programme, to include requirement of system to be constructed to have an average energy consumption of $\leq 0,5$ kWh or an Infrastructure Leakage Index (ILI) of $\leq 1,5$ .
67	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16898_Water Supply Projects	Milestone	Notification of award of contract for water supply projects	Notification of award of all contracts				Q4	2023	Notification of contract award for all water supply infrastructure projects: 1. Water supply systems for Preveza - Arta - Lefkada prefectures 2. Water supply systems in the island of Lesbos 3. Water supply of Corfu island  For each sub-investment, full compliance with the requirements of the Water Framework Directive shall be ensured and demonstrated before the commencement of any construction works.
68	4 - 1.4.	Milestone	Notification of	Notification of award				Q4	2023	Notification of contract award for wastewater and sludge

	Sustainable use of resources, climate resilience and environmental protection - 16846_New infrastructure - Urban Wastewater and Sludge Management Infrastructures from Wastewater Treatment		award of contract for wastewater projects	of all contracts						management projects: 1. Sewage network infrastructure and Wastewater Treatment Plants (WWTP). 2. Upgrading, expansion and modernization of Wastewater Treatment Plants and reuse of treated water. 3. Implementation of sludge management infrastructure from Water Waste Treatment Plants.  All contracts to include requirement for constructed front-to-end waste water system to have net zero energy use.
69	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16882_Flood mitigation projects	Milestone	Completion of 60% of flood mitigation works	Report by independent engineer certified by the Ministry of Infrastructure				Q4	2024	Completion of 60% of the value of the works for the flood mitigation projects in the 4 regions: Lasithi Crete, Amvrakia-Amfilohia region, Loutraki region and Oreokastro area.
70	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16898_Water Supply Projects	Milestone	Completion of 60% of water supply projects	Report by independent engineer certified by the Ministry of Infrastructure				Q4	2024	Completion of 60% of the value of the works for the three water supply sub-projects: 1. Water supply systems for Preveza - Arta - Lefkada prefectures; 2. Water supply systems in the island of Lesbos; and 3. Water supply of Corfu island.
71	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection -	Milestone	Completion of 50% of water saving actions and water supply	Report by independent engineer certified by the Ministry of Environment and Energy				Q4	2024	Completion of the water saving actions for 50% of the households and completion of 50% for the value of the works for the water supply projects.

	16850_Drinking Water Supply and Saving Infrastructures									
72	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16846_New infrastructure - Urban Wastewater and Sludge Management Infrastructures from Wastewater Treatment	Milestone	Completion of 50% of wastewater works	Completion report by independent engineer certified by the Ministry of Environment and Energy				Q4	2024	Completion of 50% of the value of the works for the urban wastewater and sludge management infrastructures.
73	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16846_New infrastructure - Urban Wastewater and Sludge Management Infrastructures from Wastewater Treatment	Milestone	Completion of Urban Wastewater and Sludge Management Infrastructures	Completion report by independent engineer certified by the Ministry of Environment and Energy				Q4	2025	Completion of all urban wastewater and sludge management projects: 1. Sewage network infrastructure and Wastewater Treatment Plants (WWTP); 2. Upgrading, expansion and modernization of Wastewater Treatment Plants and reuse of treated water; and 3. Implementation of sludge management infrastructure from Water Waste Treatment Plants.
74	4 - 1.4. Sustainable use of resources, climate	Milestone	Completion of Drinking Water Supply and Saving	Completion report by independent engineer certified by the Ministry of				Q4	2025	Completion of all projects, including: 1: Water supply infrastructures in seven areas 2: Three desalination Plants 3 : Telemetry - Remote Control Projects for the detection of

	resilience and environmental protection - 16850_Drinking Water Supply and Saving Infrastructures		Infrastructures	Environment and Energy						leaks in water supply networks 4: Procurement of Digital water meters 5: Water saving actions at at least 45 000 households and 10 000 enterprises
75	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16882_Flood mitigation projects	Milestone	Completion of Flood mitigation projects	Completion report by independent engineer certified by the Ministry of Environment and Energy				Q4	2025	Completion of flood mitigation projects in the four regions: Lasithi Crete, Amvrakia-Amfilohia region, Loutraki region and Oreokastro area.
76	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16898_Water Supply Projects	Milestone	Completion of water supply projects	Completion report by independent engineer certified by the Ministry of Environment and Energy				Q4	2025	Completion of three water supply sub-projects in a) Preveza - Arta – Lefkada, b) Corfu and c) Lesbos: water intake and head works, pipelines, storage and pumping stations completed and in operation.

### Group 7: Civil Protection Projects

The measures included within this group are:

- Aerial means for crisis management (ID: 16911)
- Development of an innovative monitoring and management system (ID: 16910)
- Establishment of a strategic National Disaster Risk Management (ID: 16909)
- Forest firefighting, prevention and response equipment (ID: 16912)
- Implementation of Regional Civil Protection Centers (PEKEPP) through PPP schemes (ID: 16283)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
77	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16283_Implementation of Regional Civil Protection Centers (PEKEPP) through PPP schemes	Milestone	Tender for 13 Regional Centres	Publication of tender notice				Q3	2021	Publication of tender notice for the construction of 13 Regional Civil protection centres.
78	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16910_Monitoring and Management System	Milestone	Contract for GPS	Notification of award of contracts				Q4	2022	Notification of contract award for the GPS Monitoring System and Early warning system.
79	4 - 1.4. Sustainable use of resources, climate	Milestone	Purchase of two Sikorsky helicopters	Notification of award of contracts				Q4	2023	Notification of award of the contract for the purchase of two Sikorsky helicopters for civil protection and firefighting needs.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	resilience and environmental protection - 16911_Aerial means for crisis management									
80	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16283_Implementation of Regional Civil Protection Centers (PEKEPP) through PPP schemes	Target	Completion of 13 buildings		Number of regional civil protection centres put into operation since the completion of construction	0	13	Q4	2024	Completion of construction and entry into operation of 13 Regional Civil protection centres.
81	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16910_Monitoring and	Milestone	Completion of Monitoring and management system for civil protection	Completion certified by Report of Ministry of Interior				Q4	2025	Completion of the following actions: <ul style="list-style-type: none"> <li>1. GPS Monitoring System used by the Hellenic Fire Service, as well as vehicles of Regional Civil Protection Operations Centre (project machinery, etc.). Expansion of the “engage” information system of the Hellenic Fire Service;</li> <li>2. Early Warning System;</li> <li>3. Fire detection and fire extinguishing systems;</li> <li>4. Emergency communication stations and provision of climatic</li> </ul>



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	Management System									data of areas of interest; and 5. Wireless communication network.
82	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16911_Aerial means for crisis management	Milestone	Completion of project of aerial means for crisis management	Completion certified by a Report of Ministry of Interior				Q4	2025	Completion of the following actions: 1. Delivery of 2 medium – size utility helicopters for medical use; 2. Delivery of unmanned Aerial Vehicles – UAVs (Drones) for air surveillance; 3. Upgrade - modernization of 7 Canadair CL415 ; 4. S-64 Skycrane heavy lift helicopters; 5. Delivery of 1 helicopter for the transportation of GSCP's Incident Management Team; 6. Delivery of 11 amphibious Air tractor type firefighting aircraft for the island complexes; and 7. Upgrade - modernization of two (2) Super Pumas.
83	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16912_Forest firefighting, prevention and response equipment	Milestone	Completion of forest fighting equipment	Completion certified by report of Ministry of Interior				Q4	2025	Completion of the following actions: 1. Delivery of fire engines and other response vehicles; 2. Development of prevention projects. Delivery of construction equipment; 3. Delivery of Vehicles for GSCP, Regional/Local Civil Protection Operations Centers and Volunteering Organizations; and 4. Delivery of collapsible transportable bridges.
84	4 - 1.4.	Milestone	Completion	Completion				Q4	2025	Completion of the following actions:

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	Sustainable use of resources, climate resilience and environmental protection - 16909_Infrastructure - Establishment of a strategic National Disaster Risk Management		of National Disaster Risk Management	certified by report of Ministry of Interior						<ol style="list-style-type: none"> <li>1. Establishment of a strategic National Disaster Risk Management centre in Atlantas and Faros buildings.</li> <li>1. Delivery of telecommunication equipment for the 13 Regional Civil Protection Operations Centres.</li> <li>2. Construction of new building facilities and office equipment for the Civil Protection and Fire Corps Educational Institutions.</li> <li>3. Construction of an air-surveillance control and management centre.</li> <li>4. Delivery of mobile administration and on-site control centres in the 13 Regions.</li> </ol>

## E. COMPONENT 2.1: CONNECT

This component of the Greek recovery and resilience plan contains measures that aim to foster and facilitate the widespread deployment of very high capacity networks, including 5G and fibre, in line with the EU's 2025 5G and Gigabit connectivity objectives, and the development of a constellation of small satellites. The investments included under this component concern the installation of fibre optic infrastructure in buildings, the development of 5G networks covering all major Greek highways, the deployment of submarine fibre cables to connect mainland Greece with the Greek islands and Cyprus and the utilisation of space technologies and applications by developing a constellation of small-satellites that shall support secure connectivity services coupled with multipurpose applications for earth observation. The reforms included under this component establish a framework to facilitate the switch to fast broadband connections and the transition to 5G technology.

All proposed investments and reforms address the challenges resulting from the increasing need for connectivity and earth observation and surveillance. The measures support addressing the *Country Specific Recommendation* on public and private investment (*Country Specific Recommendation 3 2020*), which calls Greece to focus investment on digital transition and particularly on very-high-capacity digital infrastructure. They also respond effectively to the digital transition and/or the challenges resulting from it, as they are expected to significantly contribute to improve very-high-speed connectivity in Greece. It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **E.1. Description of the reforms and investments for non-repayable financial support**

**Investment:** Small-satellites (measure ID: 16855)

The investment concerns the development of a constellation of small satellites that shall support connectivity services, as well as earth observation applications in the fields of mapping, shipping, precision agriculture, spatial planning and others. The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Transition to 5G technology, facilitating the development of innovative remote services (measure ID: 16844)

The reform shall establish a basis for 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 shall 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 (such as transport). The implementation of the reform shall be completed by 30 September 2024.

**Investment:** 5G Corridors – Develop 5G networks that shall provide coverage of all Greek motorways that are part of the Trans-European Transport Networks (measure ID: 16834)

The investment comprises the 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. The implementation of the investment is expected to start by 31 December 2021 and shall be completed by 31 December 2025.

**Reform:** Switch to fast broadband connections – Transition to 100/200 Mbps (UltraFast) broadband connections and strengthening of Superfast Broadband demand (measure ID: 16857)

This reform consists in the design and implementation of an action plan for the transition to 100/200 Mbps (Ultrafast) broadband connections through the installation of fibre optics 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. The plan shall include actions, prerequisite activities, time schedules, as well as any required changes on the existing legislative and regulatory framework to accompany and monitor the transition to Ultrafast broadband connections. The implementation of the reform shall be completed by 30 June 2024.

**Investment:** Submarine fiber cables (measure ID: 16962)

The investment consists of the deployment of modern submarine fibre cables that shall connect mainland Greece with its islands and with Cyprus. It aims to 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. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Fiber optic infrastructure in buildings (measure ID: 16818)

The investment promotes the installation of the fibre optic infrastructure in residential and commercial buildings and end-users' connection with very high capacity networks (VHCN) based on a demand subsidy (voucher) scheme that shall subsidize (a) the costs of internal cabling and (b) the connection fees (the one-off setup fee of broadband services). The implementation of the investment shall be completed by 31 December 2025.

**E.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support**

**Group 8: Connectivity**

The measures included within this group are:

- Transition to 5G technology, facilitating the development of innovative remote services. (ID: 16844)
- Switch to fast broadband connections – Transition to 100/200 Mbps (UltraFast) broadband connections and strengthening of Superfast Broadband demand (ID: 16857)
- Fiber optic infrastructure in buildings (ID: 16818)
- 5G Corridors – Develop 5G networks that will provide coverage of all Greek motorways that are part of the Trans-European Transport Networks (ID: 16834)
- Small-satellites (ID: 16855)
- Submarine fiber cables (ID: 16962)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
85	5 - 2.1. Connect - 16818_Fiber optic infrastructure in buildings	Milestone	Award of contract (s) for the 'Fiber optic infrastructure in buildings' project	Notification of award of contract(s)				Q3	2022	<p>Award of contract(s) following the successful completion of the tender process for the 'Fiber optic infrastructure in buildings' project.</p> <p>The Information Society SA/ Ministry of Digital Governance shall ensure that all the submitted applications are examined to confirm whether the applications properly address the Call's demands. Upon the selection of the appropriate contractor, the Information Society S.A./ Ministry of Digital Governance shall proceed with contract award which shall define the obligations, roles and responsibilities of contracting parties.</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
86	5 - 2.1. Connect - 16962_Submarine fiber cables	Milestone	Award of contract (s) for the 'Submarine fibre cables' project	Notification of award of contract(s)				Q2	2023	<p>Award of contract(s) following the successful completion of the tender process for the 'Submarine fibre cables' project.</p> <p>The Information Society SA/ Ministry of Digital Governance shall examine all the submitted proposals and confirm whether the applications properly address the RFP demands.</p> <p>Upon the selection of the appropriate contractor, the Information Society S.A./ Ministry of Digital Governance shall proceed with contract award which shall define the obligations, roles and responsibilities of both engagement parties.</p>
87	5 - 2.1. Connect - 16855_Small-satellites	Milestone	Award of contract (s) for the 'Small Satellites' project	Notification of award of contract(s)				Q2	2023	<p>Award of contract(s) following the successful completion of the tender process for the 'Small Satellites' project.</p> <p>The Information Society SA/ Ministry of Digital Governance shall ensure that all the submitted proposals are examined to confirm whether the applications properly address the RFP demands.</p> <p>Upon the selection of the appropriate contractor, the Information Society S.A./ Ministry of Digital Governance shall proceed with contract award which shall define the obligations, roles and responsibilities of both engagement parties.</p>
88	5 - 2.1. Connect - 16834_5G Corridors – Develop 5G networks that shall provide coverage of all Greek	Milestone	Award of contract (s) for the '5G corridors' project	Notification of award of contract(s)				Q2	2023	<p>Award of contract(s) following the successful completion of the tender process for the '5G corridors' project.</p> <p>The Information Society SA/ Ministry of Digital Governance shall ensure that all the submitted proposals are examined to confirm whether the applications properly address the RFP demands.</p> <p>Upon the selection of the appropriate contractor, the Information Society S.A./ Ministry of Digital Governance shall proceed with contract award which shall define the obligations, roles and</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	motorways that are part of the Trans-European Transport Networks									responsibilities of both engagement parties.
89	5 - 2.1. Connect - 16962_Submarine fiber cables	Target	Completion of the 'Submarine fiber cables' project		Km of submarine fiber cables installed	0	1 370	Q4	2025	1 370 km of submarine fibre cables installed to interconnect Greece with Cyprus and connect big islands such as Lesbos, Syros, Crete as well as medium-sized islands (such as Karpathos, Kalymnos, Ikaria and Patmos).
90	5 - 2.1. Connect - 16818_Fiber optic infrastructure in buildings	Target	Completion of the 'Fiber optic infrastructure in buildings' project		Number of private buildings fully connected with Fiber To The Home (FTTH) fibre optic infrastructure	0	120 000	Q4	2025	120 000 private buildings fully connected with FTTH fibre optic infrastructure.
91	5 - 2.1. Connect - 16834_5G Corridors – Develop 5G networks that shall	Target	Completion of the '5G corridors' project		Km of 5G infrastructure deployed	0	1 918	Q4	2025	Deployment of 1 918 km of 5G infrastructure into all Greek motorways.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	provide coverage of all Greek motorways that are part of the Trans-European Transport Networks									
92	5 - 2.1. Connect - 16855_Small-satellites	Milestone	Completion of the 'Small satellites' project	In-Orbit Commissioning Reports following the Small Satellites launch				Q4	2025	<p>The Pilot Project starts routine operations and the Small Satellites constellation is launched and put in orbit.</p> <p>The project delivery shall be evaluated for its performance (whether small satellites support secure telecommunications services along with earth observation applications in the fields of mapping, shipping, precision agriculture, spatial planning and other sectors of the economy).</p>



## **F. COMPONENT 2.2: MODERNISE**

The component “Modernise” of the Greek recovery and resilience plan aims to modernise the public administration by improving its operational model and achieving provision of high-quality services to citizens and businesses. Accelerating efforts to improve upon the public administration’s digital performance shall act as a catalyst to achieve this aim. Reforms and investments target: (a) the digital transformation of the organisations of the public sector, including the digitisation of archives and enhanced digital services; (b) business process improvements followed by the incorporation of modern IT systems; (c) increased interoperability between systems and data; (d) wide-ranging cybersecurity and data governance strategies and policies; as well as (e) extended use of advanced technologies, such as cloud computing, artificial intelligence and big data.

The component aims to address the challenge of modernising and digitalising the public administration, while also streamlining and simplifying its key processes and procedures. It supports addressing the Country Specific Recommendation on public and private investment (Country Specific Recommendations 3 2020 and 2 2019) by improving the effectiveness and digitalisation of the public administration. It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **F.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Towards Public Administration’s “customer”-oriented services through simplification and improvement of processes, systems enhancements and compliance with European strategies and policies (measure ID 16929)

The objective of the reform is the provision of user-oriented services to Greek citizens and businesses and enhancement of the internal functioning of the Greek public administration. The reform consists of the implementation of a medium-term strategy for the reduction of administrative burden and creation of customer-centric services within the public administration and improvement of processes, systems enhancements and compliance with European strategies and policies, through 1) the adoption of regulatory changes to establish a wide regulatory basis for the interconnection and interoperability of registries and services for data exchange between national public organizations in line with the new European Interoperability framework; and 2) implementation of the National Programme for Process Simplification, including the set up of the national registry of procedures and full set up of the Observatory for monitoring the impact of regulation and the National Registry of Procedures (‘Diavlos’). The reform shall include the completion of simplification/digitalisation of: impact assessment processes, application for citizenship, start-up of sole proprietorships, simplification of procedures relating to citizen ‘life events’ including birth, passing away, and divorce, simplification of justice procedures related to lawyers, court decisions, digital signatures, certificates issued by courts, driver license renewal and operation of myfoto.gov.gr, and electronic circulation of documents within the public administration. Key reform priorities shall also include public procurement processes, start-up requirements for all types of companies and post-registration processes, social security and tax applications and other employment-related bureaucracy, planning, payment and monitoring processes for financial management. The implementation of the reform shall be completed by 31 December 2025.

**Investment:** Digitisation of archives and related services (measure ID 16778)

The investment consists of the digitisation of key archives in various sectors (justice, health, general archives of the state, urban planning, expropriations, cadastre, immigration and asylum, maritime affairs) and integration in the relevant IT systems, and pilot implementation of secure storage of public sector and “broader” public sector archives (a total of nine subprojects). Specifically, the said subprojects shall comprise of the implementation of digitisation and other necessary actions in relation to the following archives: 1) 300 000 000 physical pages (A3/A4 bound & unbound including OCR and anonymizing process) of the justice system, 2) 190 000 000 imaging examinations of various sizes (X-rays, Axial, Magnetic C Camera, Cardiographs) of the public health system, 3) 55 000 000 physical pages (A4/A3 bound & unbound) of the General Archives of the State (30 000 000 A3/A4 pages for central and local agencies and 25 000 000 A2/A1/A0 pages for central agencies), 4) 61 500 000 pages (A4 bound & unbound) of the immigration and asylum system, 5) 17 000 000 physical pages (A0, A1, A3) of expropriations, 6) 387 200 000 imaging archives and geocoding of files (digitisation of 217 200 000 physical records/documents of various sizes and creation of metadata and geocoding for 170 000 000 files) of urban planning agencies, 7) 600 000 000 (A0/A1/A3) property titles and the respective documents in the mortgage offices of the Cadastre, 8) 7 000 000 physical records (A4/A3 bound & unbound) of maritime affairs (ship registry, companies’ files, personal seafarers’ files, other maritime files), and 9) pilot implementation for the model keeping of archives for secure storage of approximately 65 000 000 files (A5/A4/A3/A2/A1/A0) in other public sector archives. This is a key investment for a more efficient public administration. It aims to reduce the time cost of providing services to the public by the public administration, while better access to the archives is expected to also result in significant cost savings and the freeing-up of resources. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** CRM for the General Government (measure ID 16810)

The investment 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 shall upgrade the existing capacity of the Public Administration to monitor its interactions and transactions with citizens and businesses. The system shall utilize the information collected by the citizens and businesses in order to personalize the approach and promote a higher level of services. The investment shall include a) integration and interoperability services through the adoption of modern software design and development methodologies, b) access to services supporting mechanism, which is a toolkit for the development of new applications based on low code technology c) a Customer Relationship Management (CRM) platform, which will collect and manage all the data of the served citizens and will orchestrate the execution of business processes, regardless of the initiating service d) a Citizens' consensus management system for access to electronic services) Contact Centre Services, through which the service of citizens and businesses is carried out with the use of traditional channels, such as call centres, but also utilizing modern channels, such as Web Forms, Social Media, Messaging Apps, Teleconference App, e) Upgrading of the Digital Platform of KEP and its connection with the unified citizen case management system, call centre and gov.gr f) Simplification and improvement of the processes and services related to physical presence of “customers” with the expansion of the existing myKEPLive infrastructure and its integration with a system for scheduling physical presence appointments. The implementation of the investment shall be completed by 31 December 2024.

**Investment:** Further Modernisation of Public Administration’s One-Stop Shops (measure ID 16780)

The investment consists of further modernisation of Citizen Services Centres (KEP), through the upgrading of their infrastructure and peripherals, and installation of new teleconferencing

equipment and new applications compatible with the digital modern workplace (evaluation systems, mobile applications, automatic ticket machines, queue management & smart notification systems). The investment shall include: a) the upgrade of existing technological equipment, b) modern queue management & smart notification systems c) customer (citizen) evaluation systems. The implementation of the investment shall be completed by 31 December 2024.

**Investment:** New system for Public Procurements (measure ID 16736)

The investment concerns the redesign and implementation of a new IT system for public procurement. The investment consists of 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 (eShops and eMarketplaces), and ICT support for the National Centralized Health Procurement Authority (EKAPY). The investment shall include: a) the redesign and enrichment of the portal [www.eprocurement.gov.gr](http://www.eprocurement.gov.gr); b) extensive additions and customizations subsystems used for tenders; c) the reform, rearrangement and enrichment of Central Electronic Register of Public Procurement (KIMDIS), upgrading and expansion of statistical data extraction systems and their further statistical processing; d) the Configuration and implementation of Electronic Public Procurement System (ESIDIS) extensions to support new strategies and business processes in the field of Public Procurement by electronic means; e) the enhancements of the already implemented interoperability services and implementation of new ones for data exchange; f) Electronic interoperability services with gov.gr, CAs, banking organizations for integration of possibilities of digital signature of electronic documents and other data using the system and ensuring "non repudiation"; g) the implementation of a data encryption mechanism stored in the system databases to prevent malicious actions of ESIDIS and G-Cloud administrators; h) a new security study and additions and or changes to the system to increase its security, certification and interventions to enhance the security of the system in order to be certified by an independent security assessment; i) the improvement and re-launch the procurement planning system for wider support of public procurement and centralized procurement procedures using electronic catalogues; j) the addition of applications for support of economic operators: enrichment of applications for search of tenders, historical and statistical data of their involvement in procurement processes, enrichment of information and communication subsystems of suppliers and contracting authorities, ticketing system for asking questions and reporting issues-resolution or help desk tool; k) the addition of Virtual Assistant capabilities so that anyone interested can ask questions in natural language; l) the addition of an electronic file archiving system (ESIDIS - KIMDIS) that complies with the provisions of the legal framework for electronic files; m) the production of training material and publicity actions; n) technical support and project monitoring services; o) a study evaluating the possibilities and effectiveness of existing e-procurement tools and selection or upgrade or replacing them with new and more efficient ones; p) Building Information Modelling (BIM); q) ICT Support for the National Centralized Health Procurement Authority (EKAPY). The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Digital transformation of the Ministry of Foreign Affairs (measure ID 16742)

The investment aims to modernise the Ministry of Foreign Affairs, through extended digitalization of its operations and IT infrastructures. The investment shall consist of: a) the standardization of MFA's processes, which shall ensure Strategic and Operational Planning (SOP) viability and, consequently, its success; b) contributing to the wider promotion of the MFA's scope of work and the best possible use of its resources by aligning them with its pursued objectives c) ensuring direct access to information, in the fastest possible time frame, by incorporating semantic search support, based on state-of-the-art artificial intelligence tools;

d) creating an accessible and important archival database and information centre for effective administrative duties and cover the requirements of the MFA to enable it to more efficiently exercise public and economic diplomacy e) upgrading the crypto IT and telecommunications security infrastructure of the Ministry of Foreign Affairs, in the framework of its digital transformation. The implementation of the investment shall be completed by 30 June 2025.

**Investment:** Digital skills upgrade programs for conscripts (measure ID 16826)

The investment integrates a training program and certification for digital skills into the mandatory military service. The purpose shall be to capitalise on the conscripts' time in service to impart the digital skills needed in today's armed forces and labour market. The implementation of this investment shall be carried out through the upgrade and expansion of the platform of the Digital Academy of Citizens and shall include: a) Personalized access of conscripts to the training portal which shall have strong cybersecurity mechanisms and deterrence of cyber-attacks, along with enhanced personal data protection architecture b) Configuration of the electronic portfolio (e-portfolio) of the conscript in which his educational profile will be reflected along with his existing qualifications c) Development and configuration of digital skills training programs d) Development and use of a self-assessment tool e) 50 000 tablets that shall be acquired and supplied to conscripts for the time of attending the distance learning programs e) certification of digital skills acquired during the training process which shall be based on European and national digital skills frameworks. The implementation of the investment shall be completed by 30 June 2025.

**Investment:** Digital Transformation of the Greek National Tourism Organisation (measure ID 16791)

The investments consists of developing 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 second generation Artificial Intelligence technology. The investment shall include a) the development of a platform (digital tourism map) where the visitor will be able to get informed about special characteristics of a touristic product of a city or island, so that the potential visitor by using this platform will receive a significant source of information related to the experiences and the interests which are of their preference b) the creation of promotion tools such as digital apps, websites and promotional activities and a repository which shall also function as a library, allowing destinations and their key-stakeholders to execute well-designed and sustainable promotion strategies c) the development of an innovative system for tourist's information, with info – kiosks with touchscreens in main hubs as well maps with historical, geographical, cultural layers, including all cultural assets and activities, provided easily accessible, from the mobile app. The implementation of the investment shall be completed by 30 June 2025

**Reform:** Cybersecurity strategy and policies for the Public Sector & advanced Security Services for national critical infrastructures (measure ID 16823)

The reform concerns the development and implementation of a cybersecurity strategy and a set of cybersecurity policies, which aim to increase the reliability and security of public sector systems and data or information and improve citizens' trust in their interaction with the public sector. In addition, the reform includes the implementation of the National Cybersecurity Operations Centre (SOC) as well as the provision of advanced Security Services (SOC and DDoS) in G-Cloud critical infrastructure, aiming to the systematic and continuous improvement of the security and the limitation of cybersecurity threats to the public sector's central infrastructures and the information systems that operate through it. The implementation of the reform shall be completed by 31 December 2024.

**Investment:** Interoperability and web services development (measure ID 16779)

The investment consists of the development of a central interoperability infrastructure for the integrated services management and the development and provision of interfaces to the Public Administration that shall facilitate information exchange among government agencies and the provision of interactive online services. The investment shall include a) the implementation of internet services and their documentation b) the integration of services in gov.gr c) definition and performance of the required control tests d) Pilot operation of the web services e) web services transfer into production (final implementation after the pilot phase) f) support for the new web services. The implementation of the investment shall be completed by 31 December 2024

**Reform:** Interconnection and interoperability of registries, systems and services for data exchange between national public organisations (measure ID 16782)

The reform aims to develop a comprehensive framework and 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 shall facilitate the provision of interoperable, personalised and user friendly digital public services to the citizens and businesses. The reform shall introduce organisational, procedural and legislative changes to a) align the current Greek National Interoperability Framework (eGIF) with the current version of European Interoperability Framework (EIF), b) connecting relevant national, regional and local data sources and digital infrastructures to the European Once-Only-Principle (OOP) evidence exchange system, established by the Single Digital Gateway Regulation, and c) review and analyse systems and data to target the digitalisation of certificates and official documents. The implementation of the reform shall be completed by 31 December 2024.

**Investment:** Data Classification Studies for Public Sector's Information Systems (measure ID 16965)

The investment aims at defining the template for data classification studies regarding Public Sector's Information 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 consists of the design and standardisation of data classification studies of central information systems and the conduction of 220 respective studies for the entirety of the already installed central information systems and applications of Public Sector. The template shall be also used by all future information systems prior to their installation at G-Cloud. The implementation of the investment shall be completed by 31 December 2024.

**Investment:** Next-Generation Interoperability Centre (KED) (measure ID 16964)

The investment aims at modernising the Interoperability Centre of General Secretariat of Information Systems for Public Administration (GSISPA) in order to be able to deliver cross-institutional and cross-systems interoperability with high availability. The investment consists of a) a feasibility and security study b) the supply and installation of required licenses for database and hybrid cloud application platform c) the design and implementation of Next Generation Interoperability Centre (KED), d) the implementation of new web services at Next-Generation Interoperability Centre (KED). The implementation of the investment shall be completed by 30 June 2025.

**Investment:** E-Registries (measure ID 16824)

The investment consists of the establishment of interoperability and interfaces between the existing registers of the central public administration bodies, as well as the collection and expansion of registers in order to gradually lead to the smooth and proper operation of digital public services, using interconnected, up to date registers containing cleaned data entries. To that end, the investment shall facilitate the collection and expansion of existing registers, in

one central source, in order to gradually lead to the smooth and proper operation of digital public services. This shall include a) data in one place: the registries shall be accessible through one interface and shall be searchable b) up-to-date data: all the data in registers shall be up-to-date and ready to use. Each register shall be accessed via a common API. c) clean data: by the end of the project the data of the registers shall be clean at the best level possible, and procedures and policies for clean data shall be in place d) linked registries: interoperability shall be ensured. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Tourism Registry e-MHTE (measure ID 16785)

The investment consists of the development of a digital registry platform for tourism enterprises (e-MHTE), which aims at interoperating with other public registries and IT systems. All data and functions of the existing register (MHTE) shall 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. The investment also entails the digitisation of the archive (1 875 000 files of the Spatial Planning and Infrastructure Division) including meta-tagging and storing. The implementation of the investment shall be completed by 30 June 2025.

**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 (measure ID 16928)

The reform consists of developing a holistic framework that aims to bring technological advancements (Cloud computing, Business Intelligence, Artificial Intelligence - AI, Machine Learning, Distributed Ledger Technology - DLT) into the public administration for the purposes of efficient data collection, processing, presentation and storage, thus facilitating enhanced digital services, appropriate decision-making, and systems' and infrastructure's efficient operation and maintenance. The implementation of the reform shall be completed by 31 December 2025.

**Investment:** Smart cities (measure ID 16854)

The investment aims to gradually transform 11 Greek cities into 'smart cities' through the development of new infrastructure, digital platforms and IT systems. The smart city solutions shall enable cities to use technology, information and open data to improve city infrastructure and e-services, but also to boost community driven economic growth. The investment also aims to support the emergence of municipal smart city models for the rest of the municipalities to follow, in the logic of implementation blueprints. The measure shall consist of two subprojects: 1) the Greek smart cities investment initiative investing into the 11 cities, of which four have been already selected (Athens, Thessaloniki, Piraeus and Trikala) and seven more will be selected based on proposals developed by the cities. 2) a support mechanism for the implementation and performance monitoring of the initiative. Subproject 1 shall require the beneficiaries to prepare a detailed implementation plan, along with a ten year smart city strategy and action plan, that shall be linked with local, regional and national strategic goals. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Supply of Central Cloud Computing Infrastructure and Service (measure ID 16853)

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 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).

The project shall aim to deliver a modern Hybrid Cloud Infrastructure consisting of two tenants: One for the G-Cloud and another one for the H-Cloud. Each tenant shall have the private cloud component and the public cloud component in a unified management and service delivery environment. The implementation of the investment shall be completed by 30 June 2024.

The Data Centres of the Cloud Services Provider shall be required to comply with the “European Code of Conduct on Data Centre Energy Efficiency”. The requirement is in alignment with Regulation (EU) 2018/1999 of the European Parliament and of the Council of 11 December 2018 on the Governance of the Energy Union and Climate Action, by supporting the green transition and contributing to the achievement of the Union’s 2030 climate targets set out in Article 2(11) amended by Article 10 of the EU Climate Law and complying with the objective of EU climate neutrality by 2050 and of the digital transition, thereby contributing to the upward economic and social convergence, restoring and promoting sustainable growth and the integration of the economies of the Union.

**Investment:** Upgrade of Cloud-computing infrastructure and services of the National Infrastructures for Research and Technology (GRNET) (measure ID 16955)

The investment consists of upgrading GRNET's infrastructures and services, by (a) upgrading its software and cloud computing services, mainly addressed to members of the research and academic community, (b) expanding and upgrading of the National High Performance Computing system ARIS – Phase B, and (c) leasing fibre optic infrastructure. The implementation of the investment shall be completed by 31 December 2025.

The Data Centres shall be required to comply with the “European Code of Conduct on Data Centre Energy Efficiency”. The requirement is in alignment with Regulation (EU) 2018/1999 of the European Parliament and of the Council of 11 December 2018 on the Governance of the Energy Union and Climate Action, by supporting the green transition and contributing to the achievement of the Union’s 2030 climate targets set out in Article 2(11) amended by Article 10 of the EU Climate Law and complying with the objective of EU climate neutrality by 2050 and of the digital transition, thereby contributing to the upward economic and social convergence, restoring and promoting sustainable growth and the integration of the economies of the Union.

**Investment:** Enhancement of Public Sector's Business Continuity (measure ID 16287)

The investment consists of the design and implementation of all required actions to ensure business continuity across the public administration, thus enabling employees of any public sector agency to fulfil their work remotely and in a secure manner. It includes the supply of the necessary corporate devices (Laptops) and network (VPN) infrastructure and expansion of G-cloud services. The investment shall initially study the needs across the Public Sector and set up a Business Continuity Plan not only for the indicative group of public servants to be covered during the implementation of this project (estimated at 71 500) but also for all public servants (approximately 550 000). Following the Business Continuity Plan, the investment will ensure the fulfilment of the prerequisites for business continuity across the entire Public Administration. These prerequisites include a) existence of a corporate device, where up-to-date operating systems as well as updated virus protection programmes are installed b) access to internet connection through an Internet Services Provider c) Virtual Private Network (VPN) connection through the SYZEFXIS network d) by using a VPN connection, secure access to data and applications of the Public Agencies that are required for the employee to work remotely, shall be achieved and if that is not possible alternative solutions shall be developed e) technical support. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Expansion of Syzefksis II (measure ID 16956)

The investment consists of the expansion of the National Public Sector Network (SYZEFXIS II) to provide a set of upgraded telecommunications services to all of the general government, the creation of a Public Sector Network (expansion) for providing a set of upgraded telecommunications services to general government bodies for three consecutive years, and more specifically providing coverage to approximately 34 000 buildings, as well as wireless telecommunications services. It shall include the expansion of the existing National Network of Public Administration "SYZEFXIS" which currently covers only 4 500 points of presence of bodies. As such, all public bodies shall have upgraded telecommunications services with an increase in internet access speeds thus offering better connections to citizens. The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Data Governance strategy & policies for the Public Sector (measure ID 16827)

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. The implementation of the reform shall be completed by 31 December 2025.

**Investment:** Central BI - Data Analytics (measure ID 16842)

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 shall 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. This shall be achieved through a) the identification of Key Performance Indicators b) the creation of a data dictionary, c) the creation of a data governance framework d) the design of an appropriate architectural blueprint, architectural approach, building blocks and integration points e) the configuration of a data warehouse f) the integrating with the back office information system g) the development of required business intelligence Reports & Analytics h) technical support. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Central Document Management System (measure ID 16738)

The investment consists of the implementation of a Central Document Management system which shall capture, store, and retrieve paper and electronic documents. This system shall facilitate interoperability between public sector organisations and accelerate the processing of citizens' and businesses' cases and service requests. The investment includes a) the supply of additional 20 000 approved remote digital signatures b) application development for interoperability, the creation of a unique QR code or ID to be embedded in the documents c) development of subsystems to cover the government needs for signing documents with digital signatures d) support services (including services for the development of studies), training and helpdesk services. The implementation of the investment shall be completed by 30 June 2025.



**F.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support**

Top investment 3: Digitisation of archives and related services

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
93	6 - 2.2. Modernise - 16778_Digitisation of archives and related services	Milestone	Contract (s) award for digitisation of archives	Notification of contract(s) award covering all 9 subprojects of the digitisation of archives project				Q4	2022	<p>Award of the contract(s) to cover each of the following 9 subprojects, including all their constituent components:</p> <ul style="list-style-type: none"> <li>• Subproject 1: Digitisation of the archives of the Justice System</li> <li>• Subproject 2: Digitisation of the archives of the Public Health System</li> <li>• Subproject 3: Digitisation of the General Archives of the State</li> <li>• Subproject 4: Digitisation of the archives of the immigration and asylum system</li> <li>• Subproject 5: Digitisation of the archives of expropriations</li> <li>• Subproject 6: Digitisation of the archives of Urban Planning Agencies</li> <li>• Subproject 7A - Digitisation of the archives of the Cadastre (Ktimatologio)</li> <li>• Subproject 7B - Cadastre’s improved digital services</li> <li>• Subproject 8 - Digitisation of the archives of Maritime</li> <li>• Subproject 9: Secure Storage of Public Sector and “Broader” Public Sector</li> </ul> <p>Specifications shall include timelines and objectives and</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										shall detail for each of the 9 subprojects the following: 1. digitisation of physical records 2. migration of digital records into existing systems (incl. Justice files in OSDDY-PP/OSDDY-DD; property titles in the Information System of National Land Registry) 3. analysis, design and implementation of Data Centres and the infrastructure located to local agencies, together with the appropriate single window (incl. central repository for patients' records; Integrated Geographical Information System of the Unified digital Map of Expropriations and Claims for expropriations; Document & Digital File Management System (DMS / DAS) for Cadastral records; installation of the archive management software). 4. support services (incl. new electronic services related to the search and retrieval of files for citizens; public administration; researchers for State Archives).
94	6 - 2.2. Modernise - 16778_Digitisation of archives and related services	Target	Digitisation of archives – first phase of implementation		Percentage of archives digitised, meta-tagged and migrated into existing systems, across all 9 subprojects	0	30%	Q4	2023	Completion of the digitisation of at least 30% of total archives across all 9 subprojects, calculated in number of pages digitised in total.
95	6 - 2.2. Modernise -	Target	Digitisation		Percentage	30%	90%	Q4	2025	Digitisation of at least 90% of archives across all 9

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16778_Digitisation of archives and related services		ion of archives – full implementation		e of archives digitised, meta-tagged and migrated into existing systems across all 9 subprojects					subprojects, calculated in number of pages digitised for each subproject.

### Key reform 5: Towards Public Administration's "customer"-oriented services through simplification and improvement of processes - Interconnection and interoperability of registries, systems and services

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
96	6 - 2.2. Modernise - 16929_Towards Public Administration's "customer"-oriented services through	Milestone	Set up of the national registry of procedures and implementation	Report by the Ministry of Digital Governance attesting to the operationalisation of national registry of procedures and the				Q3	2022	Operationalisation of the national registry of procedures ("Diavlos", as per article 90 of Law 4727/2020), and integration into gov.gr portal; and completion of first phase of the simplification work streams as per the timeline provided by the 4-year

	simplification and improvement of processes, systems enhancements and compliance with European strategies and policies		of national plan for process simplification (first phase)	completion of the work streams under the first phase of the National Programme of Process Simplification						National Programme of Process simplification, including the digitalisation of public procurement procedures.
97	6 - 2.2. Modernise - 16929_Towards Public Administration's "customer"-oriented services through simplification and improvement of processes, systems enhancements and compliance with European strategies and policies	Milestone	Implementation of national plan for process simplification (second phase)	Report by the Ministry of Digital Governance attesting to the completion of the second phase of simplification work streams under the National Programme of Process simplification				Q4	2023	Complete the second phase of the simplification work streams as per the timeline provided by the 4-year National Programme of Process simplification, including digitisation of impact assessment processes, start-up of sole proprietorships, simplification of procedures relating to citizen 'life events' including birth, passing away, and divorce, simplification of justice procedures related to lawyers, court decisions, digital signatures, certificates issued by courts, driver licence renewal and operation of <a href="http://myfoto.gov.gr">myfoto.gov.gr</a> and electronic circulation of documents within the public administration (attested by issued circulars).
98	6 - 2.2. Modernise - 16782_Interconnection and interoperability of registries, systems and services for data exchange between national public organisations	Milestone	Regulatory basis for interconnection and interoperability of registries	Report by the Ministry of Digital Governance attesting the adoption of the regulatory changes including all connected primary and secondary legislation for the interconnection and interoperability of registries and services				Q4	2024	The adoption of regulatory changes to establish a wide regulatory basis for the interconnection and interoperability of registries and services for data exchange between national public organizations in line with the new European Interoperability framework. Reporting by the Ministry of Digital Governance on the successful implementation of the action plan on simplification and improvement of processes, systems enhancements and compliance with European strategies and policies.
99	6 - 2.2. Modernise - 16929_Towards Public Administration's "customer"-oriented services through simplification and improvement of processes, systems enhancements and compliance with European strategies	Milestone	Completion of strategy on reducing administrative burden and national plan for process simplification (final phase)	Report by the Ministry of Digital Governance attesting the completion of all the simplification and digitalization work streams under the 4-year action plan for the National Programme for Process Simplification,				Q4	2025	Full implementation of the medium-term strategy for the reduction of administrative burden and creation of customer-centric services within the public administration and improvement of processes, systems enhancements and compliance with European strategies and policies, through the completion of the final phase of work under the 4-year National Programme for Process Simplification. This shall also include the full set up of the Observatory for monitoring the impact of regulation and the National Registry of Procedures ("Diavlos")

	and policies									(attested by a report by the Ministry of Digital Governance).
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Group 9: Initiatives related to enhanced "customer"-oriented and secure digital services making use of interoperable IT systems and open data policies

The measures included within this group are:

- Customer Relationship Management for the General Government (ID: 16810)
- Further Modernisation of Public Administration's One-Stop Shops (ID: 16780)
- New system for Public Procurements (ID: 16736)
- Digital transformation of the Ministry of Foreign Affairs (ID: 16742)
- Digital skills upgrade programs for conscripts (ID: 16826)
- Digital Transformation of the Greek National Tourism Organisation (ID: 16791)
- Cybersecurity strategy and policies for the Public Sector & Establishment of a National Cybersecurity Operations Centre (ID: 16823)
- Interoperability and web services development (ID: 16779)
- Data Classification Studies for Public Sector's Information Systems (ID: 16965)
- Next-Generation Interoperability Centre (KED) (ID: 16964)
- ERegistries (ID: 16824)
- Provision of advanced Security Services in the G-Cloud critical infrastructure (ID: 16823)
- Tourism Registry e-MHTE (ID: 16785)
- Central Document Management System (ID: 16738)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
100	6 - 2.2. Modernise - 16779_Interoperability and web services	Milestone	Contract award for interoperability	Notification of award of contract				Q4	2022	Award of the contract for interoperability and web services development project. The Ministry/General Secretariat of Information

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	development		and web services development project							Systems for Public Sector/ Information Society SA shall examine all the submitted proposals and confirm whether the applications properly address the RFP demands. Upon the selection of the appropriate contractor, the Ministry shall proceed with a contract award which shall define the obligations, roles and responsibilities of both engagement parties.
101	6 - 2.2. Modernise - 16810_CRM for the General Government	Milestone	Contract award for CRM for the General Government	Notification of award of contract				Q4	2022	Award of the contract for CRM for the General Government. The Ministry/General Secretariat of Information Systems for Public Sector/ Information Society SA shall examine all the submitted proposals and confirm whether the applications properly address the RFP demands. Upon the selection of the appropriate external partner, the Ministry shall proceed with a contract award which shall define the obligations, roles and responsibilities of both engagement parties.
102	6 - 2.2. Modernise - 16780_Further Modernisation of Public Administration's One-Stop Shops	Milestone	Contract award for Further Modernisation of Public Administration's One-Stop Shops	Notification of award of contract				Q4	2022	Award of the contract for the modernisation of Public Administration's One-Stop Shops. The Ministry/General Secretariat of Information Systems for Public Sector/ Information Society SA shall ensure that all the submitted proposals are examined and confirm whether the applications properly address the RFP demands. Upon the selection of the appropriate external partner, the Ministry shall proceed with a contract award which shall define the obligations, roles and responsibilities of both engagement parties.
103	6 - 2.2. Modernise - 16736_New system for Public Procurements	Milestone	Contract award for New system for Public Procurements	Notification of award of contract				Q4	2022	Award of the contract for the project new system for Public Procurement. The Ministry/General Secretariat of Information Systems for Public Sector/ Information Society SA shall examine all the

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										submitted proposals and confirm whether the applications properly address the RfP demands. Upon the selection of the appropriate contractor, the responsible body shall proceed with a contract award which shall define the obligations, roles and responsibilities of both engagement parties.
104	6 - 2.2. Modernise - 16823_Cybersecurity strategy and policies for the Public Sector & advanced security services for national critical infrastructures	Milestone	Contract award for Cybersecurity strategy	Notification of award of contract				Q4	2022	Award of the contract for the project cybersecurity strategy and policies for the Public Sector & advanced security services for national critical infrastructures. Upon the selection of the appropriate external consultant, the Ministry shall proceed with a contract award which shall define the obligations, roles and responsibilities of both engagement parties.
105	6 - 2.2. Modernise - 16826_Digital skills upgrade programs for conscripts	Milestone	Contract award for Digital skills upgrade programs for conscripts	Notification of award of contract				Q4	2022	Award of the contract for the Digital skills upgrade programs for conscripts. The Ministry shall examine all the submitted proposals and confirm whether the applications properly address the RFP demands. Upon the selection of the appropriate external partner, the Ministry shall proceed with a contract award which shall define the obligations, roles and responsibilities of both engagement parties.
106	6 - 2.2. Modernise - 16742_Digital transformation of the Ministry of Foreign Affairs	Milestone	Contract award for Digital transformation of the Ministry of Foreign Affairs	Notification of award of contract				Q4	2022	Award of the contract for Digital transformation of the Ministry of Foreign Affairs. The Ministry shall examine all the submitted proposals and confirm whether the applications properly address the RFP demands. Upon the selection of the appropriate external partner, the Ministry shall proceed with a contract award which shall define the obligations, roles and responsibilities of both engagement parties.
107	6 - 2.2. Modernise - 16824_ERegistries	Milestone	Contract award for E-Registries	Notification of award of contract				Q4	2022	Award of the contract for the E-Registries project. The Ministry/General Secretariat of Information



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										Systems for Public Sector/ Information Society SA shall examine all the submitted proposals and confirm whether the applications properly address the RFP demands. Upon the selection of the appropriate external partner, the Ministry shall proceed with a contract award which shall define the obligations, roles and responsibilities of both engagement parties.
108	6 - 2.2. Modernise - 16779_Interoperability and web services development	Milestone	Completion of the project Interoperability and web services development	Report by the Ministry Digital Governance documenting the completion of project on systems' interoperability and the completion of open data				Q4	2024	Completion of project: Interoperability and web services development. The respective infrastructure and systems shall be evaluated for new functionalities. Acceptance / performance (stress etc.) / regression. Moreover, the evaluation shall include the open data target. (The implementation of the Greek Metadata Register (as defined in the Interoperability Register) and a central Main Registry Service Portal, which shall be a central access point to the main registers of the country).
109	6 - 2.2. Modernise - 16810_CRM for the General Government	Milestone	Completion of the project CRM for the General Government	Report by the Ministry of Digital Governance documenting the implementation of the integrated system for managing the full lifecycle of Public Administration's relationship with citizens and businesses				Q4	2024	Completion of project: Customer Relationship Management system for the general government, enabling the management of the public administration's interactions with citizens and businesses.
110	6 - 2.2. Modernise -	Milestone	Completion of	Final project				Q4	2024	Completion of the project: Further Modernisation of

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16780_Further Modernisation of Public Administration's One-Stop Shops		the project One-Stop Shops	report by the Ministry of Digital Governance documenting the completion of the further modernisation of Public Administration's One-Stop Shops.						Public Administration's One-Stop Shops, including the further modernisation of public administration's one-stop shops through acquiring 6 000 PCs/printers/tablets used for the electronic signature process, 200 systems for queue management and smart notification, 1 000 feedback terminals, evaluation platform & mobile application and their use.
111	6 - 2.2. Modernise - 16965_Data Classification Studies for Public Sector's Information Systems	Milestone	Completion of the project Data Classification Studies	Report by the Ministry of Digital Governance documenting the completion of the project. Data Classification Studies for the public sector Information Systems				Q4	2024	Completion of the project: Data Classification Studies for the public sector Information Systems, delivering the 220 data classification studies.
112	6 - 2.2. Modernise - 16823_Cybersecurity strategy and policies for the Public Sector & advanced security services for national critical infrastructures	Milestone	Completion of the project Cybersecurity strategy	Report by the Ministry Digital Governance on the documenting the implementation of the new Cybersecurity Strategy and Policies in Public Administration and projects				Q4	2024	Completion of 'New Cybersecurity Strategy and Policies in Public Administration' project implementing changes in terms of processes and procedures regarding cybersecurity, and establishing and making operational the National Security Operations Centre (SOC) in line to the new Strategy.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
				included there in						
113	6 - 2.2. Modernise - 16738_Central Document Management System	Milestone	Completion of Central Document Management System Project	Final report by the Ministry of Digital Governance documenting the completion of the Central Document Management System				Q2	2025	Completion of the Central Document Management System, including putting in use 130 000 remote digital signatures, supported by applications and a help desk.
114	6 - 2.2. Modernise - 16742_Digital transformation of the Ministry of Foreign Affairs	Milestone	Completion of Digital transformation of the Ministry of Foreign Affairs	Report by the Ministry of Foreign Affairs documenting the completion of all sub projects of the 'Digitalisation of the Ministry of Foreign Affairs' project				Q2	2025	Completion of the Digital transformation of the Ministry of Foreign Affairs including (1) Strategic and Operational Planning support system, (2) Digitization of the Diplomatic and Historical Archives, (3) Global Digital Information Centre Platform, and (4) modernization of crypto IT & Telecom security infrastructure.
115	6 - 2.2. Modernise - 16791_Digital Transformation of the Greek National Tourism Organisation	Milestone	Completion of digitalisation of the Greek National Tourism Organisation	Report by the Greek National Tourism Organization documenting the completion of the 'Digital Transformation of the Greek National Tourism Organization' project				Q2	2025	Completion of the digital Transformation of the Greek National Tourism Organization including the creation (1) of a digital tourist map, (2) a digital repository of Greece's cultural assets and (3) a new system for tourism information.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
116	6 - 2.2. Modernise - 16964_Next-Generation Interoperability Centre (KED)	Milestone	Completion of Next-Generation Interoperability Centre	Report by the Ministry of Digital Governance documenting the completion of the 'Next Generation Interoperability Centre' project.				Q2	2025	Completion of the Next-Generation Interoperability Centre (KED) including the completion of the feasibility and security study, setting up of the Centre and implementation of relevant web services.
117	6 - 2.2. Modernise - 16785_Tourism Registry e-MHTE	Milestone	Completion of the digital tourism registry	Final report by the Ministry of Tourism documenting the operationalisation of the 'New e-MHTE' platform				Q2	2025	Completion of the Tourism Registry 'e-MHTE' platform.
118	6 - 2.2. Modernise - 16826_Digital skills upgrade programs for conscripts	Target			Number of conscripts trained	0	150 000	Q2	2025	Modernization of the 'Digital Skills Upgrade' programme for conscripts, with 150 000 conscripts trained.
119	6 - 2.2. Modernise - 16736_New system for Public Procurements	Milestone	Completion of the new system for public procurement	Report by the Ministry of Digital Governance documenting the implementation of the 'new system for public procurement' project				Q4	2025	Completion of the new system for Public Procurements including (1) the upgrade of Operation Systems versions and integration of the new system into current systems, (2) availability of new system functionalities and system reports, (3) finalisation of the redesign of the national electronic public procurement system and the Central Electronic Public Procurement Registry (KIMDIS), (4) availability of interoperability services with gov.gr; and operationalization of (5) data encryption mechanism, (6) virtual assistant, (7) electronic archiving system, (8) new system for National Centralised Health Procurement Authority (EKAPY) and (9) Building Information Modelling (BIM) system.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
120	6 - 2.2. Modernise - 16824_ERegistries	Milestone	Completion of ERegistries project	Report by the Ministry of Digital Governance documenting the implementation of 'e-registries'				Q4	2025	Completion of 'E-registries' including their interoperability and interfaces with existing registries in the public administration.

#### Group 10: Initiatives related to new technologies incorporation towards Public Administration's digital transition and modernisation

- 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 (ID: 16928)
- Smart cities (ID: 16854)
- Supply of Central Cloud Computing Infrastructure and Service (ID: 16853)
- Upgrade of Cloud-computing infrastructure and services of the National Infrastructures for Research and Technology (GRNET) (ID: 16955)
- Enhancement of Public Sector's Business Continuity (ID: 16287)
- Expansion of Syzefksis II (ID: 16956)
- Data Governance strategy & policies for the Public Sector (ID: 16827)
- Central BI - Data Analytics (ID: 16842)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)	Indicative timeline for completion	Description of each milestone and target
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					Unit of measure	Baseline	Goal	Quarter	Year	
121	6 - 2.2. Modernise - 16842_Central BI - Data Analytics	Milestone	Contract award Central Business Intelligence (BI)	Notification of award of contract				Q4	2022	<p>Ministry of Digital Governance awards contract for Central BI - Data. Analytics, which shall cover :</p> <ul style="list-style-type: none"> <li>a) Developing and validating a data governance framework, Data Dictionary &amp; identification of Key Performance Indicators</li> <li>b) Identification of Key Performance Indicators</li> <li>c) Data Dictionary</li> <li>d) Data Governance Framework</li> <li>e) Design the Architectural Approach &amp; Integration Points</li> <li>f) Configuration of the Data Warehouse</li> <li>g) Integration with Back-office Information Systems</li> <li>h) Building the BI Reports &amp; Analytics</li> <li>i) Support of the Operations of BI Ecosystem for 3 years</li> <li>j) Licenses Fees for 200 users with super admin privileges and 200 TB of Storage.</li> </ul>
122	6 - 2.2. Modernise – 16853 Supply of Central Cloud Computing Infrastructure and Service )	Milestone	Completion of Central Cloud computing infrastructure and service	Report by the Ministry of Digital Governance documenting the completion of the set-up of all project components and parametrize infrastructure for the central cloud computing infrastructure and services				Q2	2024	<p>Full completion of the set-up of all project components and parametrize infrastructure for the central cloud computing infrastructure and services project. Introduce and operationalize the central cloud computing infrastructure and services project. The new installed infrastructure shall include virtual machines and corresponding virtual networks (infrastructure as a service), platform as a service, three edge computing arrays, three special interfaces of high speed optical fibre and training and support services for the overall project.</p> <p>The Data Centres of the Cloud Services Provider shall be required to comply with the “European Code of Conduct on Data Centre Energy Efficiency”.</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
				project.						
123	6 - 2.2. Modernise - 16854_Smart cities	Target	Full implementation of smart city projects		Number of cities that implemented infrastructures, platforms and systems to support their transformation into smart cities		11	Q4	2025	Implement projects to facilitate transformation of 11 Greek cities into smart cities through investments in smart sustainable cities and Infrastructures & Systems for a sustainable & green urban future. Such investments include: a) Availability and utilization of open data that shall enhance market development of innovative solutions and products for smart cities (such as IoT applications, big data and cloud.) b) Utilization of existing fixed and wireless networks. c) Activation of the research and academic community for the organization of complementary innovative actions. d) platforms that shall contribute to the creation of open city data time series, and e) creation of a digital twin”, as well as other citizen centric solutions and services that are included from the outset citizen participatory approaches (in a co-design manner).
124	6 - 2.2. Modernise - 16928_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	Milestone	Completion of new technologies for public administration	Report by the Ministry of Digital governance summarizing how needs and gaps in technology solutions in public administration have been addressed				Q4	2025	Implement new technologies and tools to facilitate Public Administration’s digital transition and modernization, to decrease operational costs and enhance the value of public services offered.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
125	6 - 2.2. Modernise - 16955_Upgrade of Cloud-computing infrastructure and services of the National Infrastructures for Research and Technology (GRNET)	Milestone	Completion of GRNET	Final report concluding the full implementation of all subprojects for the Upgrade of Cloud-computing infrastructure and services of the National Infrastructures for Research and Technology (GRNET) by the Ministry of Digital Governance				Q4	2025	<p>Completion of the upgrade of Cloud-computing infrastructure and services of the National Infrastructures for Research and Technology (GRNET).</p> <p>Supply of supercomputer / replacement of part of the existing national system Data centre upgrades / modifications to support the new supercomputer Software installation, configuration, migration, pilot operation, control and evaluation of hardware performance.</p>
126	6 - 2.2. Modernise - 16287_Enhancement of Public Sector's Business Continuity	Milestone	Completion of public sector business continuity	Final report by the ministry of Digital Governance documenting the completion of the Public Sector's Business Continuity project, including the supply of the 71500				Q4	2025	<p>Completion of the Enhancement of Public Sector's Business Continuity project including the finalisation of the business continuity plan and the supply of the corporate laptops.</p>



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
				corporate laptops.						
127	6 - 2.2. Modernise - 16956_Expansion of Syzefksis II	Milestone	Completion of Syzefksis II	Summary document verifying the implementation of the new infrastructure, register of entities of the public sector network, Security Management System, survey, monitoring mechanism, supply of equipment under the expansion of Syzefksis II by the Ministry of Digital Governance				Q4	2025	<p>Completion of the expansion of Syzefksis II.</p> <p>The following subprojects are included into the implementation scheme:</p> <ul style="list-style-type: none"> <li>- Upgrading of Public Sector Network interconnections</li> <li>- Connection / disconnection / relocation / merge and upgrade of entities' services</li> <li>- Support / Maintenance of a Register of Entities of the Public Sector Network (Site Survey)</li> <li>- Publicity and Promotion Actions of the Public Sector Network (completion by Q3/2024)</li> <li>- Security Supervisor and Information Security Management System (SIS) of the Public Sector Network</li> <li>- Monitoring, quality control, implementation support and assistance upon the final acceptance of structured cable systems of the Public Sector Network</li> <li>- Support and monitoring of the site survey και rollout phases of SYZEFXIS II.</li> <li>- Supply of equipment for the interrupted supply of electricity in selected Public Sector Entities – Public Sector Network.</li> <li>- Next Generation Public Sector Network Design Services (PSN Next Gen) - Upgrading of the infrastructure of the Panhellenic School Network (SchoolNet).</li> </ul>
128	6 - 2.2. Modernise - 16827_Data Governance	Milestone	Completion of data	Project conclusion				Q4	2025	Completion of the project data Governance strategy & policies for the Public Sector

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	strategy & policies for the Public Sector		governance strategy	report by the Ministry of digital Governance summarizing how the Data Governance strategy & policies for the Public Sector have achieved the development of a Government Cloud Data governance strategy and ecosystem for open and reusable data in the public and private sector.						The project shall have achieved the following: 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.
129	6 - 2.2. Modernise - 16842_Central BI - Data Analytics	Milestone	Completion of Central BI	Project report by the Ministry of Digital Governance outlining how the Central BI project has created a central business intelligence and				Q4	2025	Completion of the following project: Central BI - Data Analytics.  Implementation of single "National Dashboard" business intelligence solution and evaluation on its performance. The project shall have achieved the following : implementation of a Central Business Intelligence – Data Analytics Platform, which allows the public administration agencies to draw, integrate, and interpret data from any

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
				data analytics platform and how it is used by the public administration.						source and use them to analyse information that affects their operations and workflows and facilitate strategy and decision-making.

## G. COMPONENT 2.3: DIGITALISATION OF BUSINESS

This component of the Greek recovery and resilience concerns the provision of capital to Greek small and medium-sized enterprises to finance the investment in digital technologies and purchase of associated services. It aims to address the currently low levels of digital maturity among them, including due to low digital skills, whilst fostering productivity and the development of innovative businesses. At the same time, it is expected to help such businesses to adapt to new challenges and take advantage of emerging business trends. In particular, the component provides for the establishment of a single digital marketplace, to which both the suppliers of these products and services shall have access. Promoting the use of electronic payments and sales, upgrading of cash registers and POS ecosystem, and the creation of industrial data platforms are key targets of this component. Further, the component offers tax incentives that help to create a digital business ecosystem conducive to the digital transformation of small- and medium-sized enterprises. A central supporting mechanism for small- and medium-sized enterprises, facilitating the provision of training and awareness programs so that they may make the most of the tools and services offered through the digital marketplace, is also envisaged.

The measures are expected to respond to the digital transition and the challenges resulting from it, as they are expected to contribute to the uptake of digital technologies and digital upskilling of small- and medium-sized enterprises in Greece. Further, the measures are also expected to facilitate smart and sustainable growth by further stimulating private investment, thus helping to address the Country Specific Recommendation on public and private investment (CSR 3 2020). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **G.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Establishment of a digital business ecosystem and introduction of tax incentives for the facilitation of the SMEs digital transformation (measure ID 16973)

The reform aims to create a digital business ecosystem that promotes the digital transformation of SMEs. Specifically, it consists of: (a) creating a digital market place for the supply and purchase of advanced digital services and tools tailored for the digital transformation of SMEs, and increasing the digital awareness of business executives, (b) directly encouraging investments in modern digital technologies, using tax incentives on tangible and intangible assets, in order to change the business environment and (c) upgrading the cash registers and Points Of Sale ecosystem. In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria for the tax incentives shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>9</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>10</sup>; (iii) activities related to waste landfills, incinerators<sup>11</sup> and mechanical

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<sup>9</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>10</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

biological treatment plants<sup>12</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The eligibility criteria shall additionally require that only activities that comply with relevant EU and national environmental legislation may be selected.

Selection/eligibility criteria shall also be targeted towards incentivising investments in digital transformation, namely the acquisition of products and services relating to e-payment, e-sales and e-invoicing applications, tools for digital advertising, systems for teleworking, business analytics, digital upskilling, backup and disaster recovery services, artificial intelligence, Internet of Things, integrated solutions for contactless service, cybersecurity systems, cloud infrastructures and services, industrial data platform templates and software, cash Registers and POS ecosystem upgrade. The implementation of the reform shall be completed by 30 June 2025.

**Investment:** Digital Transformation of SMEs (measure ID 16706)

The investment concerns the development and provision of appropriate digital tools (products and services) to Greek SMEs in the areas of (a) electronic payments and sales, (b) industrial data platforms and (c) cash registers and POS ecosystem upgrade. This shall be achieved through the establishment of a central supporting mechanism for SMEs facilitating the provision of training and awareness programs so that they may make the most of the tools and services offered through the digital marketplace, ultimately aiming to support the digital transformation of Greek SMEs as well as to enhance transparency and healthy competition through Next-Gen POS and cash registers. The implementation of the investment shall be completed by 30 June 2025.

In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for the calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>13</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>14</sup>; (iii) activities related to waste landfills, incinerators<sup>15</sup> and mechanical

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<sup>11</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>12</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>13</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>14</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>15</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

biological treatment plants<sup>16</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The terms of reference shall additionally require that only activities that comply with relevant EU and national environmental legislation may be selected.

The selection/eligibility criteria shall also be targeted towards the following technologies and services, namely e-payment, e-sales and e-invoicing applications, tools for digital advertising, systems for teleworking, business analytics, digital upskilling, backup and disaster recovery services, artificial intelligence, Internet of Things, supply of integrated solutions for contactless service, cybersecurity systems, cloud infrastructures and services, industrial data platform templates and software, cash Registers and POS ecosystem upgrade.

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<sup>16</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

**G.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support**

Top investment 4: Digital Transformation of SMEs

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
130	7 - 2.3. Digitalisation of businesses - 16706_Digital Transformation of SMEs	Milestone	Digital transformation of SMEs - calls for proposals	Published call for proposals				Q1	2022	<p>Launch of all competitive calls for proposals for funding for the voucher scheme for the Digital Transformation of Businesses (subprojects 1), Industrial Data Platforms and Data Spaces (subprojects 2) and Cash Registers and POS ecosystem upgrade (subprojects 4), with terms of reference including eligibility criteria that ensure that the selected projects comply with the Do No Significant Harm Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.</p> <p>Investments shall be targeted towards technologies and services to foster the digitalisation of small- and medium-sized enterprises, namely e-payment, e-sales and e-invoicing applications, tools for digital advertising, systems for teleworking, business analytics, digital upskilling, backup and disaster recovery services, artificial intelligence, Internet of Things, supply of integrated solutions for contactless service, cybersecurity systems, cloud infrastructures and services, industrial data platform</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										templates and software, cash Registers and POS ecosystem upgrade.
131	7 - 2.3. Digitalisation of businesses - 16706_Digital Transformation of SMEs	Milestone	Digital transformation of SMEs - Delivery of products and services	Report by the Ministry of Digital governance attesting the full implementation of all 4 subprojects including the following targets: 100 000 SMEs supported with digitalisation voucher (Subproject 1), , 1000 SMEs supported with the voucher scheme in their transition to cloud only ( subproject 2); 4 lighthouse Industrial Data Platforms and the Gaia X SME hub established (Subproject 3).				Q2	2025	Selection of beneficiaries and delivery of equipment and services to SMEs under the competitive calls for proposals, in compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation. In particular, the following shall be achieved: - Under Subproject 1: 100 000 SMEs received digitalisation support financed by voucher scheme; - Under subproject 2: cloud infrastructure completed, 1 000 SMEs supported financially by the voucher scheme in their transition to cloud only, of Industrial Data Platforms (IDP) template delivered and the Greek Gaia-X SME hub established, and 4 lighthouse IDPs established; - Under Subproject 4: 500 000 cash registers upgraded or replaced with computer based solutions, 100 000 old POS systems replaced (provide certification from beneficiaries on integration of new technology/product /proof of payment to attest to the purchase of products and services).



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
				Subproject 4 concluded with the upgrade of 500 000 cash registers and replacement of 100 000 POS systems.						
132	7 - 2.3. Digitalisation of businesses - 16973_Establishment of a digital business ecosystem and introduction of tax incentives for the facilitation of the SMEs digital transformation	Milestone	Digital transformation of SMEs Legislative reform to incentivise uptake of technologies	Entry into force of primary legislation and secondary acts by government as relevant for the introduction of tax incentives to digital investment, and reports by the Ministry of Digital Governance documenting the establishment of a digital business ecosystem.				Q2	2025	<p>Identify and implement actions for the establishment of a digital business ecosystem that fosters digital transformation of SMEs, in particular by (a) creating digital infrastructure through financing the supply and implementation of digital tools and processes as well as raising digital awareness of business executives and (b) directly incentivising investments in digital transformation, utilising super-deduction of investments on tangible and intangible assets in order to change the business environment and increase investments in modern digital technologies.</p> <p>Legislation on tax incentives to support the greening of the economy, energy and digital transition, shall comply with eligibility criteria that ensure that the selected projects comply with the Do No Significant Harm Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										Investments shall be targeted towards incentivising investments in digital transformation, namely the acquisition of products and services relating to e-payment, e-sales and e-invoicing applications, tools for digital advertising, systems for teleworking, business analytics, digital upskilling, backup and disaster recovery services, artificial intelligence, Internet of Things, integrated solutions for contactless service, cybersecurity systems, cloud infrastructures and services, industrial data platform templates and software, cash Registers and POS ecosystem upgrade.

## **H. COMPONENT 3.1: PROMOTE JOB CREATION AND PARTICIPATION IN THE LABOUR MARKET**

This component of the Greek recovery and resilience plan involves measures to redesign and strengthen active labour market policies, improve the efficiency of public employment services and provide an effective safety net against unemployment while strengthening incentives for labour market re-entry. The bulk of the component measures is concentrated on Active Labour Market Policies including activation programmes that subsidize employment in the private sector and promote upskilling and reskilling of the labour force, as well as investments to boost the capacity of the public employment service (OAED) through enhanced digitalisation and counselling services. Under the reform of Passive Labour Market Policies, the Plan aims to improve the coverage and 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 system. The component is in line with the country-specific recommendations to ensure effective labour market activation support, invest in skills and employability, and to improve digitalisation of the public administration (country-specific recommendation 2 and 3 2020 and country specific recommendation 2 2019). Moreover, by focusing on promoting skills and employment in the digital and green sector among others, the component supports the digital and green transition. It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **H.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Modernisation and Simplification of Labour Law (measure ID: 16744)

The reform entails the entry into force of a comprehensive Labour Law that shall streamline key aspects of the labour market with a view to improving its functioning. Notably, the reform shall aim at modernising a) the law for individual labour, b) the law for collective labour and the trade union law, c) the ERGANI IT system of the Ministry of Labour that is used for monitoring the labour market and for detecting undeclared and under-declared work, and d) the framework on work-life balance. The reform's overarching objectives are increasing job creation and competitiveness, fighting undeclared and under-declared work, improving work-life balance and bridging the gender employment gap. The implementation of the reform shall be completed by 30 September 2021.

**Investment:** Digital Transformation of Labour Systems (measure ID: 16750)

The investment focuses on the modernisation of the public administration's capacity to offer better and faster services to employees and employers, with a view to cutting red tape, improving the effectiveness of labour market monitoring mechanisms, reducing undeclared and undeclared work, and obtaining timely and accurate data. Notably, the investment consists of the upgrading of the digital infrastructure of e-EFKA (Unified Social Security Fund), including the Digital Pension Award system (ATLAS), and the interconnection of disparate IT systems (ERGANI, EFKA and SEPE) under a single system (ARIADNE). Finally, the investment includes the setting-up of an Integrated IT system for occupational health and safety issues (HERIDANOS). The implementation of the investment shall be completed by 31 December 2024.

**Reform:** Active Labour Market Policies Reform (measure ID: 16747)

The reform of active labour market policies (ALMPs) aims to maximize their effectiveness through the redesign and strengthening of wage subsidy programmes and gradual transition to a new delivery model for ALMPs. The reform is coupled with significant investments. These notably include a) five targeted short-term programmes subsidising employment in the private sector for 52 000 unemployed people (including a programme combining training and employment support), b) implementation of the new pilot-tested open-framework delivery model for ALMPs to additional three geographical areas (where participants shall be offered 22 500 training programmes, 15 000 employment subsidies and 852 entrepreneurship subsidies), c) temporary enhancement of the counselling staff of the Public Employment Service (600 additional counsellors for 4 years) and d) training of the counselling staff. A dedicated part of the allocated grants shall contribute to green skills and jobs in the green economy. The implementation of the reform and investments shall be completed by 31 December 2025.

**Reform:** Reform of Passive Labour Market Policies to Support Transitions to Employment (measure ID: 16746)

The reform involves two pilot projects for reforming the unemployment insurance system. These projects will test the labour market effects of a) an increase of the level and coverage of the long-term unemployment benefit and b) an indexation of the standard unemployment benefit to the latest net wage level. Moreover, the Plan includes zero-cost reforms aiming to a) further improve the framework of mutual obligations that currently applies between the public employment service and jobseekers, b) consolidate and streamline unemployment benefits and allowances to improve public spending efficiency, and c) remove disincentives for upskilling/reskilling among the unemployed by retaining their entitlement to unemployment benefits during participation in trainings. The implementation of the reform shall be completed by 31 December 2024.

**Investment:** Restructuring and rebranding of OAED local PES (KPA2) (measure ID: 16941)

The investment aims to reform Greece's public employment service (OAED) with a view to improving the quality of its services, and its overall capacity and effectiveness. The investment involves a) an organizational reform of the Public Employment Service (OAED) updating its governance model and establishing a new organizational chart and financial management system; b) the redesign and building renovation of OAED's 118 local branches for the promotion of employment (KPA2), with a renewed focus on customized matching services, enhanced counselling, and outreach; c) a new communication strategy of OAED; d) the improvement of customer service quality control mechanisms through the measurement and monitoring of effectiveness, efficiency, productivity and customer satisfaction aspects; e) implementation of new forms of profiling and counselling services. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Digital transformation of the public employment service (OAED) (measure ID: 16942)

The investment focuses on the digital transformation of the public employment service (OAED), with a view to increasing effectiveness of offered services. Notably, the investment foresees the digitisation of the archives of OAED, the purchase by OAED of a number of new IT systems, both web-based and native applications, and the redesign of some of its current operating systems. The investment also includes a) the expansion of digital services (via OAEDapp) which shall allow OAED to provide e-services to the unemployed and firms via mobile phones and tablets, and b) a highly sophisticated state-of-the-art matching tool to help OAED optimize the labour supply-demand matching process. The above investment shall lead to a better data management and decision-making system, maximization of resources and

higher customer satisfaction. The implementation of the investment shall be completed by 31 December 2025.

## H.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Key reform 6: Modernisation and simplification of the Labour Law and Digital Transformation of Labour Systems

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
133	8 - 3.1. Promote job creation and participation in the labour market - 16744_Modernisation and Simplification of Labour Law	Milestone	Entry into force Labour law	Provision in the law indicating the entry into force -				Q3	2021	Entry into force of the Labour Law which shall modernise a) the law for individual labour, b) the law for collective labour and the trade union law, c) the ERGANI IT system of the Ministry of Labour that is used for monitoring the labour market and for detecting undeclared and under-declared work, and d) the framework on work-life balance.
134	8 - 3.1. Promote job creation and participation in the labour market - 16750_Digital Transformation of Labour Systems	Milestone	Labour IT systems contract award	Notification of award of contracts				Q4	2022	Completion of contract award for the following projects: - Single IT system for labour market monitoring (ARIADNE) - Occupational Health and Safety (HERIDANOS) - Statutory minimum wage setting process - Digitisation of the Single Pension Fund's (e-EFKA) insurance history - New integrated information system for e-EFKA (EFKA IITS) - Upgrade of the digital pension award system (ATLAS)
135	8 - 3.1. Promote job creation and participation in the labour market - 16942_Digital Transformation of the Public Employment Service (OAED)	Target	OAED Digitalisation A3 A4 pages digitised archives		Number of A3/A4 pages of OAED archives digitised	0	8 000 000	Q4	2023	Completion of digitisation of 8 000 000 A3/A4 pages of OAED archives as confirmed by a report by OAED.
136	8 - 3.1. Promote job creation and participation in the labour market - 16750_Digital Transformation of Labour Systems	Milestone	ATLAS pension award system completion	Entry into force of secondary legislation enacting the system				Q2	2024	Completion of upgrade of the digital pension award system (ATLAS) allowing for the better handling of pension and lump sum benefits claims, through the entry into force of secondary legislation enacting the system

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
137	8 - 3.1. Promote job creation and participation in the labour market - 16750_Digital Transformation of Labour Systems	Milestone	ARIADNE Single IT system secondary legislation entry into force	Entry into force of secondary legislation launching nation-wide collection of data through the system				Q4	2024	Implementation of the single IT system for labour market monitoring (ARIADNE) through the entry into force of secondary legislation launching nation-wide collection of data through the system. The system will ensure digital recording of working time (e-Work card, time and attendance) and a single gate for employment and social insurance administrative data.

## **I. COMPONENT 3.2: EDUCATION, VOCATIONAL EDUCATION AND TRAINING, AND SKILLS**

This component of the Greek recovery and resilience plan aims to improve the quality, efficiency and effectiveness of the education and lifelong-learning systems. The component includes an investment in horizontal upskilling programmes in digital, green, and financial literacy skills for a total 628 000 beneficiaries. This is accompanied by a reform of the lifelong learning system to improve training provision, and a package of reforms and investments focusing on the vocational education and training (VET) and apprenticeship systems to improve their labour market relevance. Concerning VET, the plan aims to upgrade VET infrastructures and equipment, modernize the existing curricula and develop new professional profiles including in the sectors of energy, environment and digital economy. Moreover, the plan provides for a new strategy for excellence in universities, aimed to enhance their research performance and education quality through investments in upgrading research and educational infrastructures, support to research projects and doctorate projects also in collaboration with the private sector and visiting professorship schemes. These reforms are coupled with investments in the digitalisation of the education system, a large part of which is allocated to interactive learning systems in primary and secondary schools and vouchers for pupils and students from low-income families for the purchase of IT equipment.

The component is in line with the Country Specific Recommendations to invest in education, employability, and skills and to improve digitalisation of the public administration (country-specific recommendations 3 2020 and 2 2019). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **I.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** A New Strategy for Lifelong Skilling: Modernising and Upgrading Greece's Upskilling and Reskilling System (measure ID: 16913)

The reform aims to improve the lifelong learning framework with a view to increasing its quality and labour market relevance. Notably, the reform shall allow for better monitoring and meeting the demand needs of the labour market through the modernization, upgrade and interconnection of existing datasets of different ministries and agencies, including the Labour Market Diagnosis Mechanism established in 2016. The reform shall also establish Lifelong Skilling Accounts (LSAs), which is expected to serve as the main tool for providing ongoing training depending on individualised needs, and a new National Eligible Training Provider List that shall apply minimum inputs-based quality criteria on trainers. Finally, the reform shall lead to the establishment of a new governance structure, the National Skills Council that shall be based in OAED and be responsible for the design of an annual update of the National Skills Strategy. The reform is accompanied by an investment in horizontal upskilling programmes targeting various population groups and aimed at providing a) baseline and medium-level digital skills, b) green skills and c) financial literacy skills. The implementation of the reform and investment shall be completed by 31 December 2025.

**Reform:** Strategy for Excellence in Universities & Innovation (measure ID: 16289)

The reform aims to enhance the research performance and extroversion of Greek universities including by attracting qualified and distinguished academic staff and researchers, and to improve the quality and labour market relevance of education offered to students. Notably, the reform foresees a) a funding scheme of 70 research projects (Clusters of Research Excellence) directed to prominent national or international academics for incentivising them to carry out



innovative and collaborative research projects with private sector companies in Greece; b) a funding scheme (Visiting Professorships) incentivising 250 distinguished academic staff in foreign universities or research institutes, primarily targeting universities outside the EU, to join Greek universities for a period of maximum three years and participate to collaborative research projects with private sector companies from Greece or abroad; c) upgrading the research and educational infrastructures of selected Greek universities and university units of applied sciences and technology; d) financing 249 industrial PhD programmes for three years in collaboration with private sector companies; e) providing funding to individual researchers or groups of researchers based on criteria of excellence; f) financing the development of the Educator Certificate, which is a program for the certification of pedagogical and teaching adequacy of school educators (half a year attendance of lessons in university and half a year teaching in schools as a trial internship for 30 000 candidate teachers) and g) the digital Transformation of the National Hellenic Libraries Network. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Strengthening the Apprenticeship System (measure ID: 16794)

The aim of the reform is to re-establish the apprenticeship vocational schools of the public employment service (OAED EPAS) as an integral part of the government's strategy for vocational education and training (VET) and youth employment. Notably the reform includes 1) the introduction of a new legal framework for the VET national system; 2) the design and implementation of a new system to improve the quality control on the VET schools of OAED (EPAS), assess its output and track progress and performance of students in the labour market; 3) simplification of learning processes and integration of new methodologies and tools such as e-learning platforms and digitized training content, both for apprentices and trainers; 4) assessment, redesign and update current curricula (with the contribution of social partners and employers) to further align them with the actual labour market needs; 5) renewal and modernization of VET infrastructure (laboratories and equipment); 6) renovation of EPAS buildings to improve energy efficiency and spatial functionality; 7) integration of virtual-reality technology into everyday learning modules; 8) promotion of ad-hoc partnerships with employers and chambers and the creation of experimental EPAS schools; 9) construction of schools for professions related to the green transition; 10) expansion of the existing career offices network; 11) implementation of an extensive "train the trainers" program in EPAS schools; 12) financing a communication campaign to promote the apprenticeship system. A dedicated part of the allocated grants shall contribute to green skills and jobs and the green economy. The implementation of the reform shall be completed by 31 December 2025.

The energy efficiency renovations and measures shall comply with (i) at least a medium-depth level renovation as defined in Commission Recommendation on Building Renovation (EU) 2019/786, or (b) achieve, on average, at least a 30% reduction of direct and indirect GHG emissions compared to the ex-ante emissions. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated

on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol.

**Reform:** Labour force skilling, reskilling and upskilling through a reformed training model (Vocational Education & Training Reform) (measure ID: 16792)

The reform aims at 1) improving quality control (such as evaluation systems tracking progress and performance of trainees) in the public employment service's (OAED) vocational training units, 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), 3) promoting e-learning and digitisation of training content, 4) reform of the 'Account for Employment and Vocational Training' (LAEK) that funds vocational training programs for employees. This is coupled with investment in renovations of laboratories and equipment supply. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Upgrading Vocational Education and Training (measure ID: 16934)

The proposed reform aims to accelerate the implementation of the law 4763/2020. The proposed actions are expected to 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. The reform consists of the following components: a) the design and development of five Thematic and ten Experimental IEK (Vocational Training Institutes) through the renovation of buildings, the supply of equipment and materials, the development of new curricula and training programmes and the provision of additional education/training for the trainers; b) the design and development of 25 Model Vocational Lyceums (Model EPAL) through the renovation of buildings, the supply of equipment and materials, the development of new curricula and training programmes, and the provision of additional education/training for their teaching staff (Model EPAL); c) the expansion of the digital services of the National Organisation for the Certification of Qualifications and Vocational Guidance (EOPPEP) and the development of an e-learning VET platform converting existing learning material into e-learning modules; d) the development and certification of 200 professional profiles including in the sectors of energy, environment and digital economy. All projects aim to encourage women's participation in VET and promote their leadership skills. The implementation of the reform shall be completed by 31 December 2025.

**Investment:** Digital transformation of Education (measure ID: 16676)

The investment foresees the digital transformation of education in terms of content, infrastructure and services, and is accompanied by a comprehensive reform strategy to update curricula, rationalise services and monitor educational outcomes. The investment consists of the following components: Digital content in schools; digital equipment in schools; professional development of the teachers in schools and digital services in schools and universities. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Upgrading Vocational Education and Training (VET): Supply of laboratory equipment for Laboratory Centres for IEK, EPAL, Post-Secondary Year-Apprenticeship Class and Vocational Training Schools (measure ID: 16933)

This investment shall upgrade and modernise the laboratory infrastructures of vocational education and training (VET) institutions across Greece, in particular as regards Institutes of Vocational Training (IEK), Vocational Senior High Schools (EPAL), Post-Secondary Year-Apprenticeship Class and Vocational Training Schools. This investment complements the

reform of upgrading vocational education and training. The implementation of the investment shall be completed by 31 December 2025.

## I.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Top investment 5: A New Strategy for Lifelong Skilling: Modernising and Upgrading Greece's Upskilling and Reskilling System

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
138	9 - 3.2. Education, vocational education and training, and skills - 16913_A New Strategy for Lifelong Skilling: Modernising and Upgrading Greece's Upskilling and Reskilling System	Milestone	Lifelong learning strategy entry into force of legislation	Entry into force of primary and secondary legislation				Q2	2022	On the basis of the National Strategy for Lifelong Learning, primary and secondary legislation will enter into force setting out the key elements of the new lifelong learning framework (including provisions to establish the national Skills Council as a central supervisory body, to set up lifelong skilling accounts, national Eligible Training Provider List and Scorecard and a labour market diagnosis mechanism).
139	9 - 3.2. Education, vocational education and training, and skills - 16913_A New Strategy for Lifelong Skilling: Modernising and Upgrading Greece's Upskilling and Reskilling System	Target	Training programme's lifelong learning strategy completion validation		Number of persons who received a certificate of successful participation in a training programme	0	150 000	Q4	2022	Completion of training programmes on digital, green and financial literacy skills for at least 150 000 participants and validation and certification of skills acquired for all successful participants. This investment tackles the need for digital, green and financial literacy skills of the following population groups: a) unemployed, especially the youth and long-term unemployed, b) employees, especially those with high unemployment risk and those who are left behind by workspace technology, c) employees, especially at SMEs with limited in-house training capacity, d) public sector employees, including teachers. Skills offered are: a) Baseline digital skills, b) Medium-level digital skills, c) Green skills and d) Financial literacy skills.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	Reskilling System									
140	9 - 3.2. Education, vocational education and training, and skills - 16913_A New Strategy for Lifelong Skilling: Modernising and Upgrading Greece's Upskilling and Reskilling System	Target	Training programme's lifelong learning stagey completion validation		Number of persons who received a certificate of successful completion of the training programme	150 000	500 000	Q4	2025	Completion of training programmes on digital, green and financial literacy skills for 500 000 participants (cumulative, wave 1 and wave 2) and validation and certification of skills acquired through both waves of training programmes for all successful participants. Out of the total number of participants, at least 33% (167 000 participants) shall have carried out training programmes related to green skills and jobs in the green economy.

#### Group 11: Promote job creation and participation in the labour market / Education, vocational education and training, and skills- OAED- Reforms & Investments

- Restructuring and rebranding of OAED local PES (KPA2) (ID: 16941)
- Active Labour Market Policies Reform (ID: 16747)
- Strengthening the apprenticeship system (ID: 16794)
- Reform of Passive Labour Market Policies to Support Transitions to Employment (ID: 16746)
- Labor force skilling, reskilling and upskilling through a reformed training model (Vocational Education & Training Reform) (ID: 16792)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
141	8 - 3.1. Promote job creation and participation in the labour market - 16941_Restructuring and rebranding of OAED local PES (KPA2)	Milestone	OAED Organisational reform entry into force of legislation	Entry into force of legislation				Q3	2021	Entry into force of the organizational reform of the Hellenic Manpower Employment Organisation (OAED), restructuring, renovating and rebranding its local Public Employment Services with a view to improving quality, capacity and effectiveness of offered services.
142	8 - 3.1. Promote job creation and participation in the labour market - 16746_Reform of Passive Labour Market Policies to Support Transitions to Employment	Milestone	Mutual obligation framework reform entry into force of legislation	Entry into force of legislation				Q3	2022	Entry into force of legislation for reforming the mutual obligations framework, which sets out the relationship between the Public Employment Service (PES) and the jobseeker. Among others, the reform will include a new definition of active job search and sanctions for those unemployed not abiding by the new rules.
143	9 - 3.2. Education, vocational education and training, and skills - 16792_Labor force skilling, reskilling and upskilling through a reformed training model (Vocational Education & Training Reform)	Milestone	VET quality control system contract award	Notification of award of contract				Q2	2023	Contract award for the quality control system for vocational education and training (VET) aimed to improve quality control over the vocational training units of the Hellenic Manpower Employment Organisation (OAED), mostly through assessing its output and tracking progress and performance of trainees in the labour market.
144	8 - 3.1. Promote job creation and participation in the labour market - 16747_Active Labour	Target	ALMP upskilling reskilling employment programme		Number of unemployed persons (aged 25-45) who	0	13 500	Q4	2023	Successful completion of a comprehensive upskilling/reskilling and short-term employment programme for at least 13 500 unemployed workers (aged 25-45) out of the total 15 000 beneficiaries 19% of allocated funds are expected to contribute to

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	Market Policies Reform		completion		received a certificate of successful completion of the training programme					green skills and jobs and the green economy
145	9 - 3.2. Education, vocational education and training, and skills - 16794_Strengthening the Apprenticeship System	Target	Training courses completion of digitisation e-learning and completion of energy efficient renovations		Number training courses digitalized (e-learning courses)	0	250	Q4	2025	<p>Completion of digitisation of at least 250 training courses of the OAED Apprenticeship Vocational Schools (EPAS).</p> <p>The objective of the measure is to simplify learning processes and incorporate new methodologies and tools such as e-learning platforms and digitalized training content, both for apprentices and trainers.</p> <p>The completed construction and renovation works shall achieve, on average, at least a medium-depth level renovation as defined in Commission Recommendation on Building Renovation (EU) 2019/786 or (b) to achieve, on average, at least a 30% reduction of direct and indirect GHG emissions compared to the ex-ante emissions.</p>
146	9 - 3.2. Education, vocational education and training, and skills - 16792_Labor force skilling, reskilling and upskilling through a reformed training model (Vocational Education & Training Reform)	Milestone	VET quality control system completion	Report by the national Employment Organization confirming the completion of the of VET quality control system				Q4	2025	<p>Completion of VET quality control system aimed to improve quality control over the vocational training units of the national Employment Organization (OAED)</p> <p>45% of allocated funds are expected to contribute to green skills and jobs and the green economy</p>

## Group 12: Ministry of Education and Religious Affairs – Reforms and Investments

- 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 (ID: 16933)
- Upgrading Vocational Education and Training (ID: 16934)
- Strategy for Excellence in Universities & Innovation (ID: 16289)
- Digital transformation of Education (ID: 16676)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
147	9 - 3.2. Education, vocational education and training, and skills - 16289_Strategy for Excellence in Universities & Innovation	Milestone	Universities of excellence Clusters of Research contract award	Notification of award of contracts				Q4	2023	Universities of Excellence: - award of contract with the selected universities to upgrade and improve their research and educational infrastructures (such as equipment or research laboratories), expand in new research areas and improve the training offered. The objective shall be to reinforce promising universities and university units of applied sciences and technology and enhance their competitiveness in international rankings.  Strategy for Excellence in Universities & Innovation: Award of contracts for 70 collaborative research projects between universities and the private sector under the Clusters of Research and Excellence initiative.
148	9 - 3.2. Education, vocational education and training, and skills - 16676_Digital transformation of Education	Target	Interactive systems installation completion		Number of interactive learning systems installed	0	36 000	Q4	2024	Installation of at least 36 000 interactive learning systems (including white-boards, laptops, interactive projectors and internal cables) for classrooms of primary and secondary schools
149	9 - 3.2. Education,	Target	Renewal		Number of	0	376	Q4	2025	Completion of renewal and complete technological



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	vocational education and training, and skills - 16933_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		modernisation of VET laboratory centres completion		laboratories in VET schools completely modernised and renewed					modernization of the infrastructure of laboratory equipment for 376 laboratories in VET schools: (-Institutes of Vocational Training(IEK) - Vocational Lyceums (EPAL) - Post-Secondary Year-Apprenticeship Class of Vocational Training Schools.
150	9 - 3.2. Education, vocational education and training, and skills - 16289_Strategy for Excellence in Universities & Innovation	Milestone	Visiting Professors completion	Report by the Hellenic Authority for Higher Education confirming the completion of the 'Visiting Professors' initiative and assessing its impact.				Q4	2025	Completion of the 'Visiting Professors' initiative and its assessment.
151	9 - 3.2. Education, vocational education and training, and skills - 16289_Strategy	Target	Trust your stars completion		Number of projects completed	0	112	Q4	2025	Project completion, financial closure and assessment for 50 projects of individual researchers and 62 collaborative research projects ('Trust your Stars').

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	for Excellence in Universities & Innovation									
152	9 - 3.2. Education, vocational education and training, and skills - 16934_Upgrading Vocational Education and Training	Milestone	Upgrading VET system IEK, Model EPAL Digitalisation EOPPEP occupational profiles completion	Report by Ministry of Education confirming completion of projects				Q4	2025	Completion of following projects aimed to upgrade the Vocational Education and Training system: 1. Design and development of 5 thematic and 10 experimental Vocational Training Institutes (IEK), where the projects would encompass the provision of equipment and services, building interventions, and training of trainers; 2. Creation and/or gradual transformation of 25 Model Vocational Lyceums (Model EPAL), where the projects would encompass the provision of equipment and services, building interventions, and training of model EPAL teachers; 3. Digitalization of the National Organisation for the Certification of Qualifications and Vocational Guidance (EOPPEP), including the development of a platform for e-examinations and an e-learning platform for VET; 4. Development and certification by EOPPEP of 200 occupational profiles in sectors such as energy, environment and digital economy.

## **J. COMPONENT 3.3: IMPROVE RESILIENCE, ACCESSIBILITY AND SUSTAINABILITY OF HEALTHCARE**

This component of the Greek recovery and resilience plan focuses on increasing the resilience of the health care system through various interventions. Part of these measures focus on infrastructural, both physical and digital, and operational improvements to modernise and upgrade the hospital system and the network of health centres. Others aim at supporting and enhancing access, efficiency and resilience of the health-care sector. More specifically, these include measures to strengthen public health and prevention, to increase the capacity of the health-care system to deliver mental health and home care services, to support the transition towards a stronger primary health-care sector and to rationalise pharmaceutical spending and support pharmaceutical R&D. The plan on digitisation of health-care systems and services has the objective to promote efficiency, improve access and increase the overall transparency and quality of public spending in the system. It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **J.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure (measure ID: 16816)

The reform of the clawback system shall introduce risk-sharing in the calculation of the clawback by setting a binding target of clawback reduction over the next years, a minimum reduction of clawback amounts by EUR 50 000 000 (2022), EUR 150 000 000 (2023), EUR 300 000 000 (2024) and EUR 400 000 000 (2025) respectively, from the 2020 levels, to be achieved through the full enforcement of previously adopted and new efficiency enhancing measures and fully in line with EU State aid rules. In addition, the measure foresees the financing of clinical trial, R&D or other investment expenditure by liable companies, limited to the 3-year period 2021-2023, through a partial offset of their clawback liabilities. The implementation of the reform shall be completed by 30 June 2026.

**Reform:** Reform of the Primary Health Care System (measure ID: 16755)

This reform foresees to 1) implement upgrade and energy efficient renovations and energy efficient measures regarding public infrastructure and medical equipment of at least 50% of the total health centres in the country (156 out of a total of 312), 2) implement an administrative and organisational restructuring to create a unified model of care and retrain staff to act effectively as first-line care, 3) expand the availability of active (where courses have already started) family medicine curricula, so that these are offered by at least 75% of medical schools and introduce an element of family medicine in all medical curricula by Q4 2022 and 4) support the development of an integrated care system by establishing a framework for chronic diseases management. The reform of the primary care interacts with secondary care (especially access to hospital care) and it is expected to lead to improved health services for citizens and support the principle of equal access to health services, efficiency and social cohesion. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of

3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Implementation of the National Public Health Prevention Program “Spiros Doxiadis” (NPP ”SD”) (measure ID: 16783)

The reform is expected to upgrade the quality of life of the population and the resilience of the health care system with the creation of a very comprehensive system of prevention, primary, secondary and tertiary. This covers several elements on a pilot basis as follows: interventions and screening programs, which aim at reducing the morbidity of diseases with high prevalence in the Greek population: a national program for the promotion of physical exercise and healthy eating, the national alcohol management program, interventions to prevent psychosocial problems in children and the implementation of child dental care prevention program; interventions for the early detection of existing but not clinically visible diseases: the implementation of the national screening programme, based on the introduction of preventive diagnostic tests for cancer and cardiovascular diseases and the national neonatal screening program; interventions aimed at preventing disability, repairing damage, as well as preventing relapses from a clinically visible national program of psychosocial integration and rehabilitation for people with serious psycho-social problems and palliative care for cancer patients; the functional and operational modernisation of the public health system. Ultimately, the aim of the program is to reduce the behavioural risk factors with positive impacts not only on the quality of life of the population but also on the overall access, efficiency and resilience of the health system achieved through the reduced pressure on hospital services. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Reform in the fields of mental health and addictions (measure ID: 16820)

This reform shall 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 is expected to expand mental health services for patients with dementia and Alzheimer's disease, as well as for patients with autism and for patients in the age group of children, adolescents and young adults. This shall be accompanied by the development of web applications and the digitalisation of mental health services and actions to support addicts, as well as actions in support of dependent individuals. The implementation of the reform shall be completed by 31 December 2023.

**Reform:** Organizational Reforms in the Health System (KETEKNY, ODIPY) (measure ID: 16756)

The aim of this reform is to rationalise the reimbursement of hospital medical procedures by 1) strengthening the Greek diagnosis-related group (DRG) Institute (KETEKNY) and 2) creating a framework that shall ensure the establishment of reliable, quality procedures and performance measurements related to patient care, health needs and care delivery to support the Greek Agency for Quality Assurance in Healthcare (ODIPY) and its activities. Creating a national health map that records the demand and supply of services in the health system and establishes a framework for quality assessment is expected to ensure greater transparency and efficiency in the health system. The implementation of the reform shall be completed by 30 June 2025.

**Investment:** Health Infrastructure (measure ID: 16795)

The investment consists of comprehensive interventions for the modernisation of the logistical infrastructure of hospitals throughout Greece, including the energy efficient renovation of buildings and the supply of new medical equipment. The investment shall 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. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Digital Transformation of Health (DigHealth) (measure ID: 16752)

The investment shall 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. The investment covers the implementation of five subprojects: the full setup and operationalisation of the national digital health record, the full rollout of the cancer treatment digital transformation program, the capacity expansion of the National Telemedicine Network (EDIT), the improvement of hospital digital readiness and the digital transformation of EOPYY. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Establishment of a Radiotherapy Centre at the “Sotiria” Thoracic Diseases Hospital of Athens (measure ID: 16757)

The establishment and construction of a Radiotherapy Centre in Sotiria Hospital shall help meet the needs of cancer patients and the increased demand for radiotherapy departments in the country. This shall cover the creation of a new radiotherapy department, new building infrastructure to house the outpatient department, the clinical excellence centres and specialized care units, the interconnection of existing buildings (Mega Laikon & 300 Andron); the interconnection of the emergency department with the surgery Department and other buildings; a renovation of clinics and laboratories, including infrastructure and equipment. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List

of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Establishment of Home Health Care & Hospital at Home systems (measure ID: 16753)

The investment concerns the 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. The investment shall implement five subprojects: 1) a needs assessment survey focusing on the identification of good practices, the recording of the needs and the current situation in Greece and the formulation of a proposal for the institutionalization of home care; 2) the implementation of telemedicine applications as monitoring tools for patient support; 3) the creation and implementation of a national registry for patients treated through home care; 4) the determination of standardised therapeutic protocols, as well as quality and safety standards and 5) the establishment of eight Reference Sites (one in each regional health authority). The implementation of the investment shall be completed by 30 June 2025.

**Investment:** Project for the construction of a building dedicated to Cellular & Gene Therapies and Hematology Clinic Laboratories within the General Hospital of Thessaloniki “Papanikolaou” (measure ID: 16793).

The investment foresees the 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 haematological diseases) and increasing demand for modern and technologies; it shall also upgrade the existing building for the transfer of laboratories and the day care unit. The newly constructed building shall comply with a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives). It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

## J.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

Key reform 7: Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure (ID: 16816)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
153	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Milestone	Clawback – legislation entry into force	Entry into force of the revised legislation introducing risk-sharing and the binding targets for minimum clawback reduction according to the timeline outlined in the Description.				Q3	2021	Entry into force of a legal framework (primary law) for risk sharing in the calculation of the clawback by setting a binding target of clawback reduction over the next years. The reform aims at a minimum reduction of clawback amounts by EUR 50 000 000 (2022), EUR 150 000 000 (2023), EUR 300 000 000 (2024) and EUR 400 000 000 (2025) respectively, from the 2020 levels. To the extent that this is not achieved, the difference between the targeted reduction and the actual reduction for each year shall not be clawed back from the pharmaceutical industry and the relevant amount shall be borne by the state budget up to the targeted reduction in the clawback amounts.
154	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in	Target	Clawback decrease 50 000 000 - step 1		Decrease in the amount of clawback compared with the 2020 levels (EUR million)	0	50	Q2	2023	Enforce previously adopted efficiency enhancing measures to achieve a reduction of the 2022 pharmaceutical clawback both for outpatient and inpatient pharmaceuticals by EUR 50 000 000 compared with the 2020 levels, supporting the resilience of the health care system. To the extent that this is not achieved, the difference between the targeted reduction and the actual reduction for each year shall not be clawed back from the pharmaceutical industry and the relevant amount shall be borne by the state budget up to EUR 50 000 000.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure									
155	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Target	Clawback decrease 150 000 000 - step 2	Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Decrease in the amount of clawback compared with the 2020 levels (EUR million)	0	150	Q2	2024	Enforce previously adopted efficiency enhancing measures to achieve a reduction of the 2023 pharmaceutical clawback, both for outpatient and inpatient pharmaceuticals, by EUR 150 000 000 compared with the 2020 levels, supporting the resilience of the health care system. To the extent that this is not achieved, the difference between the targeted reduction and the actual reduction for each year shall not be clawed back from the pharmaceutical industry and the relevant amount shall be borne by the state budget up to EUR 150 000 000.
156	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms	Target	R&D pharmaceutical investment proof 2021-23		Investment (in EUR million), applied through offsets of an equivalent amount with	150	250	Q2	2024	Carry out investments in pharmaceuticals R&D for an amount of EUR 250 000 000. The investments shall be applied through offsets of an equivalent amount with the clawbacks of the previous three years (EUR 100 000 000 in 2021, EUR 75 000 000 in 2022, EUR 75 000 000 in 2023) up to an overall amount that will not exceed EUR 250 000 000).



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure				the clawbacks					
157	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Target	Clawback decrease 300 000 000 - step 3		Decrease in the amount of clawback compared with the 2020 levels (EUR million)	250	300	Q2	2025	Enforce previously adopted efficiency enhancing measures to achieve a reduction of the 2024 pharmaceutical clawback, both for outpatient and inpatient pharmaceuticals by EUR 300 000 000 compared with the 2020 levels, supporting the resilience of the health care system. To the extent that this is not achieved, the difference between the targeted reduction and the actual reduction for each year shall not be clawed back from the pharmaceutical industry and the relevant amount shall be borne by the state budget up to EUR 300 000 000.
158	10 - 3.3. Improve resilience, accessibility and	Target	Clawback decrease 400 000 000 - step 4		Decrease in the amount of clawback compared with the	300	400	Q2	2026	Enforce previously adopted efficiency enhancing measures to achieve a reduction of the 2025 pharmaceutical clawback, both for outpatient and inpatient pharmaceuticals, by EUR 400 000 000 compared with the 2020 levels, supporting the resilience of the health care system. To the extent that

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure				2020 levels (EUR million)					this is not achieved, the difference between the targeted reduction and the actual reduction for each year shall not be clawed back from the pharmaceutical industry and the relevant amount shall be borne by the state budget up to EUR 400 000 000.

Group 13: Improve resilience, accessibility and sustainability of healthcare

- 16756) Organizational Reforms in the Health System (KETEKNY, ODIPY) (ID: 16756)
- Reform in the fields of mental health and addictions (ID: 16820)
- Reform of the Primary Health Care system (ID: 16755)
- Implementation of National Public Health Prevention Program “Spiros Doxiadis” (ID: 16783)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
159	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16755_Reform of the Primary Health Care System	Milestone	Primary Health Care family medicine curricula activation	Proof of start of courses for all newly activated academic curricula in family medicine and of the inclusion of a family medicine module in all medical curricula.				Q4	2022	Expand the number of active academic curricula in family medicine to at least 75% of medical schools in Greece and include a compulsory module in family medicine in all medical curricula. This shall include documentation, for the affected universities, highlighting the new architecture of degrees: 1) newly established curricula and 2) inclusion of the compulsory module in family medicine in existing curricula).
160	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16820_Reform in the fields of mental health	Target	Mental health – 50 units open – step 1 of 2		Number of Mental Health Units completed and operational	0	50	Q4	2022	Establishment and full operation of 50 Mental Health Units (implemented through a renovation of existing units) supported by the National Strategic Plan for the support of mental health (out of a total of 106 mental health units)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	and addictions									
161	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16755_Reform of the Primary Health Care System	Milestone	Primary Health Care - contract award health centres	Notification of award of contracts.				Q4	2023	Notification of award of contracts sent by the Ministry of Health to contractors for the renovation of at least 156 Health Centres (50% of total Health Centres in Greece) that shall upgrade through energy efficient renovations and energy efficient measures regarding the public infrastructure and medical equipment. The notification of award shall be accompanied by a sample contract specifying a timeline for completion supporting the completion date Q4 2025 and by a report highlighting main features of the works to be undertaken.
162	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16820_Reform in the fields of mental health and addictions	Target	Mental health – 106 units open – step 2 of 2		Number of Mental Health Units completed and operational	50	106	Q4	2023	Establishment and full operation of additional 56 Mental Health Units (implemented through a renovation of existing units) supported by the National Strategic Plan for the support of mental health (out of a total of 106 mental health units) as testified by reports documenting the completion and operationalization of Subprojects 1, 2, 3, 4, 5, 6.
163	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16756_Organizational Reforms in the Health System (KETEKNY, ODIPY)	Milestone	Health system – finalise the Greek DRG Institute KETEKNY and the new Agency for Quality Assurance in Healthcare ODIPY	Proof of completion of subprojects 1, 2, 3, for KETEKNY and subprojects 1, 2, 3 and 5 for ODIPY by means of submission of above deliverables and, for the renovation				Q2	2025	Complete the interoperability extension, the pilot on International Classification of Diseases( ICD) & Greek Medical Procedure classification (ETIP) medical coding consultation platforms and the pilot on the Financial and Accounting data collection platform (subprojects 1, 2, 3 KETEKNY) as well as the national strategy and proposed legislative framework for quality assurance, patient safety and patient engagement in healthcare services provision; the national Health Map; national strategy and proposed legislative framework for quality of Care and Safety policies and the renovation of a building within the «Sotiria» Thoracic Diseases Hospital (Spiliopouleio), to be used as headquarters for the National Organization for Quality Assurance in Health (ODIPY) and the Greek Central Health Authority (KESY).

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
			(excl. training)	(subproject 5 of ODIPY) a report on the completion of the building renovation						
164	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16756_Organizational Reforms in the Health System (KETEKNY, ODIPY)	Target	Health system – KETEKNY ODIPY complete training		Number of healthcare professionals who completed the training programmes and are formally certified in clinical coding and billing and compliance assessment	0	4 500	Q2	2025	Completion of the training and certification of 4 500 health care professionals across the domains of clinical Coding & Billing (subproject 4 KETEKNY) and of compliance assessment based on the new Common Assessment Framework (subproject 4 ODIPY) proportionately to the needs identified for KETEKNY and ODIPY.
165	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16783_Implementation of the National Public Health Prevention Program “Spiros Doxiadis” (NPP“SD”)	Milestone	Spiros National Public Health Prevention Program ‘Doxiadis’ – all projects completed	Proof of completion of all projects as testified by reports for all areas (primary, secondary, tertiary and functional modernisation of the public health system)				Q4	2025	Completion of 100% of projects from the National Public Health Prevention Program “Spiros Doxiadis” (NPP“SD”) <ul style="list-style-type: none"> <li>1. Primary Prevention: as testified by a report on the completed implementation of the i) National Program for the Promotion of Physical Exercise and Healthy Eating, ii) the National Alcohol Program, iii) the National Vaccination Programme, iv) Interventions to prevent psychosocial problems in children and v) Dental prevention.</li> <li>2. Secondary prevention: as testified by a report on the completed implementation of i) the National Screening Program for the early detection of highly prevalent diseases, ii)</li> </ul>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
				covering all actions and population covered by each action.						National Systematic Prenatal Program and Perinatal Control. 3. Tertiary prevention: as testified by studies on National Strategy and legal framework for Cancer Palliative Care. 4. Functional modernization of the Public Health system: as testified by reports on the implementation of i) Functional Reorganization of the Population Health Monitoring System, ii) Efficiency and effectiveness of public health services, iii) Effectiveness of rapid response mechanisms to deal with emergencies and threats, iv) Improving the effectiveness of environmental health mechanisms, v) Improving the quality and scientific validity of the services provided, vi) Informatics organization for Public Health, vii) Extroversion.
166	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16755_Green investments - Reform of the Primary Health Care System	Target	PHC – health centres fully renovated		Number of Health Centres (at least) where infrastructure renovation is fully completed and the centres are operational	0	156	Q4	2025	Completion of the infrastructure renovation to improve energy efficiency of at least 156 Health Centres (50% of total Health Centres in Greece).

#### Group 14: Improve resilience, accessibility and sustainability of healthcare

- Digital transformation of Health (ID: 16752)
- NHS Hospital Renovation and Infrastructure Upgrade (ID: 16795)
- Establishment of a Radiotherapy Centre at the “Sotiria” Thoracic Diseases Hospital of Athens (ID: 16757)
- Project for the construction of a building dedicated to Cellular & Gene Therapies Hematology Clinic Laboratories within the General Hospital of Thessaloniki “Papanikolaou” (ID: 16793)

● Establishment of Home Health Care & Hospital at Home systems (ID: 16753)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
167	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16752_Digital Transformation of Health (DigHealth)	Milestone	Health Care digital transformation - National Digital Health Record (subproject 1)	Report testifying completion of all major elements of Subproject 1 (Digital Health Record - see Description)				Q4	2023	Completion (full setup and implementation) of at least all the following elements of Subproject 1 supporting the digital transformation of the health care system so that the national digital health record shall be operational: 1) clinical documents, 2) terminology services, 3) national e-health interoperability framework, 4) collecting all laboratory results into the e-health record, 5) collecting discharge letters).
168	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16752_Digital Transformation of Health (DigHealth)	Milestone	Digital transformation – cancer digital program– subproject 2	Report testifying completion of all major elements of Subproject 2 (Cancer Digital Health Program – see Description) and full completion of Subproject 1				Q2	2024	Full operationalisation of the National Digital Health Record (full completion of Subproject 1) and completion of the main elements of the Cancer Digital Health (Subproject 2) supporting the digital transformation of the health care system. These require the full setup and full implementation of at least the following elements: 1) National Digital Health Record and 2) Cancer Treatment Information System (the system shall include therapeutic protocols for chemotherapy of which 36 are already under development), 3) patient registries, 4) implementation of the national cancer registry. Furthermore, the Cancer Treatment Information System shall have been installed in at least 8 (out of 12) Hospitals.
169	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16753_Establishment of Home Health Care & Hospital at Home systems	Milestone	Home care – opening of units	Reports testifying the opening of the 8 operational units providing home care and completion of all relevant subprojects				Q2	2025	Establishment of 8 staffed and operational units providing home care (2 in Athens, 1 in Thessaloniki, 1 in Alexandroupolis, 1 in Patra, 1 in Ioannina, 1 in Iraklion and 1 in Larisa) and completion of the following subprojects: a) ‘current situation and needs assessment’ survey (subproject 1) b) telemedicine application: devices and equipment for pilot home care centre to be installed and operationalised, including training (subproject 2) c) national registry for patients treated through home care (subproject 3) d) assessment criteria and key performance indicators (KPI’s)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										(subproject 4)
170	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16795_NHS Hospital Renovation and Infrastructure Upgrade	Milestone	NHS Infrastructure upgrade completion	Report testifying completion of the infrastructure works for the NHS Hospital Renovation and Infrastructure Upgrade.				Q4	2025	Completion of the construction and infrastructure upgrade, including electromechanical and electrotechnical infrastructure, accommodation facilities and infrastructure with amenities, medical equipment and devices, and conclusion of contracts for service level agreements (SLAs) and facility management for all 80 affected hospitals across the seven regions.
171	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16757_Establishment of a Radiotherapy Centre at the "Sotiria" Thoracic Diseases Hospital of Athens	Milestone	Sotiria Radiotherapy Centre completion	Report testifying completion of the infrastructure works for the establishment of a Radiotherapy Centre at the "Sotiria" Thoracic Diseases Hospital of Athens.				Q4	2025	Completion of Sotiria Hospital new radiotherapy department and new building infrastructure; building infrastructure upgrade, bridge to interconnect emergency department with surgery department and other buildings; renovation of laboratory departments and clinics.
172	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16793_Project for the construction of a building dedicated to Cellular & Gene Therapies and Hematology Clinic Laboratories within	Milestone	Papanikolaou hospital completion	Report testifying completion of the infrastructure works for the construction of a building dedicated to cellular and gene therapies and haematology clinic laboratories within the				Q4	2025	Completion of new three-stories building to house all specialized laboratories and special nursing unit; restructuring of the ground floor of the existing building to have enough space for outpatient clinics and day care for Papanikolaou Hospital and shall achieve a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives).



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	the General Hospital of Thessaloniki "Papanikolaou"			General Hospital of Thessaloniki "Papanikolaou".						
173	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16752_Digital Transformation of Health (DigHealth)	Milestone	Digital transformation – all subprojects complete	Report testifying the finalisation and full operationalization of the five subprojects supporting the digital transformation of the health care system covering all elements for each subproject.				Q4	2025	Completion of all planned measures to implement the five (5) subprojects supporting the digital transformation of the health care system: a) the national digital patient health record (subproject 1) b) the cancer treatment digital transformation program, including patient registries (subproject 2) c) telemedicine, including telemedicine stations, new infrastructure, tools (subproject 3) d) hospital digital readiness including: electronic medical record systems, medical equipment inventory, DRG implementation, 4e-prescription for inpatients/application of therapeutic protocols in hospital environment, e-appointment system, digital upgrade of the national emergency aid centre (EKAB) and medicines agency (EOF), (subproject 4) e) finalization of all elements of the integrated information system of EOPYY (the National Organization for the Provision of Health Services), all elements of expenditure management and monitoring, all elements of digital services to health providers and citizens, all elements of data management, analytics, and interoperability and purchase of 250 Enterprise Resource Planning (ERP) licenses for the financial management system & clearing (subproject 5).

## **K. COMPONENT 3.4: INCREASE ACCESS TO EFFECTIVE AND INCLUSIVE SOCIAL POLICIES**

This component of the Greek recover and resolution plan aims to promote social inclusion with a particular focus on vulnerable groups, while supporting participation of women in the labour market. A large part of the component is dedicated to early childhood education and care, in particular in the form of subsidies for the creation of 1 000 new childcare units in municipalities and 120 units in large companies. The Plan also allows for labour market activation measures for vulnerable groups including beneficiaries of guaranteed minimum income, refugees, homeless people, Roma and people suffering from autism spectrum disorders. A large-scale training programme for private and public-sector employees on diversity awareness and several small pilots such as on deinstitutionalization of children, support of persons with disabilities and social housing are also key elements of the plan. The component is in line with the Country Specific Recommendations on labour market and social policy (Country Specific Recommendations 2 2020 and 1 2019) and investment (Country Specific Recommendations 3 2020 and 2 2019). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **K.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Child Protection (measure ID: 16919)

The measure consists of a reform of the curriculum and educational program of infants aged from 3 months to 4 years aimed to promote their cognitive development. The reform is accompanied by investments in educational material and cognitive development assessment tools for 3 000 childcare centers. The measure also includes investments allowing for a) the placement of minors with severe disability (over 67%) and/or severe mental disorders in the care of professional foster carers; b) the 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; c) the creation or expansion of early childcare centres for infants aged from 2 months until 2,5 years (baby centres); and d) the creation of science, technology, engineering and mathematics (STEM) centres of creative activities for children aged 12-15. The implementation of the reform and investments shall be completed by 31 December 2025.

**Reform:** Disability (measure ID: 16904)

The reform consists of two sub-projects aiming at enhancing social inclusion, independent living, employability and early childhood intervention for persons with disabilities. These subprojects notably pertain to a) enhancing independent living for persons with disabilities, accessibility and support infrastructure for people with mobility and sensory impairments, independent living assistance for persons with disabilities, including an assessment process for eligibility, based on both a medical and functional assessment of disability by a multi-disciplinary evaluation committee: initial pilot programme and subsequent national rollout; b) supporting social inclusion of people with autism spectrum disorders (ASD) and early childhood interventions (pilot program). The implementation of the reform shall be completed by 31 December 2025.

**Investment:** Social Integration (measure ID: 16922)

This investment consists of three subprojects:

- 1) Social reintegration of most vulnerable groups focuses on the support of the most vulnerable groups (Guaranteed Minimum Income beneficiaries, Roma and homeless people), aiming at their (re)integration in the labour market.
- 2) Digital training of older people and of persons with disabilities involves programmes of acquaintance, familiarisation and education of older people and persons 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).
- 3) Social housing focuses on providing housing support to most vulnerable groups threatened by or facing homelessness.

The implementation of the reform shall be completed by 31 December 2025.

**Investment:** Digital Transformation of the social support system (measure ID: 16925)

The investment shall develop the digital tools that allow: 1) the simplification of citizens' access to social care services and benefits, with a special focus on persons 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.

The investment consists of the following subprojects: a) the establishment of a Single Digital Access Portal to Social Protection integrating the existing electronic application forms of cash social assistance benefits into a single digital portal; b) the establishment of a one-stop shop National Portal of disability benefits allowing beneficiaries to have online access to personal data and benefits and issue certificates; c) the establishment of a card for persons with disabilities; d) the digital transformation of the Single Welfare Benefits Payment Authority (OPEKA); e) the provision of digital training of employees of welfare services; f) the establishment of a full inventory of public real estate property related to social protection services. The implementation of the investment shall be completed by 31 December 2026.

**Reform:** Social Benefits Optimisation (measure ID: 16726)

The reform consists of the following components:

- 1) The introduction of prepaid cards for the payment of social benefits provided by the Single Welfare Benefits Payment Authority (OPEKA) and the Public Employment Service (OAED)
- 2) The provision of incentives to beneficiaries for using prepaid cards for the purchase of specific goods and services
- 3) 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'

The implementation of the reform shall be completed by 31 December 2025.

**Investment:** Diversity Awareness (measure ID: 16685)

The investment consists of two interconnected subprojects seeking to raise awareness on diversity: a) the 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 of diversity in the workplace; and b) the development of a concrete mechanism to collect appropriate statistical data relating to equality and discrimination. The role of the Equality Observatory - an operating arm of the Ministry of Labour and Social Affairs - shall

be enhanced in order to produce comprehensive reports assessing the state of play of equal opportunities. Moreover, a mechanism for the certification of and an award system for enterprises/organisations promoting good diversity and inclusion practices will be developed. The implementation of the reform and investment shall be completed by 31 March 2025.

**Investment:** Creation of childcare units within large companies (measure ID: 16945)

The investment provides funding for the creation and equipment of childcare units in the premises of 120 companies (50 child care units within companies with more than 100 employees and 70 units within companies with more than 250 employees). It aims to enhance work-life balance and promote measures that actively support the employment of young parents. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Promote integration of the refugee population into the labour market (measure ID: 16688)

The objective of the investment is to promote the integration of the refugee population into the labour market. This shall 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) implementing complementary and interconnected activities, regarding both appropriate preparation of refugees and structured cooperation with firms and other stakeholders. The project shall be aligned with the draft Partnership Agreement (2021–2027) and shall be complementary to other EU funded projects. The implementation of the reform and investment shall be completed by 31 December 2025.

**Investment:** Digital transformation of the immigration and asylum system (measure ID: 16763)

The implementation of the investment shall result in significantly better quality of services to the beneficiaries concerned. The following critical issues shall be addressed through the digitalisation of the Migration and Asylum system:

- 1) 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,
- 2) Integrated collection of information in real time by all involved authorities,
- 3) 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, and
- 4) A Web & mobile app to interact and communicate with the refugees.

The implementation of the reform and investment shall be completed by 31 December 2024.

## **K.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support**

### Group 15: Increase access to effective and inclusive social policies

- Child Protection (ID: 16919)
- Disability (ID: 16904)
- Childcare units within large companies (ID: 16945)
- Social Benefits Optimisation (16726)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
174	11 - 3.4. Increase access to effective and inclusive social policies - 16904_Disability	Milestone	Personal assistance disability law and rollout of first phase pilot scheme	Entry into force of primary and secondary Legislation (Official Journal reference) and publication of notice for Call for Applications for Personal Assistance scheme.				Q1	2022	Personal assistance: Entry into force of the law to enable the de-institutionalisation of disability care, and call for applications for participating in a first phase pilot project including a process for eligibility based on both a medical and functional assessment of disability by a multi-disciplinary evaluation committee
175	11 - 3.4. Increase access to effective and inclusive social policies – 16726 Social Benefits Optimisation	Milestone	Social Benefits Optimisation pre-paid cards	Report by OPEKA and OAED attesting the completion of the introduction of prepaid cards for the payment of social benefits provided by these two services				Q4	2023	Completion of introduction of prepaid cards for the payment of social benefits provided by the Single Welfare Benefits Payment Authority (OPEKA) and the Public Employment Service (OAED)
176	11 - 3.4.	Milestone	Completion of	Report with				Q4	2023	Completion of second phase of pilot programme for personal

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	Increase access to effective and inclusive social policies - 16904_Disability		second phase personal assistance disability assessment	statistical annex testifying that the two pilot schemes have been completed with at least 1800 beneficiaries.  Evaluation report of the pilot scheme and assessment system with full statistics and recommendations.						assistance, including functional disability assessment process; and  Completion of evaluation of the effectiveness of medical and functional disability assessment system for Personal Assistance scheme and its possible broader extension.
177	11 - 3.4. Increase access to effective and inclusive social policies - 16919_Child Protection	Target	De-institutionalisation minors: disability professional foster carers completion		Number of minors placed in the care of professional foster carers	0	160	Q4	2023	Placement of 160 minors with severe disability (defined with a disability rate over 67%) and / or severe mental disorders in the care of professional foster carers.
178	11 - 3.4. Increase access to effective and inclusive social policies - 16919_Child Protection	Target	Independent living apartments for de-institutionalisation of adolescents completion		Number of adolescents placed in semi-independent living apartments	0	200	Q4	2023	1) Placement of 200 adolescents in the apartments & supported living  2) Development of self-sustainability capacity & gradual autonomy with the aim of smooth transition to adulthood & to readiness for integration into the labour market
179	11 - 3.4. Increase access	Milestone	National rollout of Personal Assistance	Entry into force of the primary and				Q3	2024	Nationwide roll-out of the Personal Assistance disability scheme, including medical and functional assessment process

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	to effective and inclusive social policies - 16904_Disability		disability scheme.	secondary legislation for the national rollout. Report with statistical annex testifying that the roll-out has been completed.						
180	11 - 3.4. Increase access to effective and inclusive social policies - 16919_Child Protection	Target	Childcare centres staffing completion		Number of early childcare places	12 500	62 500	Q4	2024	Completion and staffing of at least 50 000 new early childcare places  Beneficiary entities will make requests to get a reimbursement by submitting all necessary documents. External controllers will check the expenses and will also make audit controls and visits to check whether the new places have been created
181	11 - 3.4. Increase access to effective and inclusive social policies - 16945_Creation of childcare units within large companies	Target	Childcare units large companies completion		Number of childcare facilities in large companies	0	120	Q4	2024	Completion and staffing of at least 120 childcare facilities in large companies: companies targeted by this measure are 50 companies with more than 100 employees (medium) and 70 companies with more than 250 employees (large).

Group 16: Increase access to effective and inclusive social policies - Migration & Asylum

- Digitalisation of the Migration and Asylum system (ID: 16763)

- Digital Transformation of the Social Support System (ID: 16925)
- Diversity awareness (ID: 16685)
- Social Integration (ID: 16922)
- Promote integration of the refugee population into the labour market (ID: 16688)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
182	11 - 3.4. Increase access to effective and inclusive social policies - 16925_Digital Transformation of the social support system	Target	Disability cards managing authority delivery completion		Number of disability cards delivered to beneficiaries	0	80 000	Q4	2023	<p>Completion of delivery by managing authority of 80 000 disability cards to beneficiaries.</p> <p>Disability cards will incorporate specific rights/benefits and shall facilitate persons with disabilities in their daily lives</p> <p>Acceptance of deliverables of the contract (development of disability cards) by the manager/contracting authority and confirmation by the managing authority of the delivery of 80 000 disability cards to beneficiaries</p>
183	11 - 3.4. Increase access to effective and inclusive social policies - 16922_Social Integration	Target	Social integration GMI recipients homeless completion		Number of Guaranteed Minimum Income recipients and homeless people with certified participation	0	7 000	Q4	2025	Successful completion of training and employment support program for 7 000 Guaranteed Minimum Income recipients and homeless people and certification by the National Organisation of acquired skills



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
184	11 - 3.4. Increase access to effective and inclusive social policies - 16685_Diversity Awareness	Target	Diversity awareness training managers front-office completion		Number of managers and front office employees with certified participation	0	680 000	Q4	2023	Completion of training on diversity targeting 680 000 managers and front office employees and certification  The training programme shall be aimed to raise awareness of the various dimensions and benefits of diversity. It shall be appropriately designed and differentiated depending on the target group (senior executives, mid-level executives, front office executives and back office executives). Participation shall be remote (via platform) and asynchronous.
185	11 - 3.4. Increase access to effective and inclusive social policies - 16763_Digital Transformation of the immigration and asylum system	Milestone	Digitalisation Migration Asylum System completion	Confirmation on acceptance of deliverable by manager/contracting authority				Q4	2024	Completion of the digitalisation of the Migration and Asylum system through acceptance by the project manager/contracting authority of deliverables of the contract for a) the Digitization & Document Management System of Legal Migration of the Central Service of Ministry of Migration and Asylum & Decentralized Administrations and b) the provision of Integrated Digital Migration Services
186	11 - 3.4. Increase access to effective and inclusive social policies - 16922_Social Integration	Target	Social housing renovation apartment completion		Number of apartments renovated and ready to be provided to beneficiaries	0	100	Q4	2024	Completion of the renovation program for 100 apartments (70 in the Municipality of Athens and 30 in the Municipality of Thessaloniki) for 250 beneficiaries.  The measure aims to provide housing support to most vulnerable groups threatened by or facing homelessness.
187	11 - 3.4. Increase access to effective	Target	Refugee labour market integration		Number of refugees	0	14 580	Q4	2025	Completion of traineeship programs in firms for at least 14 580 refugees

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	and inclusive social policies - 16688: Promote integration of the refugee population into the labour market				who have completed traineeship programme					<p>Report by OAED and Ministry of Migration and Asylum confirming the successful completion of the project for the above number of refugees</p> <p>Traineeships shall help refugees acquire work experience and facilitate their subsequent integration into the labour market.</p>

## **L. COMPONENT 4.1: MAKING TAXES MORE GROWTH FRIENDLY AND IMPROVING TAX ADMINISTRATION AND TAX COLLECTION**

This component of the Greek recovery and resilience plan comprises targeted reforms and investment to continue improving the functioning of the public revenue administration and fight against tax evasion. Firstly, this component includes tax policy reforms, to facilitate the codification of tax legislation, as well as to introduce incentives to enhance electronic transactions, promote green and digital private investments, and increase the size of enterprises. Secondly, the component contains reforms and investments aiming at the transformation of the public revenue administration, through digitalising processes, and introducing legislative initiatives to combat smuggling and promote the acceleration of VAT refunds.

The component contributes to the digital transition, through the replacement and upgrade of Independent Authority for Public Revenue's (IAPR) core digital systems, the introduction of automated office and work processes, the digitalisation of audits and controls, as well as the update and improvement of taxpayer e-services.

This component supports addressing the country-specific recommendations on public and private investment (Country Specific Recommendation 3 2020), and structural reforms to improve the functioning of the economy (Country Specific Recommendation 4 2020). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **L.1. Description of the reforms and investments for non-repayable financial support**

**Investment:** Digital transformation of tax audits (measure ID 16611)

IAPR shall upgrade the use of its in-house data and introduce artificial intelligence tools in order to improve public revenue collection, increase the effectiveness of tax audits, and fight smuggling. The project consists of the adoption of a strong data architecture, the development of a common metadata repository, the provision of appropriate software solutions, the development of techniques and tools of artificial intelligence, and the use of machine learning to mine big data. The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Codification and simplification of tax legislation (measure ID 16643)

The Ministry of Finance and IAPR shall simplify and update the legislation for the major tax codes, the customs code and all relevant secondary legal provisions in line with EU best practices. Consistent with the IAPR basic law 4389/2016, the IAPR will take responsibility for carrying out the updating and modernisation of the Code of Tax Procedure, Governor's decisions and Revenue administration circulars, including drafting the amendments required for the digitalisation and simplification of the tax administration. The Ministry of Finance and IAPR shall also provide a content management system and dedicated website for taxpayer information thus enhancing transparency, legal certainty, tax compliance and the business environment. The implementation of the reform shall be completed by 30 June 2024.

**Reform:** Promoting the acceleration of VAT refunds (measure ID 16610)

IAPR shall simplify the VAT refunds' administrative processes for businesses, through the implementation of automated VAT refund procedures, electronic submission and facilitation of a risk analysis process for refund requests. The new process is expected to limit the human

intervention through digital transactions and tackle delays in the VAT refunds. The reform must be in line with the VAT refund Directive (Council Directive 2008/9/EC). The implementation of the reform shall be completed by 31 December 2023.

**Reform:** Adoption of measures and incentives to increase electronic transactions (measure ID 16616)

The reform aims to ease the administrative burden for businesses and improve tax compliance by promoting electronic transactions. IAPR shall make use of myDATA facility for electronic book-keeping, electronic invoicing and the connection of all tax cash registers with its IT systems in order to facilitate the automatic filling of tax declarations and enhance the effectiveness of tax audits. The implementation of the tax incentives of the reform shall be completed by 31 December 2023.

**Reform:** Super-deduction of SME expenses on green economy, energy and digital transition (measure ID 16863)

The reform consists of tax incentives for super-deduction of expenses to strengthen investment by small and medium-sized enterprises, in equipment related to climate change adaptation, the promotion of circular economy, and digitalisation. It shall be fully in line with EU State aid rules. The implementation of the tax incentives of the reform shall be completed by 31 December 2024.

**Reform:** New framework for the fight against smuggling, mainly for products subject to excise duties (tobacco, alcohol and energy) (measure ID 16656)

The reform aims to support the fight against smuggling, in particular for those products subject to excise duties (tobacco, alcohol, energy) through the modernisation of the Customs' tracking systems, audit processes, and equipment in order to increase the effectiveness of cargo audits. This also requires the upgrade of IAPR's IT systems necessary to obtain information from European and national databases. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Online cash registers & POS (measure ID 16614)

IAPR shall develop a framework to facilitate the connection of cash registers with Point-of-Sale (POS) terminals and its IT systems. The project includes: (i) the setup of specifications for the interconnection of cash registers with the POS terminals to certify that every POS transaction shall be recorded in the cash register and the data produced shall be transmitted in near real time to IAPR; and (ii) the development of infrastructure and applications for the monitoring of cash register transactions and the support of the control mechanism. Upon its completion, the measure is expected to limit the potential for tax evasion and ultimately reducing the VAT gap. The implementation of the reform shall be completed by 30 June 2024.

**Investment:** Digital Transformation of the Tax and Customs Administration (measure ID 16291)

The investment aims to achieve the digital transformation of revenue administration and services, which is expected to strengthen the capacity of the IAPR and enhance its overall performance. The investment shall upgrade the quality of services provided to individuals and enterprises, and ultimately make taxes more growth friendly thus improving tax administration and tax collection. This investment consolidates 14 digital infrastructure sub-projects to be implemented by IAPR, classified into four intervention areas:

- 1) Replacement of core digital systems and expansion of the functionality of service provision including the implementation of interoperability mechanisms of IAPR's information systems with bank data information systems;
- 2) Automation of office and work processes;
- 3) Digitalisation of audits and controls; and
- 4) Upgrade of taxpayer services.

The implementation of the investment shall be completed by 31 December 2025.

## L.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Key reform 8: Online cash registers & POS

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
188	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16614_Online cash registers & POS (reform)	Milestone	Independent Authority for Public Revenue (IAPR): Online cash registers & Point-of-Sale (POS) – Entry into force of the legal framework	Entry into force of the law				Q1	2022	Entry into force of an Independent Authority for Public Revenue Governor’s decision for technical requirements, (based on article 12, Law 4308/2014) and a Joint Ministerial Decision for electronic data transmission to the Independent Authority for Public Revenue (based on article 15, Law 4174/2013), which shall set out the key features necessary for the interconnection of online cash registers and Point-of-Sale (POS) systems to the Independent Authority for Public Revenue, including revisiting sanctions for cash registers (article 54, Law 4174/2013).
189	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16614_Online cash registers & POS (reform)	Target	Independent Authority for Public Revenue: Online cash registers & Point-of-Sale (POS) – rollout and interconnection		Number of businesses	0	500 000	Q2	2024	Rollout of the platform - all businesses under the legal framework have interconnected their online cash registers with Point-of-Sale systems to the Independent Authority for Public Revenue.  A report by the Independent Authority for Public Revenue attesting the completion of the reform and indicating the total number of businesses that have interconnected their online cash registers with Point-of-Sale systems to the Independent Authority for Public Revenue. The eligible cash registers shall be at least 500.000.

## Group 17: Tax Administration measures

- Digital transformation of tax audits (ID: 16611)
- Promoting the acceleration of VAT refunds (ID: 16610)
- New framework for the fight against smuggling, mainly for products subject to excise duties (tobacco, alcohol and energy) (ID: 16656)
- Digital Transformation of the Tax and Customs Administration (ID: 16291)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
190	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16656_New framework for the fight against smuggling, mainly for products subject to excise duties (tobacco, alcohol and energy)	Milestone	Fight against smuggling – regulatory decisions roadmap	Report by the Independent Authority for Public Revenue containing the roadmap for the decisions /circulars related to the fight against smuggling.				Q1	2022	<p>The Independent Authority for Public Revenue shall adopt a roadmap (including timeline) for the issuance of the decisions /circulars related to the reform of the legal framework on the fight against smuggling.</p> <p>The Independent Authority for Public Revenue shall issue a report on the roadmap for the issuance of the decisions /circulars, detailing the steps needed for the redesign of the ICISNET and ELENXIS operational information systems, with the aim to effectively prioritise non-compliance risks and generate the best possible audit profiles, utilising information from the European Union and national databases.</p>
191	12 - 4.1. Making taxes more growth friendly and improving tax	Milestone	Fight against smuggling – adoption of regulatory decisions	Regulatory decisions / circulars entered into force.				Q3	2022	<p>Entry into force of 15 regulatory decisions / circulars adopted by the Independent Authority for Public Revenue on the design of a new integrated system for the fight against smuggling.</p> <p>In accordance with the roadmap set by 31 March 2022, the</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	administration and tax collection - 16656_New framework for the fight against smuggling, mainly for products subject to excise duties (tobacco, alcohol and energy)									decision / circulars entered into force shall concern the preparation of a new integrated system which shall support the audit process by monitoring customs transactions and procedures in real time. This system shall operate by aiming at better and faster targeting of the prosecuting custom services with central supervision and at the points of high interest.
192	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16611_Digital transformation of tax audits	Milestone	Tax audits – Mydata and bank information	Report by the Independent Authority for Public Revenue attesting the: a) Full activation of Mydata system. b) Completion of the project for the interconnection and use of third party bank information by the Independent Authority for Public Revenue.				Q2	2023	The activation of the Mydata system and the interconnection and use of third party bank information are expected to improve the compliance of businesses with tax rules, the performance of the Independent Authority for Public Revenue on public revenue collection, and control and the fight against smuggling.
193	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection	Milestone	Fully automated VAT refunds – launch of IT system	Report by the Independent Authority for Public Revenue attesting the launch of the new IT system.				Q4	2023	Implementation of the fully automated VAT refund procedure and IT platform that shall allow for all refund requests to be completed electronically, when they do not fall under the audit sample through the risk analysis process (at least 90% of all requests annually).



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	- 16610_Promoting the acceleration of VAT refunds									
194	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16611_Digital transformation of tax audits	Milestone	Completion of digital transformation of tax audits	Report by the Independent Authority for Public Revenue attesting the operationalisation of the case management platform.				Q4	2025	Completion of the operationalisation of the case management platform for tax audits, which shall make use of the business intelligence / data analytics system supporting the digital transformation aiming to strengthen the capacity of the Independent Authority for Public Revenue to fulfil its obligations as a fully independent authority (in compliance with the Independent Authority for Public Revenue enabling law 4389/2016).
195	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16291_Digital Transformation of the Tax and Customs Administration	Milestone	Completion of first phase deliverables of the integrated tax and audit IT environment of the Independent Authority for Public Revenue as part of its digital transformation	Report by the Independent Authority for Public Revenue attesting the completion of the first phase deliverables of the integrated IT environment.				Q4	2025	Completion of the first phase deliverables of the integrated IT environment (replacing TAXIS, TAXISnet, and Elenxis) to support all tax and audit procedures for the Independent Authority for Public Revenue personnel, citizens and businesses, contributing to the digital transformation. These deliverables shall consist of all required project studies, full database redesign and implementation, provision of data interfaces and the rollout of first phase subsystems (including tax registry, accounting). The project shall strengthen the capacity of the Independent Authority for Public Revenue to fulfil its obligations as a fully independent authority (in compliance with the Independent Authority for Public Revenue enabling law 4389/2016).

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
196	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16291_Digital Transformation of the Tax and Customs Administration	Milestone	Launch of the commercial vehicles and containers surveillance system	Report by the Independent Authority for Public Revenue attesting the launch of the commercial vehicles and containers surveillance system.				Q4	2025	Completion of the implementation of a surveillance system for commercial vehicles and containers based on Internet-Of-Things networks (5G technology) for performing tracking operations supporting the digital transformation aiming to strengthen the capacity of the Independent Authority for Public Revenue to fulfil its obligations as a fully independent authority (in compliance with the Independent Authority for Public Revenue enabling law 4389/2016), through the launch of the commercial vehicles and containers surveillance system.

## Group 18: Tax Policy

- Codification and simplification of tax legislation, rules and procedures (ID: 16643)
- Adoption of measures and incentives to increase electronic transactions (ID: 16973)
- Super – deduction of SME expenses on green economy, energy and digitisation (ID: 16863)
- Incentivisation regime for productivity and extroversion of enterprises (increasing the size of enterprises) (ID: 16598)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
197	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16863_Super – deduction of expenses on green economy, energy and digital transition	Milestone	Super-deduction for SME green and digital investments	Entry into force of primary and secondary legislation for Super-deduction for SME green and digital investments				Q4	2021	Entry into force of primary legislation and secondary legislation for the introduction of super-deduction for tax purposes of qualifying SME expenses for green economy and digitisation investments
198	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16616_Adoption of measures and incentives to increase electronic transactions	Milestone	Legislation to encourage electronic transactions	Entry into force of primary and secondary legislation, providing incentives for the enhancement of electronic transactions				Q4	2021	Entry into force of amendment of the primary and secondary legal framework providing specific incentives for the enhancement of electronic transactions
199	12 - 4.1. Making taxes more growth friendly and improving tax administration and	Milestone	Schedule for Tax Codification	Publication of secondary legislation with set up of committees and				Q3	2021	Comprehensive Schedule for Deliverables on Tax Codification, including set up of the relevant committees, detailed timetable from Ministry of Finance and IAPR for codification of tax legislation and consultation arrangements.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	tax collection - 16643_Codification and simplification of tax legislation			timetable for Tax codification.						
200	18 - 4.7. Improve competitiveness and promote private investments and trade - 16598_Incentivisation regime for productivity and extroversion of enterprises (increasing the size of enterprises)	Milestone	Draft legislation to encourage business extroversion	Drafts of primary and secondary legislation to encourage business extroversion.				Q3	2021	Drafts for consultation purposes of primary and secondary legislation providing improvements of legal framework of tax, financial and licensing and incentives for mergers, conversions and acquisitions
201	18 - 4.7. Improve competitiveness and promote private investments and trade - 16598_Incentivisation regime for productivity and extroversion of enterprises (increasing the size of enterprises)	Milestone	Legislation to encourage business extroversion	Entry into force of the legislation to encourage business extroversion				Q1	2022	Entry Into force of the relative amendments providing improvements in the legal framework of tax, financial and licensing and incentives for mergers, conversions and acquisitions
202	4.1. Making taxes more growth friendly and improving tax administration and tax collection -	Milestone	Raising capacity for tax codification	Publication of secondary legislation for set up of Tax Codification unit in Ministry of Finance and				Q2	2022	Set up of dedicated tax unit at the Ministry of Finance responsible for the consolidation and consistency of primary tax legislation and ministerial decisions.; Set up of a Service Provision Directorate at IAPR inter alia responsible for consolidating secondary legislation, coordinating the IAPR's

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16643_Codification and simplification of tax legislation			Service Provision Directorate in IAPR.						competences regarding Code of Tax Procedure, and updating and maintaining the public tax database
203	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16643_Codification and simplification of tax legislation	Milestone	Recodifying income tax and tax procedure codes	Adoption of codified primary and secondary tax legislation for Income Tax Code and Tax Administration Code				Q2	2023	Enactment of codified Income Tax Code and Code of Tax Administration (primary and secondary legislation) to simplify and update the legislation in the light of digitalisation and EU best practices
204	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16643_Codification and simplification of tax legislation	Milestone	Completion of initial tax codification and taxpayer information system	a: 1. Adoption of codified primary and secondary tax legislation. 2. Provide proofs of payment and results of audits of codification investments.  b: 1. Publication of secondary legislation and comprehensive guide with links to Content Management System and taxpayer website. 2. Provide proofs of payment and results of audits of CMS investments				Q2	2024	a. Enactment of Codification of the primary and secondary legislation to simplify and update the legislation in the light of digitisation and EU best practices including: <ul style="list-style-type: none"> <li>- VAT code</li> <li>- Stamp duty</li> <li>- Property taxes</li> <li>- State Debt Collection (KEDE)</li> <li>- National Customs Code</li> </ul> b. Set up of Content management system and dedicated website for taxpayer information.

## **M. 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**

This component of the Greek recovery and resilience plan includes a set of wide-ranging reforms as well as investments in the functioning of the public administration with a view to improving policy design and implementation. The component includes measures to modernise the public administration through specific actions to strengthen the policy planning and coordination and human resources management. Other measures aim at addressing the lack of project preparation for public investments (including corruption) and at further enhancing the area of public financial management. These reforms and investments support addressing challenges linked to a) Digital Public Administration. This component supports addressing the country-specific recommendations on public and private investment (Country Specific Recommendation 3 2020), and structural reforms to improve the functioning of the economy (Country Specific Recommendation 4 2020). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **M.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Reforming Public Administration (measure ID 16972)

This reform aims to continue the efforts to modernise the public administration and invest in its human resources by implementing the following actions:

- 1) Entry into force of the revised legislative framework to streamline the allocation of responsibilities among the central, regional and local level and the respective governance frameworks;
- 2) Establishing a strategic workforce planning framework utilising artificial intelligence-based tool;
- 3) Modernising hiring procedures on the basis of the updated enabling law (Law 4765/2021) for the Supreme Council for Civil Personnel Selection (ASEP) to be able to carry out selection procedures in a fully digitalised manner;;
- 4) Upskilling/reskilling in the public administration for, at least, 250 000 civil servants;
- 5) Introducing a reward scheme for civil servants linked to a goal-setting management system, which shall be fully consistent with the unified wage grid (Law 4354/2015) without setting any exemption. Results of pilot scheme targeting up to 6 000 civil servants shall contribute to a larger study to provide guidance in the establishment of a reward system that shall be in place by 31 December 2023.

The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Combating illicit trafficking and protecting intellectual property (measure ID 16703)

The reform aims at strengthening the response against illegal trade by means of reinforcing the Interagency Unit for Market Control (DIMEA) with staff training, appropriate IT systems and equipment. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Strengthening the national anti-corruption framework (measure ID 16952)

This reform aims at detecting and preventing corruption and consists of the following actions to be implemented by the National Transparency Authority: (i) strengthening the audit

framework for detecting fraud and corruption; (ii) regulatory interventions in key policy fields, namely whistle-blowers protection, lobbying, and conflicts of interest; (iii) the strengthening of the Internal Control System and the establishment of a national network of integrity advisors in the public administration; (iv) the development of ethics and deontology codes, and the revision of disciplinary processes; (v) initiatives to raise awareness against fraud and corruption; (vi) the adoption of the National Anti-Corruption Action Plan for the period 2022-2025; and (vii) projects to finance the agency's digital and infrastructure capacities. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Enhance State-aid network (measure ID 16701)

This reform shall revise the Greek 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 establishing digital state aid cases library, intranet communication platform and data analytics tools. The implementation of the reform shall be completed by 31 December 2024.

**Reform:** Enhancing the AML/CFT Framework (measure ID 16702)

The reform concerns the implementation of applicable legislative acts related to Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT), in the context of tackling financial crime. It involves setting-up a digital platform for the collection of statistical data held by judicial, supervisory and law enforcement authorities, and improving the special registry for the record-keeping of beneficial ownership information. The implementation of the reform shall be completed by 30 June 2023.

**Reform:** Accounting Reform (measure ID 16974)

The reform implements a gradual transition from modified cash to accrual accounting and consolidated financial reporting within the general government. It shall include the adoption of accrual accounting policies, training of the relevant personnel, and the design and introduction of the Government Enterprise Resource Planning (GOV-ERP). The new IT system aims at the expansion and technological upgrade of the current Integrated Information System of Fiscal Policy (OPSDP) in order to meet the needs of Public Financial Management in Central Administration. The result shall be a new Integrated Financial Management Information System (GOV-ERP). The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Modern institutional framework for State Owned Enterprises (measure ID 16657)

This reform puts in place a modern legal framework for the operation and management of public enterprises and organisations. It shall define 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. The reform shall also establish a digital registry to record all enterprises, organizations and any other legal entities in which the state participates, promoting the effective monitoring and control the state's participation. The implementation of the reform shall be completed by 31 December 2022.

**Reform:** Efficient Combating of Corruption (measure ID 16978)

The reform shall undertake a series of amendments in the legal framework of Greece, in order to improve the legal response to corruption. More specifically, it shall cover four areas: (i) asset declarations; (ii) protection of persons who report breaches of Union Law; (iii) Criminal Code and Code of Criminal Procedure; and (iv) the codification of the legislation related to political parties. The implementation of the reform shall be completed by 30 September 2022.

**Investment:** Transformation of Fiscal Management and Supervision in Governance & Electronic Invoicing (measure ID 16705)

The investment shall improve the efficiency of public financial management by (a) establishing a state-of-the-art and fully functional Government Enterprise Resource Planning System (ERP) for the Central Government; (b) expanding 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. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Modernise the Hellenic Consignment Deposit and Loans Fund (measure ID 16940)

The investment shall increase the operational efficiency of the Hellenic Consignment Deposit and Loans Fund (CDLF) by enhancing its digital capacities, specifically through the completion of the following subprojects: (i) the digitisation of loans and related files and archives, and the incorporation in a new document management system; (ii) the implementation of an Integrated Information System (IIS) (iii) the supply of an Enterprise Resource Planning (ERP) Information System; (iv) the supply of managed printing services; and (v) a Human Resources Management System (HRMS). The implementation of the reform shall be completed by 30 June 2025.

**Reform:** Professionalisation of the Public Procurement domain (measure ID 16711)

The reform shall improve the public procurement framework in Greece, and support addressing the current weaknesses through the following elements:

1) Completion of the implementation of all four pillars of the national strategy on public procurement 2021-2025, including: (i) reform of the regulatory framework for public procurement, including adoption of secondary legislation to fully operationalise the new public procurement legal framework, actions to further simplify and improve the regulatory framework, and to ensure the effective implementation and resilience of public procurement system; (ii) digital transformation of the public procurement domain and end-to-end eProcurement including evaluation and redesign of information systems, data analytics, and public / private sector synergies (supported by actions under measure ‘16736 New systems for Public Procurement’); (iii) wider strategic goals and policy initiatives such as green procurement, procure2innovate, infrastructure modernisation, SME access to procurement, procurement as a leverage tool, efficient use of resources and social procurement); (iv) governance framework for public procurement (supervision, implementation monitoring, audit, and professionalisation of staff involved in public procurement.

2) The provision of training and guidance for staff involved in public procurement, the adoption of responsible entities and certification procedures for these professionals, the implementation of new actions such as the creation of distinct professional work streams and adoption of an incentive package, qualifications / career path for such staff, and the reorganisation of contracting authorities’ structures and responsibilities. The incentive scheme shall be in full consistency with the unified wage grid (Law 4354/2015) without setting any exemption.

The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Enhancement of policy planning and coordination (measure ID 16981)

The reform shall strengthen the policy coordination, planning and policy development of the central administration. Specific actions that shall be implemented are (i) establishment of a monitoring mechanism to track progress whether secondary legislation has been adopted as set out in primary legislation; (ii) establishment of an electronic platform to facilitate



completion of the impact assessment complementing each draft law; and (iii) launch of a training programme and associated accreditation procedure targeting civil servants aiming to improve the quality of the impact assessments prepared. The training programme shall have enrolled, at least, 100 civil servants for its launch that shall take place in Q4 2022. The implementation of the reform shall be completed by 30 June 2023.

## M.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Key reform 9: Reforming Public Administration

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
205	13 - 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 - 16972_Reforming Public Administration	Milestone	Public administration – launch of performance-pay system	Entry into force of primary legislation setting up a pilot rewarding system.				Q2	2022	Entry into force of primary legislation for the launch of a performance-pay system for a set number of pilot entities and up to 6 000 civil servants that shall feed into the wider reform introducing a goal-setting management system (see Milestone Q4 2023). The pilot shall cover civil servants involved in the implementation of the Recovery and Resilience Plan. Key features of the system shall be consistent with the unified wage grid (Law 4354/2015).
206	13 - 4.2. Modernise the public administration, including through speeding up the implementation of public investments,	Milestone	Public administration – legislative framework to clarify mandates	Entry into force of legal provisions modifying the legislative framework of the general government entities at central, regional and local level.				Q3	2022	Entry into force of a revised primary and secondary legislation to establish a multilevel governance allocation system aiming to clarify responsibilities between all public administration levels and address overlaps. The revised legal framework shall set out the responsibility areas for each entity relating to planning and implementation, including on functions such as resource assurance and monitoring and evaluation responsibilities.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	improving the public procurement framework, capacity building measures and fighting corruption - 16972_Reforming Public Administration									
207	13 - 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 - 16972_Reforming Public Administration	Milestone	Public administration – new rewarding system	Entry into force of the primary legislation establishing the rewarding system.				Q4	2023	Entry into force of primary legislation introducing a goal-setting management system aiming to reward public organisations equitably and consistently following the achievement of pre-set objectives. Key features of the system shall be consistent with the unified wage grid (Law 4354/2015).
208	13 - 4.2. Modernise the	Target	Public administration		Number of civil servants		250 000	Q4	2025	Completion of training programmes for the upskilling and reskilling of at least 250 000 civil servants on the basis of the

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	public administration, including through speeding up the implementation of public investments, improving the public procurement framework, capacity building measures and fighting corruption - 16972_Reforming Public Administration		– completion of training for civil servants		who completed the training programmes.					needs assessment carried out.

### Group 19: Combating money laundering and corruption

- Enhancing the AML/CFT Framework (ID: 16702)
- Combating illicit trafficking and protecting intellectual property (ID: 16703)
- Strengthening the national anti-corruption framework (ID: 16952)
- Efficient Combating of Corruption (ID: 16978)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
209	13 - 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 - 16978_Efficient Combating of Corruption	Milestone	Asset declarations and political parties	Entry into force of new legislation				Q3	2022	Entry into force of the new legislation regarding: (i) Asset Declarations; (ii) and the codification of legislation on political parties.
210	13 - 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 - 16952_Strengthening the National Anti-Corruption	Milestone	National anti-corruption action plan	Adoption by the National Transparency Authority of National Anti-Corruption Action Plan for the period 2022-2025				Q3	2022	Adoption by the National Transparency Authority of the National Anti-Corruption Action Plan for the period 2022-2025, including the specification of: (i) actions to enhance transparency and accountability across public administration; (ii) targeted interventions to detect and prevent corruption in high-risk areas (including, for example, health, public finances, investments); (iii) necessary regulatory interventions in selected policy fields.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
	Framework through targeted interventions in the fields of detection, prevention and raising awareness									
211	13 - 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 - 16952_Strengthening the National Anti-Corruption Framework through targeted interventions in the fields of detection, prevention and raising awareness	Milestone	Internal Controls law implementation	<ul style="list-style-type: none"> <li>- Report by the National Transparency Authority on internal control systems established</li> <li>- Regulatory acts issued</li> <li>- Joint Ministerial Decision issued</li> </ul>				Q4	2022	<p>Implementation of the new law on Internal Controls in public administration, including: (i) the establishment of internal audit units in line Ministries; (ii) the issuance of the regulatory acts for the establishment of internal audit units and audit committees in local government entities (1<sup>st</sup> and 2<sup>nd</sup> degree), universities, hospitals - health units, independent authorities, and legal entities of local government entities; (iii) the issuance of a Joint Ministerial Decision to set the criteria for the cooperation of internal audit units with external experts.</p> <p>The National Transparency Authority in cooperation with the Ministry of Interior shall provide oversight and guidance to general government entities to put in place a coherent and functioning Internal Control system. The National Transparency Authority shall facilitate a pilot self-assessment regarding the basic elements of the internal control system. The Hellenic Court of Auditors has included in its annual work plan, audits for the assessment of internal control arrangements across general government entities.</p>
212	13 - 4.2. Modernise the public administration, including through speeding up the implementation of public investments, improving the public procurement framework, capacity	Milestone	Enhanced Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) Framework	Platform for the collection of statistical data launched; improvements in beneficial ownership special registry completed				Q2	2023	<p>(i) Launch of the platform for the collection of statistical data held by national competent authorities (i.e. judicial, supervisory and law enforcement) managed by the Directorate for Financial Policy of the Hellenic Ministry of Finance, which acts as the Central Coordinating Unit, according to law 4557/2018 (national AML law); (ii) Improvement of special registry for the record-keeping of beneficial ownership information to facilitate direct access of competent authorities to such information, and to interconnect with the respective registries of EU Member States through the relevant EU platform. The registry shall be owned by the</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
	building measures and fighting corruption - 16702_Enhancing the AML/CFT Framework									Directorate for Financial Policy of the Hellenic Ministry of Finance, which acts as the Central Coordinating Unit, according to law 4557/2018 (national AML law) and hosted by the General Secretariat of Information Systems (GSIS) of the Ministry of Digital Governance.
213	13 - 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 - 16703_Combating illegal trade and protecting intellectual property	Milestone	Combating illegal trade - IT system and control stations	IT system is operational and 10 new fully equipped control stations (including needed equipment) are fully operational				Q2	2025	An integrated and interoperable information system is put into operation to enable efficient management of controls carried out throughout the country to combat trafficking and control the movement of goods and services, both indoor and outdoor trade. To ensure full utilisation of the new information system, the operational capacity of the Interagency Unit for Market Control (DIMEA), including peripheral infrastructure, shall be strengthened through access to required logistics equipment that are linked to the market surveillance database of the information system, enabling their use in on-the-spot controls and the immediate imposition of fines. - Completion of component to set up new control stations to combat illegal trade through 10 prefabricated buildings (ISOBOX) with needed equipment, including three scanners (HXM MobileScanTM or equivalent).

### Group 20: Enhancing the public administration

- GOV-ERP (ID: 16705)
- Accounting reform (ID: 16974)
- Modern institutional framework for State Owned Enterprises (ID: 16657)
- Enhance State-aid network (ID: 16701)
- Modernise the Hellenic Consignment Deposit and Loans Fund (ID: 16940)
- Professionalization of the Public Procurement domain (ID: 16711)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
214	13 - 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 - 16701_Enhance State-aid network	Milestone	Enhanced State-aid network	Entry into force of the enhanced state-aid framework				Q4	2022	Entry into force of the amendments to the state aid legal framework for the operation of Central State Aid Network (CESANET), to strengthen the competencies of the Central State Aid Unit and the Decentralised State Aid Units
215	13 - 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 - 16981_Enhancement of policy planning and coordination	Milestone	Policy planning and coordination – impact assessment	Training programme launched with 100 civil servants selected to attend.				Q4	2022	Following the launch of the electronic platform for impact assessment, a training programme and associated accreditation procedure shall be launched with at least 100 civil servants enrolled, including civil servants selected for the “executive branches” (Law 4622/2019, Article 104) aiming to improve the quality of the impact assessments prepared and facilitate the use of the electronic platform.
216	13 - 4.2. Modernise the public administration, including through speeding up the implementation of public investments, improving the public procurement	Milestone	Professionalisation of Public Procurement domain - new legislation	New legislation entered into force; in-depth study completed				Q2	2024	(i) Entry into force of new legislation providing for professional work streams for staff dealing with public procurement, specific skills’ groups and the adoption of financial and non-financial incentives in full consistency with the unified wage grid (Law 4354/2015) without setting any exemption; (ii) Submission of the in-depth study to re-organize the structure and the responsibilities of relevant



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
	framework, capacity building measures and fighting corruption - 16711_Professionalization of Public Procurement domain									bodies that procure public contracts.
217	13 - 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 - 16940_Modernise the Hellenic Consignment Deposit and Loans Fund	Milestone	Completion of all subprojects of the Hellenic Consignment Deposit and Loans Fund	Report by the Hellenic Consignment Deposit and Loans Fund attesting the completion of subprojects.				Q2	2025	Completion of all subprojects of the Hellenic Consignment Deposit and Loans Fund: (i) archive digitalisation and document management system; (ii) Integrated Information System; (iii) ERP Information System; (iv) Managed Printing Services; (v) Human Resources Management System.
218	13 - 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 - 16711_Professionalization of Public Procurement domain	Milestone	Implementation of the National Strategy on Public Procurement 2021-2025	National Public Procurement strategy fully implemented				Q4	2025	Implementation of the entire national strategy on public procurement, including: (i) establishment of governance arrangements and re-organisation of stakeholders; (ii) set up of monitoring framework; (iii) entry into force of enabling secondary legislation and other actions to fully operationalise the framework; (iv) set up of key initiatives such as green procurement and procure2innovate, framework for certification of private e-procurement systems.
219	13 - 4.2. Modernise the public administration, including through speeding up the implementation of public investments, improving	Milestone	Accounting Reform: Consolidated financial statements	Compilation of consolidated financial statements completed.				Q4	2025	Compilation of consolidated financial statements for all general government subsectors, including local governments. To achieve these results, the following actions are needed: <ul style="list-style-type: none"> <li>• Design, implementation and operation of the fiscal and financial management and reporting functions of the</li> </ul>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
	the public procurement framework, capacity building measures and fighting corruption - 16974_Accounting Reform									<p>Central Administration and the collection and monitoring of fiscal and financial data of all other General Government Entities outside central administration.</p> <ul style="list-style-type: none"> <li>• Introduce the invoice in GOV-ERP</li> <li>• Train the officers of the Financial Services entities on the General Government Accounting Framework (GGAF) and public financial management (PFM) related issues</li> <li>• Compile consolidated financial statements.</li> </ul>
220	13 - 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 - 16705_Digital Transformation of Fiscal Management and Supervision in Governance & Electronic Invoicing	Milestone	Government Enterprise Resource Planning (GOV-ERP)	IT system fully operational.				Q4	2025	<p>Carry out the digital transformation of the financial management and supervision framework through making the Government Enterprise Resource Planning (GOV-ERP) fully operational.</p> <p>In order to achieve this result, complete subprojects: Digital Transformation of Fiscal Management and Supervision of Government Entities of the General Government. Connection of ERP systems of General Government to the Greek e-Invoice. ensuring:</p> <ul style="list-style-type: none"> <li>- The connectivity of ERP systems to the e-invoice network</li> <li>- The connectivity of e-Invoice service providers to the e-invoice network</li> </ul>
221	13 - 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 - 16711_Professionalization of Public Procurement	Target	Completion of upskilling / reskilling programs for Public Procurement		Number of public officials trained and certified	0	6 000	Q4	2025	Completion of upskilling / reskilling programs for Public Procurement domain professionals and certification award.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
	domain									

## **N. COMPONENT 4.3: IMPROVE THE EFFICIENCY OF THE JUSTICE SYSTEM**

This component of the Greek recovery and resilience plan comprises a number of wide-ranging reforms as well as investments aimed at enhancing the effectiveness and efficiency of the Greek Justice system by introducing an ambitious revision of the judicial map of the country, addressing infrastructure needs, adopting measures to increase the digital capacities of the Justice system, modernising the function of courts, setting up a judicial police, and broadening and upgrading the education (both initial and life-long) of magistrates and clerical staff. The measures are expected to support addressing the challenges in the country-specific recommendations regarding public and private investment (Country Specific Recommendation 2 2019, Country Specific Recommendation 3 2020) and structural reforms to improve the functioning of the economy (Country Specific Recommendation 4 2020). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **N.1. Description of the reforms and investments for non-repayable financial support**

**Investment:** New Judicial buildings and renovations (measure ID 16292)

The measure consists of a targeted investment for the construction and renovation of buildings that are part of the judicial system, closely linked with the revision of the judicial map, to maximize judicial efficiency and avoid unnecessary effort and expenses. All properties belonging to or used by the judiciary shall be recorded in an electronic identity registry in order to facilitate monitoring and planning. The newly constructed buildings shall all comply with a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives). It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol.

The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Digital Transformation of Justice (E-Justice) (measure ID 16727)

The digital transformation of the Greek justice system shall be carried out under the supervision of the Ministry of Justice and shall consist of a set of actions that shall increase its IT capabilities with regard to the digitisation of documents, the enhancement of the record-keeping system of the courts, the simplification, standardisation and acceleration of procedures through digitalisation, and the interoperability of IT systems of the courts with those of the Ministry of Justice, as well as other national and international authorities and/or databases. All branches of the judiciary (civil, penal and administrative, as well as the Court of Audits) shall be covered by this reform. Upon its completion, judges and judicial staff shall

dispose of tools and infrastructure enabling them to increase the efficiency of managing the caseload and the speed of administering justice without compromising its quality.

The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Skills and digital skills for judges and judicial employees (judicial staff) (measure ID 16733)

The National School of Judges shall undergo a number of institutional changes with respect to its function and syllabus; its candidate selection criteria shall also be revised, to provide a more selective and competitive studies environment, while admitting additional categories of students (magistrate's court judges and court of audits judges); it shall also offer additional courses aiming at the provision of new skills, with emphasis on managerial and digital skills, as well as on topics relevant to the performance of judicial duties, such as ethics, time management, psychology, economic theory and analysis, management of courts and new technologies; the reform shall include the provision of mandatory lifelong training to judges in topics essential for the performance of their duties by trainers also formed in the National School of Judges. Finally, a new National School for Judicial Clerks shall be created, to provide training and lifelong training to clerical staff on topics essential for the performance of their duties, management and organization of their service, digital skills, procedural and substantive law.

The implementation of the reform shall be completed by 31 December 2024.

**Reform:** Accelerating the administration of justice (measure ID 16575)

This reform shall accelerate the administration of justice, and contribute to the economic and institutional transformation of the country. The most important element of the reform consists of the projected revision of the judicial map across the country, resulting in a rational reorganization of judicial districts across Greece and the establishment, abolition or redistribution of judicial structures in these districts, based on objective criteria and on the extensive collection of data pertaining to all courts across the country. The reform of the judicial map shall cover all branches of the judiciary (civil, penal and administrative). Additional actions shall enhance the efficiency and effectiveness of Justice:

- the creation of a judicial police to support and enhance the functioning of Justice, by contributing know-how to the investigation of complex crime (including financial crime, corruption and money laundering) and by providing a wide array of services of judicial assistance (assisting in the conduct of preliminary examinations and investigations, the enforcement of judgments and the service of documents and procedural acts, executing warrants, enforcing judgements, maintaining court order, assisting in the submittal of, or response to, requests for judicial assistance and carrying out mandates entrusted to it by the competent courts and public prosecutors),
- the organization of training seminars for presiding judges on the general principles of court administration,
- amendment of procedural legislation in administrative courts to simplify, digitize and accelerate trials,
- the introduction of pilot trials in civil courts,
- the establishment of filtering mechanisms regarding the admissibility of legal remedies,
- the reconfiguration of the method for calculating court costs, and
- the introduction of a temporary scheme for the provision of financial incentives to judicial clerks, based on objectively measurable individual performance indices and in full

consistency with the unified wage grid (Law 4354/2015) without setting any exemption, for the acceleration of the performance of courthouse-related tasks and duties and the elimination of court backlogs.

To complete the reform, a set of measures shall be adopted to establish and strengthen alternative dispute resolution institutions through the provision of training to legal counsels, the extension of mediation procedures to criminal proceedings and administrative disputes, the provision of financial incentives to parties selecting alternative dispute resolution methods over court proceedings, the strengthening of the arbitration mechanism and the provision of financial incentives to Arbitration and Mediation Centres to establish user-friendly digital systems.

Finally, the creation of an independent office for the systematic collection, processing, aggregation, presentation and monitoring of judicial data shall ensure the proper supervision and monitoring of the function and performance of the judicial system.

The implementation of the reform and shall be completed by 31 December 2025.

## N.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Group 21: Improve the efficiency of the justice system

The measures included within this group are:

- New Judicial Buildings and Renovation (ID: 16292)
- Digital Transformation of Justice (E-Justice) (ID: 16727)
- Skills and digital skills for judges and judicial employees (judicial staff) (ID: 16733)
- Accelerating the administration of justice (ID: 16575)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
222	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Identification – Eligible Buildings	Completion of list				Q3	2021	Compilation of a list of buildings not affected by the revision of the judicial map.
223	14 - 4.3. Improve the efficiency of the justice system - 16575 Accelerating the administration of justice	Milestone	Technical support - Judicial Performance Tool	Award of tender for technical support				Q3	2022	Award of tender for technical support for the development of the Judicial Performance Tool based on strategic goals, introducing objective KPIs (time for completing a duty, individual performance in terms of time, communication, motivation etc.) by department and/or category of clerks and providing accurate and objective data on the allocation of bonuses; bonuses shall be payable in the first quarter after the end of the relevant year, on the basis of that year's performance. The tool shall be temporary and in full consistency with the unified wage grid (Law 4354/2015) without setting any exemption for the elimination of court backlogs.
224	14 - 4.3. Improve the efficiency of	Target	Training – Judges and		Number of judges	0	10	Q1	2022	10 magistrate's court judges enrolled in the national school of judges

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	the justice system - 16733_Skills and digital skills for judges and judicial employees (judicial staff)		Clerks		enrolled in the national school of judges					
225	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Judicial Police – Secondary legislation	Entry into force of legislation				Q3	2022	<p>Entry into force of all secondary legislation (in the form of Presidential decrees or ministerial decisions, as appropriate) necessary for the full implementation of the law on the Judicial Police to assist the work of the Judicial and Prosecutorial Authorities with:</p> <ul style="list-style-type: none"> <li>• the provision of scientific and technical assistance to judges and prosecutors in matters requiring technical or professional expertise;</li> <li>• the conduct of preliminary examinations and investigations;</li> <li>• the execution of warrants;</li> <li>• the provision of assistance in submitting or responding to requests for judicial assistance;</li> <li>• the service of documents and procedural acts;</li> <li>• enforcing of judgments;</li> <li>• guarding of and maintenance of order in courthouses;</li> <li>• other procedural acts entrusted to it by the competent courts and public prosecutors</li> </ul>
226	14 - 4.3. Improve the efficiency of the justice system	Milestone	Judicial map - primary legislation -	Entry into force of legislation				Q4	2022	Entry into force of primary legislation for the revision of the judicial map for administrative justice.



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	- 16575 Accelerating the administration of justice		administrative							
227	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Judicial Buildings Construction and Renovation - List Adjustment – Launch of tenders	List of renovation projects in line with the relevant law on the revision of the judicial map, as per milestone 14 4.3 / Q4 2022; launch of tenders				Q4	2022	Adjustment of the list of projects in alignment with the revision of the judicial map as adopted in the law. Launch of the tenders regarding administrative courts. Terms of tender shall set out that newly constructed buildings shall achieve a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives).
228	14 - 4.3. Improve the efficiency of the justice system - 16733_Skills and digital skills for judges and judicial employees (judicial staff)	Target	Training – Judges and Clerks		Number of judges enrolled in the national school of judges	10	25	Q1	2023	14 additional magistrate court judges enrolled in the national school of judges, 1 judge of the court of audit enrolled in the national school of judges. This shall bring the total number of judges participating in training to 25
229	14 - 4.3. Improve the efficiency of the justice system – 16727 Digital Transformation of Justice (E-Justice)	Milestone	Upgrade Record Systems & IT Justice Systems	Project audit reports to confirm adherence to contractual obligations				Q2	2023	Receipt of official evidence, by means of appropriate documentation (certifications of completion, protocols of qualitative and quantitative acceptance and issued invoices) of the due and punctual performance of all contractual engagements due by that date, in compliance with project calendars, covering all elements of the two subprojects, (court record systems and upgrades to IT Justice systems (OSDDY-PP, OSDDY-DD, Court of Audits, National Criminal Record)), by appropriate means, (such as project audit reports, certificates of qualitative/quantitative delivery and evidence of disbursement).

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
230	14 - 4.3. Improve the efficiency of the justice system - 16575 Accelerating the administration of justice	Milestone	Adoption – Judicial Clerks Performance Tool	Entry into force of primary and secondary legislation				Q2	2023	Enactment of primary and secondary legislation to set up a temporary bonus system to be based on the development of a Judicial Clerks Performance Tool setting strategic goals and introducing objective KPIs ( such as time for completing a duty, individual performance in terms of time, communication and motivation) by department and/or category of clerks and provide accurate and objective data on the allocation of bonuses; bonuses to be payable in the first quarter after the end of the relevant year, on the basis of that year's performance.
231	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Contracts	Award of Contracts				Q2	2023	Award of contracts for construction projects not affected by the revision of the judicial map. Terms of award(s) shall set out that the new buildings to be constructed shall achieve a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives).
232	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Judicial Map revision – primary legislation - Civil and Penal	Entry into force of legislation				Q4	2023	Entry into force of primary legislation for the revision of the judicial map for civil and criminal justice.
233	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Judicial Buildings Construction and Renovation – Launch of tenders	Launch of tenders				Q4	2023	Adjustment of the list of projects in alignment with the law on the revision of the judicial map. Launch of the tender for the projects regarding civil and penal courthouses included in the revised list of renovations. Terms of tender shall set out that the new buildings to be constructed shall achieve a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives).
234	14 - 4.3. Improve the efficiency of	Milestone	Justice Police Operational	Judicial police fully operational				Q4	2023	Operationalisation of the judicial police in all its competences, both at central administration level and at regional level within

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	the justice system – 16575 Accelerating the administration of justice			and functional both at central and regional level						the courts
235	14 - 4.3. Improve the efficiency of the justice system - 16733_Skills and digital skills for judges and judicial employees (judicial staff)	Milestone	Training – Judges and Clerks	Report certifying Implementation of changes in the syllabus of the National School of Judges and enrolment of 65% of judges and clerks in lifelong training				Q4	2024	<p>Full implementation of all projects included in the reform on skills and digital skills for judges and judicial employees, with:</p> <ol style="list-style-type: none"> <li>1. 65% of judges and clerks enrolled in lifelong training and having attended at least one training session (seminar)</li> <li>3. The National School for Judicial Clerks in full operation</li> <li>4. All changes in selection criteria and syllabus implemented</li> </ol> <p>Changes in the educational programme of the National School of Judges aiming in particular at enhancing practical training and offering courses on ethics, time management, psychology, economic theory and analysis, management of courts and new technologies. Provision of lifelong training to Judges extending to various fields of law and managerial or procedural aspects relevant to judicial duties (management of courts, case management, communication and cooperation with national and foreign authorities); such training being a prerequisite to professional advancement. Training of judicial staff covering topics essential to their duties, i.e. management and organization of their service, digital skills, procedural and substantive law.</p>
236	14 - 4.3. Improve the efficiency of the justice system – 16575	Milestone	Judicial Map revision – Progress	Progress report that reflects and verifies percentages as				Q4	2024	<p>Revision of the Judicial Map</p> <p>At least 70% of affected entities (courts) fully operational and functional regarding administrative justice; at least 40% of affected entities (courts) fully operational and functional</p>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	Accelerating the administration of justice			evidenced by official statements by the respective courts' administrations confirming the operationalisation and functionality of the reformed entities.						for civil and criminal justice
237	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Construction and renovation works – e-identity - completion	Report verifying that all construction projects are fully completed and handed over to users.  Report confirmation of the full operationalisation and functionality of the e-identity platform.				Q4	2025	Completion of all remaining new buildings and renovations launched in Q1 2023 in line with the needs of the revised judicial map.  Completion and full online operationalisation of the judicial buildings e-identity platform
238	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Judicial Map revision – Full Implementation	Progress report that confirms operationalisation and functionality of all reformed entities on the basis of official				Q4	2025	Revision of the Judicial Map Full implementation or the revision of the judicial maps for each administrative, civil and criminal justice, as evidenced by official statements by the respective courts' administrations confirming the operationalisation and functionality of the reformed entities.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
				documents.						
239	14 - 4.3. Improve the efficiency of the justice system - 16727_Digital Transformation of Justice (E-Justice)	Milestone	Record-keeping and IT upgrades	<p>Audio data record-keeping systems fully operational in all civil and penal courts.</p> <p>OSDDY-PP phase II, OSDDY-DD, Court of Audits and National Criminal Record projects fully implemented, delivered and operational.</p>				Q4	2025	<p>E-Justice: Deliverables acceptance for the “Upgrade and expansion of the IT systems of the justice sector” on:</p> <ol style="list-style-type: none"> <li>1. Upgrading the record-keeping system of the courts.</li> <li>2. Upgrading and support of the IT systems of the Justice sector for civil, criminal and administrative courts, the court of audits and the national criminal record.</li> </ol> <p>The subprojects shall include the following: -Upgrading the record-keeping system of the courts - Upgrading and Support Services for the “Integrated Court Case Management System for the Civil and Criminal Courts (OSDDY-PP A)” and the roll-out of the system to all Civil and Criminal Courts of the country (OSDDY-PP B) - The Upgrading and Support Services for the “Integrated Court Case Management System for the Council of State and all the Administrative Courts (OSDDY-DD) (www.adjustice.gr)”. - Upgrading and Support Services for the “National Criminal Records Register system (NCRIS) - Upgrading and Support Services for the Case Management System (“CMS”) of the Hellenic Court of Audit (ELSYN)</p>

## **O. COMPONENT 4.4: STRENGTHEN THE FINANCIAL SECTOR AND CAPITAL MARKETS**

This component of the Greek recovery and resilience plan aims to strengthen the capacity of the financial system to support the development of the economy, through the provision of financing of companies and individuals to develop new activities. It supports addressing the high non-performing exposures (NPEs) and non-performing loans (NPLs) in the Greek banking sector, while also improving access to information regarding the credit profiles of companies and individuals in the market.

The component shall also support addressing private indebtedness and strengthen capital markets. Structural changes in these two areas shall contribute to growth and shall increase Greece's economic resilience in view of future shocks.

The reforms under this component consist of:

- Enhanced capital market supervision and trustworthiness
- Strengthening the capacity of the financial system to overcome legacy challenges and finance the real economy
- Upgrade of the digital infrastructure necessary for the implementation of the new unified insolvency framework for the restructuring of debt and 2nd chance
- New Loans Promotion-Establishment of the Credit Expansion Observatory

Some of these reforms include actions that address the informational gaps that impede the successful flow of credit and the efficient risk monitoring. These consist of the development of a monitoring registry for private debt, the development of a public credit bureau, a central credit register and a credit expansion observatory. These actions also contribute to the digital transition of the Greek economy, since they rely on information technology.

The measures under this component foster economic and institutional resilience, strengthen crisis preparedness and institutional capacity and therefore support addressing the country-specific recommendation on the “Structural reforms to improve the functioning of the economy” (Country Specific Recommendation 1 2019 and Country Specific Recommendation 4 2020). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **O.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Enhanced capital market supervision and trustworthiness (measure ID 16581)

The reform aims to enhance capital markets supervision by 1) investing into digital transformation of the Hellenic Capital Market Commission (HCMC) digital capacities and digitalising its internal processes and organization, and 2) codifying and modernising the regulatory and legislative framework for capital markets to enhance capital-market's supervision capacity. The reform shall entry into force by Q1 2021 and the investment in the IT system by Q4 2025.

**Reform:** Strengthening the capacity of the financial system to overcome legacy challenges and finance the real economy (measure ID 16957)

This reform consists of three parts. First, it concerns the establishment and operation of a Public Credit Bureau. It shall provide results on the credit worthiness of debtors and eliminate information asymmetry between the public sector entities and banks, based on public sector

data and information. It shall also include the completion of an IT system to perform solvency assessments. Second, the reform concerns the implementation of the National Strategy for Private Debt Management and the development of a private debt monitoring register, which shall be completed by Q4 2025. The National Strategy shall include a total of 33 projects, which are divided into three intervention axes. Each intervention axes shall aim at a different aspect of the resolution of private debt management and collectively in accordance with the National Strategy. The first and third axes include interventions to actively reduce private debt stock by improving the insolvency process and empowering the NPL market respectively. The second axis consists of interventions that aim at preventing future private debt build-up. The main investment under this sub-reform is the development of an IT system for the private debt monitoring register.

Third sub-reform refers to the establishment of a Central Credit Registry (CCR) that would complement the Hercules Asset Protection Scheme, enhancing the NPL secondary market. The CCR shall be hosted by the Bank of Greece and it shall record on a granular basis the payment history of each individual loan of the customers of all banks and financial institutions and the types of collateral provided. The Central Credit Registry will be complementary to and in full alignment with the existing Tiresias system (private credit bureau), as well the proposed Public Credit Bureau and Monitoring Registry for Private Debt. It shall enable access to credit information, tackling market failures due to asymmetric information, thus facilitating access to credit. By increasing information regarding the credit history of potential debtors, the CCR shall address the adverse selection problem faced by financial institutions when providing new loans to potential lenders, on which they have incomplete information. This, in turn, shall impact positively on the quantity and quality of investment spending. Furthermore, the CCR shall have beneficial effects on the degree of competition among financial institutions, resulting into lower cost of capital for Greek firms and individual customers. Finally, by providing accurate and timely information on individual loans, the CCR shall facilitate greatly the ability of investors to price risk in the secondary market for NPLs. This shall increase NPL valuations, boost recovery rates and, thereby, help banks to resolve legacy NPL challenges faster, and more efficiently in terms of use of capital. All these should be concluded by Q4 2025.

**Reform:** Upgrade of the digital infrastructure necessary for the implementation of the new unified insolvency framework for the restructuring of debt and second chance (measure ID 16580)

The reform aims to upgrade the necessary digital infrastructure needed to support 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;

This reform shall be completed by Q4 2024.

**Reform:** New Loans Promotion – Establishment of the Credit Expansion Observatory (measure ID 16576)

The reform concerns the creation of a Credit Expansion Observatory, which shall 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. It shall monitor market liquidity, independently, as well as in relation to credit expansion, in the context of supporting the economy and making the most of the funding tools to meet liquidity needs of individuals and businesses.

The investment under this reform shall include also the design development and operationalisation of a data collection IT system that shall function as a tool for monitoring

credit expansion and improve the readiness of the State and its relevant policies. It should be completed by Q4 2024.



## O.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Group 22: Strengthening the financial sector and capital markets

- Enhanced capital market supervision and trustworthiness (ID: 16581)
- Strengthening the capacity of the financial system to overcome legacy challenges and finance the real economy (ID: 16957)
- Implementation of the new unified insolvency framework for the restructuring of debt and 2nd chance (ID: 16580)
- New Loans Promotion – Establishment of the Credit Expansion Observatory (ID: 16576)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
240	15 - 4.4. Strengthen the financial sector and capital markets - 16581_Enhanced capital market supervision and trustworthiness	Milestone	Capital markets, supervision, digitalisation of supervisory processes, Capital Market Union (CMU)	Entry into force of legislation (reference to Official Journal)				Q4	2021	Entry into force of a new law on the Hellenic Capital Market Commission, which will amend internal processes and organisation.
241	15 - 4.4. Strengthen the financial sector and capital markets - 16580_Implementation of the new unified insolvency framework for the restructuring of debt and 2nd chance	Milestone	Supervision, digitalisation of supervisory processes, CMU, capital markets, preventive debt restructuring	Reports testifying the operationalisation of the above systems, including links to websites where relevant				Q4	2024	Upgrade of the early warning and the preventive debt restructuring mechanism, which shall allow individuals and businesses to avoid over-indebtedness as well as to address debt settlement by utilizing out-of-court processes. The contractor shall upgrade the early warning and the preventive debt restructuring IT systems, operated by the Ministry of Finance/SecPD following assessment of their operation.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
242	15 - 4.4. Strengthen the financial sector and capital markets - 16576_New Loans Promotion – Establishment of the Credit Expansion Observatory	Milestone	Capital markets, supervision, digitalisation of supervisory processes, CMU	Reports testifying the operationalisation of the systems, including links to websites where relevant				Q4	2024	The Credit Expansion Observatory IT system shall be completed and put into operation, consisting of a data collection IT system, which shall monitor credit expansion and thus improve readiness of the State policy-making decisions.
243	15 - 4.4. Strengthen the financial sector and capital markets - 16581_Enhanced capital market supervision and trustworthiness	Milestone	Capital markets, supervision, digitalisation of supervisory processes, Capital Market Union (CMU)	Operationalisation of the CMU IT system				Q4	2025	1. Completion of the re-design and roadmap to new organizational structure, data management, personnel training, 2. Development and/or acquisition of IT infrastructure and applications for the systematic receipt, storage, retrieval and management of transactions on the stock market data and ancillary information for the production and management of alerts and audit reports; 3. Introduction of a large scale IT system and integration of all the data currently (and in the future) collected by Hellenic Capital Markets Commission staff allowing the multidimensional analysis, review and overview of current market conditions enabling fine tuning of procedures and interventions
244	15 - 4.4. Strengthen the financial sector and capital markets - 16957_Strengthening the capacity of the financial system to overcome legacy challenges and finance the real economy	Milestone	Debt resolution, NPL resolution, NPL sales, financial stability, Public Credit Bureau, solvency, NPL Strategy, Private Debt Monitoring	Report verifying the completion of the 33 projects planned under the Strategy				Q4	2025	The National Private Debt Resolution Strategy has been put in place and fully operationalised, in particular through launching the Public Credit Bureau and the Private debt Monitoring Registry. The Central Credit Registry (CCR closely related to the above projects, complements the national strategy for reducing NPLs, increasing transparency and regaining investors' confidence). These actions aim at preventing future private debt build-up and empowering the NPL market, including by tackling information asymmetries, which facilitate credit decision-making and increase transparency of the payment history and the level of collateral provided. Public Credit Bureau: Development of the solvency assessment IT system and completion of its pilot operation. Launch of the IT system of the Private Debt Monitoring Registry.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
			Registry.							<p>Successful completion of the national NPL Strategy, including actions facilitating NPL transactions: (i) Draft, consult and launch new legislation eliminating tax disincentives to NPL transfers, (ii) establish a common data template for the NPL transactions, (iii) establish a common template for the portfolio screening and evaluation, (iv) design a transaction platform for NPL portfolios to assist sellers and buyers to exchange information and submit bids in an efficient and confidential manner.</p> <p>Establishing the necessary IT infrastructure for the CCR. The CCR shall be a national database, hosted in the Bank of Greece, thus supporting its obligations and functions in supervising the financial sector and ensuring financial stability. The Bank of Greece (BoG) shall act as data controller and shall ensure that strict security and data protection protocols are in place, to safeguard borrowers' information, submitted by lenders to the CCR. Other services of the Ministry of Finance (Special Secretariat for the management of Private Debt) shall also benefit through possible (to the extent necessary) interoperability of the system with the Public Credit Bureau and the Private Debt monitoring Register. The Ministry of Justice (as co -responsible for the e-collateral register) could also benefit. The Ministry of Digital Governance could be a key-player for the design and operation of the CCR.</p>

## **P. COMPONENT 4.5: PROMOTE RESEARCH AND INNOVATION**

The key objectives of this component of the Greek recovery and resilience plan are to increase public and private investment in research and development (R&D), reinforce the links between science and businesses, and develop a pioneering R&D infrastructure, with a view to improving Greece's research and innovation performance. This is expected to be achieved through targeted reforms and investments to increase public and private R&D expenditure, upgrade the country's research infrastructures, promote research funding, increase the internationalisation of the Greek research ecosystem, and develop research collaborations. The component also includes the development of an information system for civil protection, which shall inform the competent authorities in real time about physical phenomena and natural disasters, while supporting their cooperation. This investment shall also facilitate the digital transformation, through the development of advanced digital technologies and the digitalisation of civil protection methods, as well as to foster the green transition, by mitigating the impact from climate changes in order to ensure civil protection. The component supports addressing the country-specific recommendations on public and private investment (Country Specific Recommendation 2 2019 and Country Specific Recommendation 3 2020). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **P.1. Description of the reforms and investments for non-repayable financial support**

**Investment:** Creation - Expansion – Upgrade of Infrastructures of Research Centres supervised by the General Secretariat for Research and Innovation (GSRI) (measure ID 16624)

The investment comprises an infrastructure upgrade of 13 research centres and the establishment of a new one in Ioannina, in order to enhance their research capacity and capabilities in important scientific and technological areas. In particular, the investment concerns the following research centres: Foundation for Research and Technology Hellas; Athena Research and Innovation Centre; BSRC Flaming; Centre for Research and Technology Hellas; National Hellenic Foundation; Biomedical Research Foundation Academy of Athens; National Observatory of Athens; Hellenic Centre for Marine Research; Hellenic Pasteur Institute; National Centre of Social Research; NOESIS - Thessaloniki Science Centre & Technology Museum; Greek Atomic Energy Commission; Patra's Science Park; establishment of High Technology and Research Park in the Region of Epirus.

In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>17</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>18</sup>; (iii) activities related to waste landfills, incinerators<sup>19</sup> and mechanical

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<sup>17</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>18</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>19</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of

biological treatment plants<sup>20</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The terms of reference shall additionally require that only activities that comply with relevant EU and national environmental legislation may be selected.

The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Basic & Applied Research (measure ID 16618)

The investment consists of seven sub-projects: (i) provision of horizontal financing for basic research; (ii) financial support to flagship research projects in interdisciplinary sectors with practical applications for the Greek economy; (iii) financial support to applied research for precision medicine implemented through a non-profit organisation Hellenic Precision Medicine Network; (iv) provision of funding for an unmanned systems research and development centre to support applied research on drones; (v) establishment of an applied R&I institute on artificial intelligence, data processing and algorithm development; (vi) financial support for the delivery of market-translatable sustainable materials technologies; (vii) financial support for the participation in European partnerships, namely Euro-HPC (High Performance Computing) and Key Digital Technologies. The investment aims to create entities to support applied research in the long run, and promote a “deep-tech” innovation ecosystem through funding interdisciplinary R&D activities with industry implications. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** TH<sup>2</sup>ORAX: Trellis Holistic & Hybrid Operational Ruggedized Autonomous eXemplary system (measure ID 16654)

The investment comprises the development of a “next generation” information system, which is expected to combine different types and forms of collaborative infrastructures to enhance institutions’ decision-making in real time. The system shall be composed of state-of-the-art technologies, such as artificial intelligence, and shall be designed to meet the needs of a diverse range of end users on a long-term basis. It is expected to contribute to border management, fight against crime and terrorism, cybersecurity, critical infrastructure protection and resilience, search and rescue and disaster resilience. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Research - Create - Innovate (measure ID 16971)

The investment aims to support 36 project proposals that are evaluated with a very high score in the “excellence” criterion in smart specialisation (RIS3) sectors but were not financed under HORIZON 2020 due to budgetary constraints. The investment shall support the selected proposals with funding and is expected to attract co-funding from the private sector by strengthening the link between the public science sector and businesses. The sectors eligible for funding are: (i) environment and sustainable development; (ii) energy; (iii) information and communications technology; (iv) health and pharma; (v) transportation and supply chain; (vi) agri-food and food industry; (vii) materials and construction; and (viii) tourism, culture and creative industries. The implementation of the investment shall be completed by 31 December 2025.

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increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants’ waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>20</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants’ waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

**Investment:** HORIZON 2020 “Seal of Excellence”: financing top innovative companies (measure ID 16622)

The investment concerns 13 project proposals by small and medium-sized enterprises that have received the HORIZON 2020 “Seal of Excellence” quality label and are eligible for a grant, but not financed under HORIZON 2020 due to budgetary constraints. The investment shall support these proposals, adding to private funding by the beneficiaries. The sectors eligible for funding are: (i) environment and sustainable development; (ii) energy; (iii) information and communications technology; (iv) health and pharma; (v) transportation and supply chain; (vi) agri-food and food industry; (vii) materials and construction; and (viii) tourism, culture and creative industries. The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Extroversion of the Research and Innovation Ecosystem of Greece (measure ID 16621)

The reform comprises the establishment of a distinct organization, “ELEVATE Greece SA”, as a further development of the “ELEVATE Greece” platform currently operating within the General Secretariat for Research and Innovation. ELEVATE Greece, through its digital portal, allows national start-ups to register and gain government accreditation as “start-ups”, as long as they meet two basic characteristics: (i) innovation, and (ii) scalability. The new organisation shall provide accredited start-ups with promotion services globally. The objective is to expand these services to the entire national innovation ecosystem including research centres, innovation clusters, competence centres and highly innovative companies. The implementation of the reform shall be completed by 31 December 2025.

**P.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support**

**Group 23: Promote research and innovation**

- Creation - Expansion – Upgrade of Infrastructures of Research Centres supervised by the General Secretariat for Research and Technology (GSRT) (ID: 16624)
- Basic & Applied Research (ID: 16618)
- TH 2 ORAX: Trellis Holistic & Hybrid Operational Ruggedized Autonomous eXemplary system (ID: 16654)
- Research - Create - Innovate (ID: 16971)
- HORIZON 2020 “Seal of Excellence”: financing top innovative companies (ID: 16622)
- Extroversion of the Research and Innovation Ecosystem of Greece (ID: 16621)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
245	16 - 4.5. Promote research and innovation - 16618_Basic & Applied Research	Milestone	Legislation on Basic & Applied Research	Entry into force of legislation (primary and secondary acts establishing the legal entities)				Q1	2022	<p>Entry into force of a revised legal framework for Basic &amp; Applied Research, and issuance of secondary acts establishing the legal entities.</p> <p>The legal framework shall: a) redefine research areas for financing calls under the updated National Smart Specialization Strategy (RIS3); b) establish a new governance structure to improve management and coordination over these projects; and c) establish the legal status of new research entities.</p> <p>Research areas shall be redefined jointly by the National Council for Research and Innovation (NCRI) and the General Secretariat of Research and Innovation of the Ministry of Development (GSRI).</p>
246	16 - 4.5. Promote research and innovation -	Milestone	Call for proposals for	Launched call for proposals and tender				Q1	2022	Launch of the Call for Proposals for Creation - Expansion - Upgrade of Infrastructures of Research Centres, including the publication of tender specifications that shall ensure that the selected

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16624_Creation - Expansion – Upgrade of Infrastructures of Research Centers supervised by the General Secretariat for Research and Innovation (GSRI)		Research Centres	specifications published						applications comply with the Do No Significant Harm Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.
247	16 - 4.5. Promote research and innovation - 16624_Creation - Expansion – Upgrade of Infrastructures of Research Centers supervised by the General Secretariat for Research and Innovation (GSRI)	Milestone	Contracts award for Research Centres	Notification of award of contracts				Q1	2023	Selection of proposals and award of contracts for project Creation-Expansion - Upgrade of Infrastructures of Research Centres supervised by the General Secretariat for Research and Innovation (GSRI).
248	16 - 4.5. Promote research and innovation - 16654_TH 2 ORAX: Trellis Holistic & Hybrid Operational Ruggedized Autonomous eXemplary system	Milestone	Contracts award for TH <sup>2</sup> ORAX	Notification of award of contracts				Q1	2023	Award of contracts for TH <sup>2</sup> ORAX project.  The Ministry of Development and Investments along with the General Secretariat for Research & Innovation (GSRI) shall be responsible for the effective implementation of the evaluation process. The contract(s) shall be awarded based on the Best Price Quality Ratio.
249	16 - 4.5. Promote research and innovation -	Milestone	Completion of Research	Report by the General Secretariat for Research &				Q4	2025	Completion of all sub-projects under Creation - Expansion - Upgrade of Infrastructures of Research Centres supervised by GSRI, namely: Foundation for Research and Technology Hellas;



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16624_Creation - Expansion – Upgrade of Infrastructures of Research Centers supervised by the General Secretariat for Research and Innovation (GSRI)		Centres projects	Innovation (GSRI) testifying that the projects are completed						Athena Research and Innovation Centre; BSRC Flaming; Centre for Research and Technology Hellas; National Hellenic Foundation; Biomedical Research Foundation Academy of Athens; National Observatory of Athens; Hellenic Centre for Marine Research; Hellenic Pasteur Institute; National Centre of Social Research; NOESIS - Thessaloniki Science Centre & Technology Museum; Greek Atomic Energy Commission; Patra's Science Park; High Technology and Research Park in the Region of Epirus.
250	16 - 4.5. Promote research and innovation - 16618_Basic & Applied Research	Milestone	Completion of Basic & Applied Research projects	Report by the General Secretariat for Research & Innovation (GSRI) testifying that the projects are completed				Q4	2025	Completion of the following subprojects under the Basic Applied Research measure: Basic Research financing; Flagship research projects in challenging interdisciplinary sectors; establishment of applied R&I institute on Artificial Intelligence, data processing and algorithm development; delivery of market-translatable sustainable materials technologies; participation to the European Partnerships for High Performance Computing (Euro-HPC) and key digital technologies; applied research for drones development (funding for unmanned systems research and development centre); applied research for precision medicine through a non-profit organization (NPO) under private law – 'Hellenic Precision Medicine Network' (HPMN).
251	16 - 4.5. Promote research and innovation - 16654_TH 2 ORAX: Trellis Holistic & Hybrid Operational Ruggedized Autonomous eXemplary system	Milestone	Completion of TH <sup>2</sup> ORAX project	Report by the General Secretariat for Research & Innovation (GSRI) testifying that the project is completed				Q4	2025	Completion of TH <sup>2</sup> ORAX project Through the development of a holistic platform that shall provide situational awareness, decision making capabilities enhancing the coordination and synchronization of all relevant competent authorities, in real time and on a 24/7 basis, for the whole Greek territory at an interdisciplinary and an inter-ministerial level is completed and the associated completion report is issued by the GSRI.
252	16 - 4.5. Promote research and innovation -	Milestone	Completion of Research -	Report by the General Secretariat for Research &				Q4	2025	Completion of all eligible interventions of the Research Create Innovate measure in the following categories: Research and Development for enterprises; partnerships of enterprises with

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16971_Research - Create - Innovate		Create - Innovate projects	Innovation (GSRI) testifying that the projects are completed						research organisations; exploitation of research results; and 'Seal of Excellence' for excellent, but not financed proposals from HORIZON 2020 relevant call.
253	16 - 4.5. Promote research and innovation - 16621_Extroversion of the Research and Innovation Ecosystem of Greece	Milestone	Completion of extroversion of R&I ecosystem projects	Report by the General Secretariat for Research & Innovation (GSRI) testifying that the projects are completed				Q4	2025	Completion of the following subprojects of the extroversion of the Research and Innovation ecosystem measure: promotion and global publicity of national start-up & innovation ecosystem; software development, maintenance and upgrade-evaluation process support.

## **Q. COMPONENT 4.6: MODERNISE AND IMPROVE RESILIENCE OF KEY ECONOMIC SECTORS**

This component of the Greek recovery and resilience plan comprises targeted reforms and investments to improve the competitiveness of key sectors of the Greek economy, namely tourism and culture, agriculture, manufacturing and aquaculture. The component also includes investments in transport infrastructure aiming at improving connectivity and road safety. Tourism shall be supported by investments in thematic tourism with a view to exploring new tourist markets. The component further includes investments in culture to improve the competitiveness and resilience of the sector and to better exploit its linkages to tourism. Investments in agriculture shall increase the efficiency of production methods, promote producer organisations and cooperatives, and encourage re-orientation to products with higher added value. The component also includes an in-depth reform of the rail sector to make it more efficient, and investments in a modern, competitive railway network. These investments shall support the smooth operation of the internal market and the development of a sustainable transport system. The component supports addressing country-specific recommendations on public and private investment (Country Specific Recommendation 2 2019 and Country Specific Recommendation 3 2020). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **Q.1. Description of the reforms and investments for non-repayable financial support**

**Investment:** Road Safety Upgrade (measure ID 16631)

The investment comprises improvements in the safety of road networks across the country, with a view to reducing the number of traffic accidents covering interventions in more than 7 000 dangerous locations across 2 500 km of the network. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, to ensure compliance with the Do No Significant Harm principle is integrated into the project and strictly complied with at the stages of construction, operation and decommissioning of the infrastructure. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Central Greece Highway E-65: Trikala- Egnatia Section (measure ID 16628)

This investment comprises 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 shall 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). It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, to ensure compliance with the Do No Significant Harm principle is integrated into the project and

strictly complied with at the stages of construction, operation and decommissioning of the infrastructure. The implementation of the investment shall be completed by 30 June 2025.

**Investment:** Cretan Northern Highway (B.O.A.K.) (measure ID 16630)

The investment concerns the construction of the Cretan Northern Highway (BOAK), which shall connect the four major cities of Crete (Chania, Rethymnon, Heraklion and Agios Nikolaos) and shall be part of the Trans-European Transport Network (TEN-T). The investment consists of three sub-projects. Sub-project 1 comprises the segment from Chania to Heraklion, is a tolled motorway of approximately 163 km length that will be built and operated under a concession agreement. This measure will finance a number of specific predefined works such as the bypasses of Chania, Heraklion and Rethymnon, bridges, interchanges and underground works. Sub-project 2, comprises the segment from Hersonissos-Neapoli of approximately 22.5 km length that will be built under a Public Private Partnership agreement and sub-project 3 comprises the segment Neapolis – Agios Nikolaos of approximately 14 km length that will be built as a public works project. The motorway aims at improving accessibility between major cities of Crete and all major ports and airports of the island, reducing travel times, increasing level of service and road safety and enhancing regional transport activities, both for passenger and freight traffic. The entire motorway will be tolled. The toll revenues of the concession part will be collected and used by the concessionaire in order to finance the project, while the tolls of the PPP agreement along with the public works section will be collected and used by the state. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, to ensure compliance with the Do No Significant Harm principle is integrated into the project and strictly complied with at the stages of construction, operation and decommissioning of the infrastructure. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Smart Infrastructure with environmental and cultural focus (measure ID 16960)

The investment comprises the following digital projects in the environmental and cultural fields: (1) set up of an IT System for the delineation of watercourses to contribute to nature and biodiversity protection, (2) establishment of a digital bank for building-plot ratio transactions, (3) development of a Single Digital Map, (4) set up of a central system for the measurement and monitoring of air pollutants and marine pollution to contribute to the improvement of air quality, and (5) establishment of interactive digital services and digital content production for the promotion of cultural exhibits with Augmented and Virtual Reality for Museums. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Interventions for the upgrade and redeployment of the Greek rail network system and infrastructure (measure ID 16954)

The investment consists of interventions to upgrade and ensure the smooth and safe operation of the Greek rail network system such as works to upgrade of existing railway infrastructure and superstructure, electromechanical systems, signalling, telecommunications, electrification and other activities. The investment is split into three sub-projects:

- 1) Main network branch (Central Greece Piraeus – Athens – Thessaloniki – northern borders)
- 2) Network branch Macedonia – Thrace (Northern Greece)

### 3) Network branch Athens airport – Kiato (Attica and Peloponnese)

All sections that received financing by European Structural and Investment Fund and Connecting Europe Facility are excluded from the scope of these interventions. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, to ensure compliance with the Do No Significant Harm principle is integrated into the project and strictly complied with at the stages of construction, operation and decommissioning of the infrastructure. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Upgrading suburban railway of West Attica (measure ID 16892)

This investment entails the construction of a new 36 km Suburban Railway branch west of Athens, from Ano Liossia to Megara. The extension of the railway shall contribute to economic, social and territorial cohesion, promoting connectivity in an area where the logistics sector has significant potential. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, to ensure compliance with the Do No Significant Harm principle is integrated into the project and strictly complied with at the stages of construction, operation and decommissioning of the infrastructure. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Implementation of EASA compliance rectification works (measure ID 16833)

This investment comprises an 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 shall make these airports fully compliant with Regulation (EU) 2018/1139 of the European Parliament and of the Council of 4 July 2018 on common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 30 June 2025.

**Investment:** Smart Bridges (measure ID 16949)

The investment equips bridges with special load measuring systems and sensors or optical fibres that measure the displacement of the bridges in real time. This information shall be recorded and processed with special algorithms to evaluate the structural vulnerability of bridges. The aim of this investment is to improve the safety level of the bridges and prevent accidents, either from the passage of heavy vehicles or climate change risks. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Electronic Tolls (measure ID 16950)

The investment develops a reliable, user-friendly, and cost-effective interoperable electronic toll system in Greece. It shall 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. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Digital Transformation of the Hellenic Railways Organization (measure ID 16959)

The investment comprises the upgrade the Hellenic Railways Organization's (OSE) infrastructures and services through a public-private partnership (PPP) through the development of the following systems and services: (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. The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Digital Integrated Program Management System for the Administration of the Technical Works and Structural Assets of the Ministry of Infrastructure and Transport (measure ID 16937)

The reform shall introduce a state-of-the-art Portfolio Management Information System with a view to providing the Ministry of Infrastructure and Transportation with a tool to monitor, manage and administer its portfolio of technical works and assets. The system shall provide accurate information in real time regarding deliverables, cost and schedule throughout all the life-cycle of the performed works. The implementation of the investment shall be completed by 31 December 2025.

**Reform:** Simplification of the Procedures of the Ministry of Infrastructure & Transport (measure ID 16786)

This reform entails the digitalisation of the services provided by the Ministry of Infrastructure & Transport, in the context of easing administrative burden and simplifying processes in the public sector. It comprises a) issuance, replacement and renewal of driving licenses, b) procedures relates to transferring vehicles, c) issuance of traffic registration licenses and license plates, and d) driving license examinations. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Labour Reform in the Cultural Sector (measure ID 16715)

This reform shall introduce labour and social security legislation for the cultural and creative sector with a view to increasing the share of declared work in the sector and supporting the industry's professionals and protecting their intellectual property rights. The objective of this reform is to increase the resilience of the cultural and creative sector. The implementation of the reform shall be completed by 30 September 2022.

**Investment:** Culture as a driver of growth (measure ID 16293)

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 six subprojects:

- 1) providing support to Cultural and Creative Industries (CCIs) regional strategies, providing support to local craft ecosystems, creating culture-centric regional growth ecosystem, highlighting CCI's functional and organic cross-sectoral added value, generating jobs, introducing sustainable financial activities, developing the "experience economy" etc. Support includes developing and upgrading cultural venues, services and experiences, labour force upskilling, developing local cultural routes, fostering creativity and innovation, financing for energy efficient renovations and energy efficiency measures regarding public infrastructure etc.
- 2) broadening the use of archaeological sites and monuments as venues and events sites,
- 3) providing support to the digital transformation of CCIs and the development of digital models of cultural production and distribution,
- 4) promoting the film industry as a driver of growth and creativity, and
- 5) promoting the Greek cultural brand and trade.

It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the sub-project relating to the construction of access roads is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, to ensure compliance with the Do No Significant Harm principle is integrated into the project and strictly complied with at the stages of construction, operation and decommissioning of the infrastructure. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Museum of underwater antiquities (measure ID 16486)

This investment shall restore through an energy efficient renovation an emblematic industrial building in Piraeus and shall reopen it as a museum of underwater antiquities. The investment aims to create added value from a cultural and tourism standpoint for the port city of Piraeus and the wider Athens area. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol.. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Utilizing "arts on prescription", promoting social cohesion, and tapping on the silver economy (measure ID 16735)

The investment aims to attract visitors aged 65 and over, as well as visitors with disabilities to cultural venues such as museums, theatres, festivals, archaeological sites and monuments, by improving physical access to these venues and developing guided tour systems with hearing and vision aids. The investment shall be fully aligned with the Greek Strategy for persons with disabilities that is already underway. Additionally, the investment shall promote arts on prescription” programmes as described by the World Health Organisation, which utilize arts and culture as an integral part of medical support, especially in the realm of mental health.. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Upgrade of infrastructure, renewal of equipment and upgrade of quality of services provided by HOCRED Stores – former ARF Stores (On-spot and electronic) (measure ID 16536)

This investment comprises energy efficiency measures, renovations, construction of the shops and workshops and provision of equipment for the physical and on-line stores and upgrades of the quality of services provided by the Hellenic Organization of Cultural Resources Development (HOCRED), which collects the proceeds from archaeological sites, historical sites, monuments and archaeological museums in Greece and manages these resources to support Greece’s cultural heritage. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Highways for Nature and Culture (measure ID 16970)

This investment consists of the accessibility improvement of about 30 important cultural heritage and/or natural beauty sites by means of upgrading the access links connecting the sites with the closest motorway network and the upgrading of the landscape and amenities in front of the gates, the development of digital infrastructure providing information and services related to cultural heritage and natural sites and training and capacity building activities for the SMEs in the regions where the project will be developed. These interventions shall be complemented by the development of: a) digital services, b) e-commerce services and c) certification of providers of local goods and services. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure requires the economic operators carrying out the construction works to ensure that at least 70% (by weight) of the non-hazardous construction and demolition waste (excluding naturally occurring material referred to in category 17 05 04 in the European List of Waste established by Decision 2000/532/EC of 3 May 2000 replacing Decision 94/3/EC establishing a list of wastes pursuant to Article 1(a) of Council Directive 75/442/EEC on waste and Council



Decision 94/904/EC establishing a list of hazardous waste pursuant to Article 1(4) of Council Directive 91/689/EEC on hazardous waste (notified under document number C(2000) 1147)) generated on the construction site shall be prepared for re-use, recycling and other material recovery, including backfilling operations using waste to substitute other materials, in accordance with the waste hierarchy and the EU Construction and Demolition Waste Management Protocol. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Protection of cultural monuments and archaeological sites from climate change (measure ID 16433)

This investment comprises the development of climate change adaptation plans for cultural heritage sites. The objective is to protect Greece's cultural heritage, improving its resilience to climate change, and thus sustaining the contribution of cultural heritage sites to economic activity. The investment shall include spatial and temporal assessments of the climate risks and identification of vulnerabilities faced by cultural heritage sites. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Upgrading higher arts education (measure ID 16725)

The investment upgrades higher art education in Greece by tackling legal, academic, institutional, and other obstacles. It shall be accompanied by a review and update of all curricula in order also to enable the attraction of foreign students to Greek art education institutions. In addition, the investment is expected to support schools of art education by upgrading their physical and technical infrastructure and supporting their transition to modern digital infrastructure. Finally, it shall review their operating model with the aim of upgrading studies and ensuring the quality of art education provided by municipal entities.

The investment comprises:

- 1) the update of curricula within the context of the European sectoral qualifications framework also with a view to attracting foreign students to Greek art education institutions,
- 2) the establishment of a National Audiovisual School, and
- 3) the upgrade of physical and digital infrastructures of major state art education institutions.

The investment shall also establish equivalence of art education in Greece with higher education degrees provided by other EU countries. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Cultural Routes at Emblematic Archaeological Sites and Monuments (measure ID 16485)

This investment shall design five emblematic cultural routes with thematic narratives covering all periods of the Greek history. The routes are expected to be geographically spread throughout the country. The investment shall also comprise 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. The monuments and sites included in the routes shall create synergies with tourist destinations and thus act as a driver of sustainable growth and economic, social and territorial cohesion. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Restoration – Conservation – Enhancement of the Acropolis Monuments (measure ID 16435)

The investment comprises the protection of the Acropolis of Athens monuments against the 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 accessibility improvements. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Skill building for creative and cultural professionals (measure ID 16723)

This investment develops training programmes to increase the capacity and resilience of organizations in the Cultural and Creative Industries and enhance the skills of professionals active therein, also in light of the sector's digital transformation. The training programmes shall be in line with the Greek National Skills Strategy and cover business administration, financial management, human resource management, marketing, digital skills, protection of intellectual property and other topics, geared specifically towards this specific target audience. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Tourism Development (measure ID 16931)

This investment aims to extend the tourism season in Greece beyond the summer months and promote alternative forms of tourism, contributing to economic resilience, sustainable growth and social and territorial cohesion. The investment comprises two parts:

- 1) Green Development: development of mountain tourism covering energy efficient renovations of public infrastructure and installation of new renewable energy sources' capacity, health and wellness tourism, agro-tourism and gastronomy.
- 2) Blue Development: upgrade of tourist ports' infrastructure through energy efficiency measures for existing buildings and infrastructure buildings, interventions to improve the governance, infrastructure and services offered in marinas, accessibility to beaches for older people and persons with disabilities, and to promote the development of diving and underwater tourism.

In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>21</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>22</sup>; (iii) activities related to waste landfills, incinerators<sup>23</sup> and mechanical biological treatment plants<sup>24</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The terms of reference shall additionally require that only

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<sup>21</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>22</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>23</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>24</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

activities that comply with relevant EU and national environmental legislation may be selected. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Reskilling and Upskilling in Tourism (measure ID 16921)

The investment comprises upskilling and reskilling of seasonal workers, long-term unemployed as well as the workers in the tourism sector whose labour contract has been suspended during the pandemic. The reskilling programmes shall cover several specialisations and address the future needs of the sector for the post COVID-19 era. The implementation of the investment shall be completed by 30 June 2025.

**Investment:** New Industrial Parks (measure ID 16634)

The investment comprises the provision of financial assistance for a) the establishment of new, next-generation industrial parks, b) expansion of the existing ones, with a view to increasing their readiness for transition to 5G and ultra-high bandwidth network infrastructure and use of renewable energy sources, smart energy management and energy saving interventions, and circular economy infrastructure, and c) the transformation of areas with high industrial concentration to green and digitalized industrial parks. The measure shall also include a reform of the regulatory framework for industrial parks, including addressing legal uncertainties, resolving governance issues, and providing effective incentives for the resolution of informal industrial concentrations. The implementation of the investment shall be completed by 31 December 2025.

The financing support shall comprise of investments in a) infrastructure for the establishment of the new generation parks (including the acquisition of the land) with specific energy efficiency criteria for the construction of new buildings and energy efficiency and demonstration projects in large enterprises and supporting measures, b) infrastructure to digitally transform and create smart industrial areas, c) solar renewable energy, d) water management and water resource conservation (investments shall have an average Infrastructure Leakage Index (ILI) of  $\leq 1,5$ ), e) waste water collection and treatment systems compliant with energy efficiency criteria, f) electromobility (development of refuelling networks for electric or hydrogen vehicles or refuelling points for biomethane for transport), g) projects for the rehabilitation of industrial sites and contaminated lands. The construction of new building shall comply with a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives). In the case of construction of front-to-end waste water systems, the measure shall have net zero energy use, and in the case of the renewal of the front-to-end waste water systems, it shall lead to a decreased average energy use by at least 10% (solely by energy efficiency measures and not by material changes or changes in load). Investments in electromobility shall be in line with Directive (EU) 2018/2001 and shall relate to alternative fuel for transport.

In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>25</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>26</sup>; (iii) activities related to waste landfills, incinerators<sup>27</sup> and mechanical

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<sup>25</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>26</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks

biological treatment plants<sup>28</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The terms of reference shall additionally require that only activities that comply with relevant EU and national environmental legislation may be selected.

**Investment:** Acceleration of smart manufacturing (measure ID 16721)

The investment comprises financial support for small and medium-sized enterprises in the industrial sector to upgrade their manufacturing equipment and infrastructure with state-of-the-art smart technologies with a low environmental impact. The measure shall also support industrial schemes and clusters of enterprises in important industrial value chains that promote the competitiveness of the Greek industry and its transition to Industry 4.0. The financing support shall comprise of investments regarding digitalisation of production lines, automation and interconnection of supply chains, designing and production of smart products and services, implementation of smart manufacturing technologies in ultra-high-speed/ 5G network mechanical, laboratory & manufacturing equipment, quality control equipment, ICT & software equipment, software licenses, cloud licenses, implementation services for the new IT infrastructure and S/W, IT Security services, product design, intellectual property, patent and certification costs. The implementation of the investment shall be completed by 31 December 2025.

In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>29</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>30</sup>; (iii) activities related to waste landfills, incinerators<sup>31</sup> and mechanical biological treatment plants<sup>32</sup>; and (iv) activities where the long-term disposal of waste may

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established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>27</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>28</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>29</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>30</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>31</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>32</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided

cause harm to the environment. The terms of reference shall additionally require that only activities that comply with relevant EU and national environmental legislation may be selected.

**Investment:** Economic transformation on the Agricultural Sector (measure ID 16626)

The investment consists of the following five actions to strengthen and promote the development of the agricultural sector in Greece: a) Innovation and green transition on processing agricultural products, b) modernisation of the primary sector, c) green tourism development, d) cultivation restructuring and e) animal genetic improvement. A dedicated part of the investments under a), c) and d) shall provide support on energy upgrade of production units and buildings, mechanical equipment with low energy consumption for the modernization of the existing production units, projects in waste management units and emissions of gaseous pollutants management for environmental protection, introduction of new technologies to monitor traceability, environmental-friendly production processes and resource efficiency, and market analysis, strategic collaboration, and creation of high-value supply chains, primarily aiming at interconnecting sectors of the economy (agriculture – process – tourism). Environmentally friendly means of transportation, development of new renewable energy sources, climate change adaptation and prevention measures and management of climate related risks, biodiversity protection, natural heritage and resources, will also be supported by this investment.

In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels, including downstream use<sup>33</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>34</sup>; (iii) activities related to waste landfills, incinerators<sup>35</sup> and mechanical biological treatment plants<sup>36</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The terms of reference shall additionally require that only activities that comply with relevant EU and national environmental legislation may be selected. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Digital Transformation of the Agri-Food Sector (measure ID 16653)

The investment shall promote the adoption of innovative technologies in the Greek agriculture sector, the control of Greek product counterfeiting, facilitate access of Greek food products

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such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>33</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>34</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>35</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>36</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

into foreign markets, as well as develop new agri-food knowledge in Greece and deploy best practices. The investment comprises interventions (a) to support the digital transformation of the agricultural sector such as the development of a large-scale open digital infrastructure, with cloud infrastructure and large-scale processing capabilities of satellite and aerial data, and (b) to promote trade in Greek agricultural products, stock-farming and fisheries by facilitating issuance of export certificates, developing a system for the management of import and intra-community trade data and a business intelligence system for imports and trade and the development of an outward-looking portal for the promotion of Greek agri-food and agricultural products. The implementation of the reform shall be completed by 30 June 2025.

**Investment:** Proposals for actions in the Aquaculture Sector (measure ID 16584)

This investment comprises innovative equipment solutions, research, transfer of know-how and training of human resources with a view to modernising and diversifying aquaculture production. It also creates a genetic material bank for endangered species and commercial species of freshwater fish. The objective of the investment is to support environmentally-friendly production processes and resource efficiency leading to increased trade and job creation in the sector. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Upgrade Interventions for Regional Ports (measure ID 16975)

The investment comprises interventions to upgrade regional ports in islands and areas with developed tourism activity. The interventions shall be made in twelve ports throughout the country and consist of infrastructure improvements such as upgrading of the quays of ports to facilitate embarkation, wave-breaks, installation of floating piers, construction of service ramps, quay walls and coastal protection works. It is expected that this measure does not do significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measure and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01). In particular, the measure is subject to an Environmental Impact Assessment (EIA) pursuant to Directive 2011/92/EU, to ensure compliance with the Do No Significant Harm principle is integrated into the project and strictly complied with at the stages of construction, operation and decommissioning of the infrastructure. The implementation of the investment shall be completed by 31 December 2025.

**Investment:** Master plan for the renewal of the Greek passenger shipping fleet (measure ID 16944)

The investment consists of the preparation of a detailed study, strategy and development of a financing mechanism for the gradual renewal of the country's passenger ship fleet. The study shall define the relevant upgrade needs of the vessels and the horizon of the investment, the financing needs of the operators and the potential revenue that will be generated through the renewal plan, shall define the infrastructure renewal that should take place in the ports in order to support the operation of the new vessels and develop a financing mechanism to facilitate the access to finance for operators. The implementation of the investment shall be completed by 30 June 2025.

**Reform:** Organisational reform in the railways sector (measure ID 16982)

The main actions of the project are:

1. Adoption of a roadmap with the steps for the complete re-organisation of the companies OSE and ERGOSE.
2. Recruitment of a specialised Consultant to assist in the implementation of the reform

3. Entry into force of primary and secondary legislation for the reform of the two companies, allowing them to develop, operate and maintain a modern railway network.
4. Implementation of the reform defined in the primary and secondary legislation.

The implementation of the reform shall be completed by 31 December 2023. The reform aims to make the Greek rail sector more efficient, integrated, modern and responsive to customer demand. The reform shall be supported by a Multiple Framework Contract for the Restructuring of the Rail Infrastructure Sector in Greece.

**Reform:** Amendment of the legal framework for the attraction of strategic investment (measure ID 16593)

The objective of the reform is to promote Greece as an attractive destination to potential investors. The reform shall revise the legal framework for the attraction of strategic investments and unify in one legal act the provisions of two different laws 3894/2010 and 4608/2019, making the legal framework on the strategic investments clear to potential investors. It shall create a new category of strategic investments with additional incentives, simplify and consolidate the licensing procedure through a one-stop-shop, and include new fields of economic activity and potential Important Projects of Common European Interest (IPCEI) in the existing regulatory framework (Law 3894/2010 and Law 4608/2019). The main criteria for an investment to be characterised as an Emblematic Investment of Great Significance is to promote innovation or technology diffusion, the green economy and/or to significantly promote the competitiveness of the Greek economy at an international level. The characterisation of projects shall not demand a minimum sum of investment cost or a minimum number of annual employment quotas. A special Committee of three well-known scientists in different scientific topics established through a joint ministerial decision issued by the Minister of Finance and the Minister of Development and Investments will decide upon the fulfilment of the above criteria following investors' applications, and shall submit a formal opinion to the Interministerial Committee of Strategic Investments which shall make the final decision on the characterisation of the investment as a Strategic Investment of Great Significance and the specific incentives that the investment shall be entitled to. The implementation of the reform shall be completed by 31 December 2025.

Investments eligible for financing shall include projects that promote innovation or technology diffusion, use of renewables and transition to low carbon economy, and/or that significantly promote the competitiveness of the Greek economy at international level. Eligible investments shall comprise of investments in construction of new energy efficient buildings and support to enterprises that provide services contributing to the low carbon economy and to resilience to climate change, namely a) infrastructure with specific energy criteria for the construction of new buildings, b) hybrid power generation projects from RES in unconnected islands c) investments for the production of green hydrogen, d) systems for electric power storage produced from RES, and e) installations of offshore wind parks and offshore photovoltaic parks. The construction of new buildings shall comply with a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives).

In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the eligibility criteria contained in terms of reference for calls for projects shall exclude the following list of activities: (i) activities related to fossil fuels,

including downstream use<sup>37</sup>; (ii) activities under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>38</sup>; (iii) activities related to waste landfills, incinerators<sup>39</sup> and mechanical biological treatment plants<sup>40</sup>; and (iv) activities where the long-term disposal of waste may cause harm to the environment. The terms of reference shall additionally require that only activities that comply with relevant EU and national environmental legislation may be selected.

**Reform:** Digitisation of Economic Diplomacy Network (measure ID 16599)

This reform consists of a set of policy reforms aiming at digitalizing the Greek Economic Diplomacy Network. The reform includes the expansion of the “Helpdesk” services provided by Enterprise Greece, the state’s trade and investment promotion agency, the acquisition, processing and exploitation of databases on international markets and on exports procedures, the establishment of an Ombudsman service to assist exporters overcome obstacles during the exports process, the full digitization of Enterprise Greece’s internal processes and new digital channels of communication with exporters and potential investors. The implementation of the reform shall be completed by 30 June 2024.

**Reform:** Trade facilitation (measure ID 16592)

The reform aims at facilitate trade by streamlining administrative procedures for companies operating in Greece. Notably the reform shall a) review and simplify existing pre-customs and customs procedures, b) identify any unnecessary administrative burdens and/or costs for companies, c) allow for the establishment of a Single and Integrated IT system (Single Window) in line with international best practices, d) establish a monitoring system to ensure proper and efficient implementation of cross-border trade controls. The reform builds on and complements the institutional reform that was initiated in 2019 with the integration of all export promotion and trade facilitation responsibilities under the Ministry of Foreign Affairs. The implementation of the reform shall be completed by 31 December 2023.

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<sup>37</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the ‘Do no significant harm’ Technical Guidance (2021/C58/01).

<sup>38</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>39</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants’ waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>40</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants’ waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.



## Q.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Top Investment 6: Central Greece Highway E-65: Trikala- Egnatia Section

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
254	17 - 4.6. Modernise and improve resilience of key economic sectors - 16628_Central Greece Highway E-65: Trikala-Egnatia Section	Milestone	Start of construction works in E-65	Report by an independent engineer ratified by Ministry Of Infrastructure				Q2	2022	Start of construction works for the E-65 Central Greece Highway: Trikala- Egnatia
255	17 - 4.6. Modernise and improve resilience of key economic sectors - 16628_Central Greece Highway E-65: Trikala-Egnatia Section	Milestone	E-65 works – first phase of construction	60% of project completed supported by report by an independent engineer ratified by Ministry Of Infrastructure				Q4	2023	60% of the value of the construction works for the E-65 Central Greece Highway: Trikala-Egnatia shall have been completed and endorsed by an independent engineer.
256	17 - 4.6. Modernise and improve resilience of key economic	Milestone	E-65 works – completion	100 % of project completed, supported by report by an independent engineer ratified by				Q2	2025	Completion of project including incidental works (such as all toll stations, lighting and safety measures. in place necessary for the certification and functioning of the motorway).

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	sectors - 16628_Central Greece Highway E-65: Trikala-Egnatia Section			Ministry Of Infrastructure						

## Top Investment 7: Road Safety Upgrade

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
257	17 - 4.6. Modernise and improve resilience of key economic sectors - 16631_Road Safety Upgrade	Milestone	Contract award for road safety – first batch of contracts	Notification of award of contracts for at least 2 300 locations.				Q2	2023	Contracts awarded for at least 2 300 locations ensuring a) improvement of the road safety as part of the program “Road Safety Improvement Program (PEVOA)” on approximately 7 000 dangerous locations; b) minor improvements for the rest of 2 500 km
258	17 - 4.6. Modernise and improve resilience of key economic sectors - 16631_Road Safety Upgrade	Milestone	Contract award for road safety – all contracts	Notification of award of 100% of contracts				Q2	2024	Contracts awarded for 100% of the road safety budget under this project ensuring a) improvement of the road safety as part of the program “Road Safety Improvement Program (PEVOA)” on at least 7 000 dangerous locations; b) minor improvements for the rest of 2 500 km
259	17 - 4.6. Modernise and improve resilience of key economic sectors - 16631_Road Safety Upgrade	Milestone	Road safety project completion	Proof by an independent engineer of the completion of all road safety works				Q4	2025	Completion of the project and achievement of a) improvement of the road safety as part of the program “Road Safety Improvement Program (PEVOA)” on at least 7 000 dangerous locations; b) minor improvements for the rest of 2 500 km

Top Investment 8: Cretan Northern Highway (B.O.A.K.)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
260	17 - 4.6. Modernise and improve resilience of key economic sectors - 16630_Cretan Northern Highway (B.O.A.K.)	Milestone	Notification of award of contracts for three sub-projects of BOAK	Notification of award of contracts				Q2	2023	Notification of award of contracts for a) the Concession Agreement; b) the Public-Private Partnership; and c) Public Work.
261	17 - 4.6. Modernise and improve resilience of key economic sectors - 16630_Cretan Northern Highway (B.O.A.K.)	Target	Progress of construction works of BOAK		Percentage of the value of works completed, approved by report by an independent engineer and approved by Ministry of Infrastructure	0	60	Q2	2025	60% of the value of the construction works of the 'Northern Axis of Crete' road completed and endorsed by an independent engineer for Sub-project two: (Hersonissos-Neapolis) and Sub-project three: (Neapolis-Agios Nikolaos).
262	17 - 4.6. Modernise and improve resilience of key economic sectors - 16630_Cretan Northern Highway (B.O.A.K.)	Milestone	Project completion of BOAK	Completion of 100% of the value of the works certified by an independent engineer. The certificate of completion shall be approved by the Ministry of Infrastructure.				Q4	2025	Sub-project two: (Hersonissos-Neapolis) and Sub-project three: (Neapolis-Agios Nikolaos) completed and in operation. For sub-project one (Chania-Heraklion), the following works shall have been completed corresponding to 15% of the cost of the project:  1. Completion of civil engineer works for the existing bypasses of Chania, Heraklion and Rethymnon. 2. Completion of civil engineer works for the part Vrises-Atsipopoulo, 21,9 km which comprises of 2 interchanges.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										<p>Total length of bridges: 2036m</p> <p>Total length of underground works (excavations, foundations, drainage, culverts, earthworks, and ancillary works): 10 215m</p> <p>3. Completion of civil engineer works for the part Amari-Skaleta, 12,4 km which comprises of 1 interchange</p> <p>Total length of bridges: 710 m.</p> <p>Total length of underground works (excavations, foundations, drainage, culverts, earthworks, and ancillary works): 4230m</p> <p>The completion shall be certified by the Independent Engineer and the Ministry of Infrastructure</p>

## Group 24: Infrastructure

### Sub-group 1 (digital transformation)

- Smart Infrastructure with environmental and cultural focus (ID: 16960)
- Smart Bridges (ID: 16949)
- Electronic Tolls (ID: 16950)
- Simplification of the Procedures of the Ministry of Infrastructure & Transport (ID: 16786)
- Digital Integrated Program Management System for the Administration of the Technical Works and Structural Assets of the Ministry of Infrastructure and Transport (ID:16937)

### Sub-group 2 (railways and airports)

- Interventions for the upgrade and redeployment of the Greek rail network system and infrastructure (ID: 16954)
- Organisational reform in the railways sector (ID: 16982)
- Digital Transformation of the Hellenic Railways Organization (ID: 16959)
- Upgrading suburban railway of West Attica (ID: 16892)
- EASA compliance Program (ID: 16833)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
263	17 - 4.6. Modernise and improve resilience of key economic sectors - 16982_Organisational reform in the railways sector	Milestone	Roadmap for railways reform	Roadmap				Q3	2021	Sub-group two: Preparation of a roadmap with the steps for the complete re-organisation of the companies OSE and ERGOSE.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
264	17 - 4.6. Modernise and improve resilience of key economic sectors - 16982_Organisational reform in the railways sector	Milestone	Railways reform law	Entry into force of primary and secondary legislation				Q2	2022	Sub-group two: Organisational reform in the railways sector;  Entry into force of primary and secondary legislation for the reform of the two companies allowing them to develop, operate and maintain a modern railway network.
265	17 - 4.6. Modernise and improve resilience of key economic sectors - 16954 Interventions for the upgrade and redeployment of the Greek rail network system and infrastructure	Milestone	PPP contract award for upgrade and redeploy rail network	Notification of award of contracts				Q1	2023	Sub-group two: Public-private partnership contract award for Interventions for the upgrade and redeployment of the Greek rail network system and infrastructure to a) restore the "design speed" in all sections of the infrastructure, b) improve journey time and levels of safety, c) upgrade existing rail network across the country and d) enhance the quality of rail services.  The upgrade shall specifically cover] the upgrade of the existing railway infrastructure and superstructure, electromechanical systems, signalling, telecommunications and electrification and other facilities required for the network operation as follows: 1. Network branch Piraeus – Athens – Thessaloniki and north borders. 2. Network branch Macedonia – Thrace 3. Network branch Athens airport – Kiato
266	17 - 4.6. Modernise and improve resilience of key economic sectors - 16950_Electronic Tolls	Milestone	Contract award for e-tolls	Notification of award of contracts				Q2	2023	Sub-group one: Contract awarded for e-tolls for the provisions of a uniform, cost-effective, transparent, and user-friendly service.
267	17 - 4.6. Modernise and improve resilience of key economic sectors -	Milestone	Notification of t award for European Union Aviation	Notification of award of contracts				Q2	2023	Sub-group two: European Union Aviation Safety Agency (EASA) compliance Program: All contracts for rectification works of 13 regional airports to comply with the new Regulation (EU) 2018/1139 signed.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16833_Implementation of EASA compliance rectification works		Safety Agency (EASA) works in regional airports							
268	17 - 4.6. Modernise and improve resilience of key economic sectors - 16982_Organisational reform in the railways sector	Milestone	Implementation of railways reform	The new entities of OSE/ERGOSE will be fully operational. ERTMS functioning on PATHE				Q4	2023	Sub-group two: Implementation of organisational reform in the railways sector. New entities OSE/ERGOSE shall be fully operational. The European Rail Traffic Management System (ERTMS) shall be fully deployed on the core network PATHE.
269	17 - 4.6. Modernise and improve resilience of key economic sectors – 16833_Implementation of EASA compliance rectification works	Milestone	Completion of EASA works	Certification by EASA				Q2	2025	Sub-group two: All rectification works in the 13 airports shall be completed and certified by EASA.
270	17 - 4.6. Modernise and improve resilience of key economic sectors - 16954 Interventions for the upgrade and redeployment of the Greek rail network system and infrastructure	Milestone	Upgrade of rail network completed	Certification by OSE that the elements have been implemented and received				Q4	2025	Sub-group two: Project completion of interventions for the upgrade and redeployment of the Greek rail network system.
271	17 - 4.6. Modernise and improve resilience of key economic sectors -	Milestone	Completion of West Attica railway	Certification report by OSE that the project is				Q4	2025	Sub-group two: Completion of West Attica suburban railway from Ano Liossia to Megara.



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16892_Upgrading suburban railway of West Attica			completed and received by OSE						
272	17 - 4.6. Modernise and improve resilience of key economic sectors - 16949_Smart Bridges	Milestone	Completion of smart bridges project	Completion report by an independent engineer ratified by Ministry of Infrastructure				Q4	2025	Sub-group 1: Completion of smart bridges project providing intelligent preventive maintenance service of bridges in several regions of the country.
273	17 - 4.6. Modernise and improve resilience of key economic sectors - 16950_Electronic Tolls	Milestone	Completion of electronic tolls project	Completion report by an independent engineer ratified by Ministry of Infrastructure				Q4	2025	Completion and launch of an electronic tolls interoperable system that will enable the automatic electronic toll collection for all vehicles moving on Greece's highways.
274	17 - 4.6. Modernise and improve resilience of key economic sectors - 16959_Digital Transformation of the Hellenic Railways Organization	Milestone	Completion of digital transformation of OSE project	Completion report by OSE.				Q4	2025	Completion of the OSE digitalisation project: 1. Ticket Management and Telematics System, with at least 60% passengers using electronic tickets; 2. Infrastructure of smart stations; 3. Customer Experience Services; 4. Implementation and Operation of Telecommunication Network for high speed Internet on Trains and Stations; 5. OSE Vehicle Telematics System Installation Services; and 6. Training Services.
275	17 - 4.6. Modernise and improve resilience of key economic sectors - 16960_Smart Infrastructure with environmental and	Milestone	Completion of smart infrastructure project	Projects completed supported by report by an independent engineer				Q4	2025	All sub-projects completed: 1. Information System for watercourses delineation to contribute to nature and biodiversity protection; 2. Digital Bank for Building Plot Ration transactions; 3. Single Digital Map; 4. Digital action measurement and monitoring of air pollutants

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	cultural focus			ratified by Ministry of Infrastructure						and marine pollution for the optimization of the environmental footprint and digital environmental inspections to contribute to improving air quality; and 5. Smart infrastructure and Development of interactive digital services and digital content production for the promotion of cultural exhibits with Augmented and Virtual Reality for Museums.
276	17 - 4.6. Modernise and improve resilience of key economic sectors - 16937_Digital Integrated Program Management System for the Administration of the Technical Works and Structural Assets of the Ministry of Infrastructure and Transport	Milestone	Completion of PMIS for the Ministry of Infrastructure	Completion report of the Ministry of Infrastructure				Q4	2025	Provision of a state-of-the-art PMIS (Portfolio Management Information System) for the Ministry of Infrastructure.
277	17 - 4.6. Modernise and improve resilience of key economic sectors - 16786_Simplification of the Procedures of the Ministry of Infrastructure & Transport	Milestone	Simplification of procedures for Ministry of Transport	Completion report of the Ministry of Infrastructure				Q4	2025	Entry into force of a new operational model implementing the digital transformation and simplification of procedures.

## Group 25: Culture

- Labor Reform in the Cultural Sector (ID:16715)

- Culture as a driver of growth (ID: 16293)
- Museum of underwater antiquities (ID: 16486)
- Utilising “arts on prescription”, promoting social cohesion, and tapping on the silver economy (ID: 16735)
- Upgrade of infrastructure, renewal of equipment and upgrade of quality of services provided by HOCRED (ID: 16536)
- Highways for Nature and Culture (ID: 16970)
- Protection of cultural monuments and archaeological sites from climate change (2nd Group) (ID: 16433)
- Upgrading higher arts education (ID: 16725)
- Cultural Routes At Emblematic Archaeological Sites and Monuments (ID: 16485)
- Restoration - Conservation- Enhancement of the Acropolis Monuments (ID: 16435)
- Skill building for creative and cultural professionals (ID: 16723)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
278	17 - 4.6. Modernise and improve resilience of key economic sectors - 16715_Labor Reform in the Cultural Sector	Milestone	Legislation for Labour Reform in the Cultural sector	Entry into force of legislation and secondary legislation and set up of a system to credibly evaluate status of the “creative or cultural professional”				Q3	2022	Entry into force of legislation for Labour Reform in the Cultural sector, including definition of a status of “creative or cultural professionals” and proportionate tax and social security incentives.
279	17 - 4.6. Modernise and improve resilience of key economic	Milestone	Contract award for Museum of underwater	Notification of award for Museum of underwater				Q4	2023	Contract award on Museum of underwater antiquities.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	sectors - 16486_Museum of underwater antiquities		antiquities	antiquities and Detailed timetable for works on Museum of underwater antiquities						
280	17 - 4.6. Modernise and improve resilience of key economic sectors - 16293_Culture as a driver of growth	Milestone	Contemporary Greek Culture Brand and Platform	Report on Contemporary Greek Culture Branding, Green design platform, Greek music database and revived Greek literature translation programme.				Q4	2023	Culture as Driver of Growth: Contemporary Greek Culture Branding developed, set up of Greek Design platform, Greek music database and updated Greek literature translation program
281	17 - 4.6. Modernise and improve resilience of key economic sectors - 16723_Skill building for creative and cultural professionals	Target	Skill building for creative and cultural professionals (mid-term)		Number of registered cultural and creative professionals who have completed the first cycle of training	0	1 800	Q4	2023	Skill building for creative and cultural professionals: Completion of first cycle of training for cultural and creative professionals, training at least 1 800 of Greece's registered professionals
282	17 - 4.6. Modernise and improve resilience of key economic sectors -	Milestone	Highways for Nature and Culture	Completion report, including proofs of payment and results of audits				Q4	2025	Completion of Highways for Nature and Culture: investment in the physical infrastructure of at least 28 monuments and installation of 5G infrastructure along routes of particular natural and cultural interest to tourists, complemented

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16970_Highways for Nature and Culture			of investments, certification from beneficiaries on investment completion						with the development of digital services, e-commerce services and certification of providers of local goods and services.
283	17 - 4.6. Modernise and improve resilience of key economic sectors - 16293_Culture as a driver of growth	Milestone	Culture as a driver of growth	Completion reports of all sub-projects, including proofs of payment and results of audits of investments, certification from beneficiaries on investment completion				Q4	2025	Completion of Culture as a driver for Growth Finalisation of sub-projects covered in Q2 2023 and completion of remaining contracts regarding the digital transformation of cultural production and distribution: providing support to Cultural and Creative Industries (CCIs) regional strategies; providing support to local craft ecosystems; broadening the use of archaeological sites and monuments as venues and events sites; promotion of the film industry. Completion of energy efficient renovations and energy efficiency measures regarding public infrastructure, demonstration projects and supporting measures by upgrading existing public buildings.
284	17 - 4.6. Modernise and improve resilience of key economic sectors - 16536_Upgrade of infrastructure, renewal of equipment and upgrade of quality of services provided by HOCRED Stores – former ARF Stores	Milestone	Upgrade of the Hellenic Organisation of Cultural Resources Development (HOCRED)	Completion reports, including proofs of payment and results of audits of investments, certification from beneficiaries on investment completion.				Q4	2025	Improvement to Hellenic Organization of Cultural Resources Development (HOCRED) operations, including energy efficiency renovations, construction and upgrading of the infrastructure and provision of equipment for the physical and on-line stores and upgrades of the quality of services.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	(On-spot and electronic									
285	17 - 4.6. Modernise and improve resilience of key economic sectors - 16725_Upgrading higher arts education	Milestone	Upgrading higher arts education	Completion report, including (a) proofs of payment and results of audits of investments, certification from beneficiaries on investment completions; and (b) documented revisions to legal framework with references to Official Journal.				Q4	2025	Completion of Higher Arts Education Project, including setting up new Audiovisual school and completion of relocation of the National School of Dance and the Thessaloniki State Conservatory; and revision of legal framework to upgrade curricular and ensure the quality of art education.
286	17 - 4.6. Modernise and improve resilience of key economic sectors - 16723_Skill building for creative and cultural professionals	Target	Skill building for creative and cultural professionals (completion)		Number of registered creative and cultural professionals who completed the training	1 800	3 600	Q4	2025	Completion of Skill building for creative and cultural professionals: Completion of first cycle of training for cultural and creative professionals, training at least 3600 of Greece's registered CCI professionals.
287	17 - 4.6. Modernise and improve resilience of key economic sectors - 16486_Museum of	Milestone	Museum of underwater antiquities	Completion Report, including (1a) Certification on investment completion; and (1b) Certification				Q4	2025	Completion of Museum of underwater antiquities: (1a) completion of energy efficiency works and (1b) organisation of permanent exhibition creating substantial added value for tourism and culture for Piraeus and the wider Athens area.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	underwater antiquities			of works for permanent exhibition space, conservation works and documentation and publications supporting exhibition.						
288	17 - 4.6. Modernise and improve resilience of key economic sectors - 16485_Cultural Routes At Emblematic Archaeological Sites And Monuments	Milestone	Cultural Routes at Emblematic Archaeological Sites	Completion Report, including Certification from beneficiaries on investment completion.				Q4	2025	Completion of Cultural Routes: providing five geographically spread cultural routes with thematic narratives from Greek history, including 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.
289	17 - 4.6. Modernise and improve resilience of key economic sectors - 16735_Utilizing "arts on prescription", promoting social cohesion, and tapping on the silver economy	Milestone	Utilizing "arts on prescription",	Completion Report, including Certification from beneficiaries on investment completion.				Q4	2025	Completion of Arts on Prescription, improving physical access and providing guided tour systems with hearing and vision aids to cultural venues such as museums, theatres, festivals, archaeological sites; and promoting interventions which use the arts and culture to aid recovery from mental health issues
290	17 - 4.6.	Milestone	Protection of	Completion				Q4	2025	Completion of Protection of cultural monuments

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	Modernise and improve resilience of key economic sectors - 16433_Protection of cultural monuments and archaeological sites from climate change		cultural monuments from climate change	Report, including Copies of climate change adaption plans, proofs of payment and results of audits of investments certification of investment completion						from climate change, including development of climate change adaptation plans for cultural heritage sites thus sustaining the contribution of cultural heritage sites to economic activity, including spatial and temporal assessments of the climate risks and identification of vulnerabilities faced by cultural heritage sites.
291	17 - 4.6. Modernise and improve resilience of key economic sectors - 16435_Restoration - Conservation-Enhancement of the Acropolis Monuments	Milestone	Restoration - Conservation-Enhancement of the Acropolis	Completion Report, including g proofs of payment and results of audits of investments, certification of investment completion.				Q4	2025	Completion Restoration of Monuments of the Acropolis to preserve the monument against the climate change, including restoration work for the Parthenon and Walls, conservation of specific parts of the site, consolidation and stabilisation of rock masses and improved visitor access works.



## Group 26: Tourism and Shipping

- Tourism Development (includes sub-project Upgrade interventions to tourist ports) (ID: 16931)
- Reskilling and Upskilling in Tourism (ID: 16921)
- Upgrade Interventions for Regional Ports (ID: 16975)
- Master plan for the renewal of the Greek passenger shipping fleet (ID: 16944)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
292	17 - 4.6. Modernise and improve resilience of key economic sectors - 16931_Tourism Development	Milestone	Tourist development: reforms for tourist ports	1. Entry into force of amendments to law 2160/1993 on tourist ports. 2. Entry into force of amendments to laws 4179/2013 and 4276/2014 concerning ski resorts. 3 Report attesting the establishment of the Project Management Office.				Q1	2022	(1) Tourist Development: Entry into force of legislation to reform the legal framework for tourist ports law to encourage new investments, including amendment of provisions relating to installation and operation licensing in line with the Investment Licensing Law 4442/2016. (2) Tourist Development: Entry into force of legislation to reform the legal framework for ski resorts to encourage new investments, including amendment of provisions relating to installation and operation licensing in line with the Investment Licensing Law 4442/2016. (3) Tourism Development: Establishment of Project Management Office for supervision of investments in upgrade of Tourist ports.
293	17 - 4.6. Modernise and improve resilience of key economic sectors -	Target	Contracting for Regional port upgrades		Notification of award of contracts for individual projects	0	28	Q2	2023	Notification of award of contracts for regional port upgrades to improve energy efficiency shall be completed.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16975_Upgrade Interventions for Regional Ports									
294	17 - 4.6. Modernise and improve resilience of key economic sectors - 16944_Master plan for the renewal of the Greek passenger shipping fleet	Milestone	Master plan for Greek passenger shipping	Completed report and summary of consultation exercise.				Q2	2025	Master plan for the renewal of the Greek passenger shipping fleet: Completion of project
295	17 - 4.6. Modernise and improve resilience of key economic sectors - 16931_Tourism Development	Milestone	Tourism development: contracting for tourist ports	Notification of award of contracts				Q4	2023	Contract award process for Tourist port upgrades to improve energy efficiency shall be completed.
296	17 - 4.6. Modernise and improve resilience of key economic sectors - 16921_Reskilling and Upskilling in Tourism	Target	Reskilling and Upskilling in Tourism (completion)		Number of participants who successfully complete the training	0	18 000	Q2	2025	Upskilling and Reskilling in Tourism: Completion of training sessions attested by a completion report with a detailed statistical annex of completed courses and successful completions by provider and qualification.
297	17 - 4.6. Modernise and	Milestone	Tourist Development	1a. Completion Report by an				Q4	2025	Tourism Development: (1a) Completion of specified upgrading works on tourist

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
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	improve resilience of key economic sectors - 16931_Tourism Development		project completion	independent engineer on works ratified by Ministry of Tourism. 1b. Completion report, including certification from beneficiaries on investment completion						ports to encourage tourism and private investments. (1b) Completion of other tourism interventions to promote alternative forms of tourism and extent the season, including:  - Green Development: improving destination management through the creation of local Destination Management office and associated Sustainable Tourism Observatories; development of mountain tourism covering energy efficient renovations of public infrastructure and installation of new renewable energy sources' capacity (wind); health and wellness tourism through thermal spring utilization; promotion of agro-tourism and gastronomy.  - Blue Development: upgrade interventions to improve the governance, infrastructure and services offered in marinas, accessibility to beaches for older people and persons with disabilities, and to promote the development of diving & underwater tourism.
298	17 - 4.6. Modernise and improve resilience of key economic sectors - 16975_Upgrade Interventions for Regional Ports	Target	Upgrade Interventions for Regional Ports		Number of completed specified regional port improvements in islands and areas with developed tourism activity	0	28	Q4	2025	Completion of regional port improvements in islands and areas with developed tourism activity attested by a completion report by an independent engineer on works, ratified by Ministry of Shipping, including proofs of payment and results of audits of investments, and certification from beneficiaries on investment completion.

## Group 27: Industry & Investments

- Amendment of the legal framework for the attraction of strategic investment (ID: 16593)

- Digitalization of economic Diplomacy Network (ID: 16599)
- Trade Facilitation (ID: 16592)
- New Industrial Parks (ID: 16634)
- Acceleration of smart manufacturing (ID: 16721)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
299	17 - 4.6. Modernise and improve resilience of key economic sectors - 16593_Amendm ent of the legal framework for the attraction of strategic investment	Milestone	Strategic investments – legislative reform	Entry into force of legislative amendments				Q4	2021	<p>Entry into force of legislative amendments to reform the legislative framework for attracting strategic investments (Law 3894/2010 and Law 4608/2019), including through legal codification to create a uniform and cohesive framework and legal amendments to introduce a new strategic investments category ‘Emblematic Investment of Great Significance’.</p> <p>The reform of the strategic investment framework shall also introduce provisions to help accelerate the administrative procedure related to the approval and licensing of a Strategic Investment (i.e. to improve the fast-track procedure). New categories of strategic investments shall be introduced in the law on the basis of criteria conducive to innovation or technology diffusion, use of renewables and transition to low carbon economy, and/or to significantly promote the competitiveness of the Greek economy at international level.</p>
300	17 - 4.6. Modernise and improve resilience of key economic sectors -	Milestone	Launch of calls for manufacturing	Launch of calls for manufacturing firms				Q1	2022	Launch of all competitive calls for proposals for the manufacturing sector in investments regarding digitalisation of production lines, automation and interconnection of supply chains, designing and production of smart products and services, implementation of smart manufacturing technologies

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16721_Acceleration of smart manufacturing									in ultra-high-speed/ 5G network mechanical, laboratory & manufacturing equipment, quality control equipment, ICT & software equipment, software licenses, cloud licenses, implementation services for the new IT infrastructure and S/W, IT Security services, product design, intellectual property, patent and certification costs, with terms of reference including eligibility criteria that ensure that the selected projects comply with the Do No Significant Harm Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.
301	17 - 4.6. Modernise and improve resilience of key economic sectors - 16634_New Industrial Parks	Milestone	Launch of calls for Industrial parks	Launch of calls for proposals for industrial parks				Q1	2022	Launch of all competitive calls for proposals for the development of industrial parks for investments in a) infrastructure for the establishment of the new generation parks (including the acquisition of the land) with specific energy efficiency criteria for the construction of new buildings and energy efficiency and demonstration projects in large enterprises and supporting measures, b) infrastructure to digitally transform and create smart industrial areas, c) solar renewable energy, d) water management and water resource conservation (investments shall have an average Infrastructure Leakage Index (ILI) of <= 1,5), e) waste water collection and treatment systems compliant with energy efficiency criteria, f) electromobility (development of refuelling networks for electric or hydrogen vehicles or refuelling points for biomethane for transport), g) projects for the rehabilitation of industrial sites and contaminated lands. Terms of reference including eligibility criteria shall ensure that the selected projects comply with the Do No Significant Harm Technical Guidance

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										<p>(2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.</p> <p>The construction of new buildings shall comply with a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives). In the case of construction of front-to-end waste water systems, the measure shall have net zero energy use, and in the case of the renewal of the front-to-end waste water systems, the measure shall lead to a decreased average energy use by at least 10% (solely by energy efficiency measures and not by material changes or changes in load). Investments in electromobility shall be in line with Directive (EU) 2018/2001 and shall relate to alternative fuel for transport.</p>
302	17 - 4.6. Modernise and improve resilience of key economic sectors - 16634_New Industrial Parks	Milestone	Industrial Parks – legislative reform (primary law)	Publication of legislation in Official Journal				Q3	2022	Enactment of primary legislation to improve the regulatory framework for Industrial Business Parks, including addressing legal uncertainties, resolving governance issues, and providing effective incentives for the resolution of informal industrial concentrations
303	17 - 4.6. Modernise and improve resilience of key economic sectors - 16593_Amendment of the legal framework for	Milestone	Strategic investments - selection of eligible projects	Selection of 'Emblematic Investments of Great Significance' eligible for financing				Q4	2023	The selection of the Emblematic Investments shall be made through the so-called "first in -first serve" procedure throughout the whole period from 2022 - 2025. According to the selection procedure the potential investor shall file an application to Enterprise Greece to be included in the Emblematic Investments. An application may be filed to Enterprise Greece in 2023 and the investment shall be concluded until the Q4 2025. Evaluation by "Enterprise Greece" and final

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
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	the attraction of strategic investment									<p>approval of the investment proposals shall be completed by the Interministerial Committee for Strategic Investments (characterisation of investment proposals as “Emblematic Investments of Great Significance”; Selection of eligible beneficiaries amongst the newly characterised “Emblematic Investments of Great Significance” via the approval decision of the Interministerial Committee for Strategic Investments (attested by publication of decision) for investment projects to promote innovation or technology diffusion, the green economy, use of renewables and transition to low carbon economy, and/or promotion of the competitiveness of the Greek economy at international level. Regarding the energy investments, eligible investments shall comprise of investments in a) infrastructure with specific energy criteria for the construction of new buildings, b) hybrid power generation projects from RES in unconnected islands, c) investments for the production of green hydrogen, d) systems for electric power storage produced from RES, and e) installations of offshore wind parks and offshore photovoltaic parks in compliance with the ‘Do no significant harm’ Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.</p> <p>The construction of new buildings shall comply with a Primary Energy Demand (PED) that is at least 20% lower than the NZEB requirement (nearly zero-energy building, national directives).</p>
304	17 - 4.6. Modernise and	Milestone	Industrial Parks – legislative	Entry into force of all required legislation				Q2	2023	Entry into force of all necessary secondary legislation to operationalise the new framework to improve the

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	improve resilience of key economic sectors - 16634_New Industrial Parks		reform (secondary legislation)							regulatory framework for Industrial Business Parks, including addressing legal uncertainties, resolving governance issues, and providing effective incentives for the resolution of informal industrial concentrations.
305	17 - 4.6. Modernise and improve resilience of key economic sectors - 16592_Trade facilitation	Milestone	Implementation of trade facilitation actions	Report attesting to the completion of the simplification measures and introduction of systems, as provided in the Trade Facilitation Roadmap.				Q4	2023	Complete the implementation of measures outlined in the Trade Facilitation Roadmap (entry into force of secondary legislative act), in particular through actions to: <ul style="list-style-type: none"> <li>- review and eliminate unjustifiably burdensome process steps and certificates required for the trade of goods, in particular exports, both at customs and pre-customs level</li> <li>- introduce a risk-assessment approach to make ex-ante controls more targeted, and improve coordination between involved services in the execution of joint controls on exports</li> <li>- build new procedures into 'Single Window' system according to international best practices,</li> <li>- establish a monitoring system to ensure proper and efficient implementation of controls related to cross-border trade (provide circulars issued on new procedures and control arrangements)</li> </ul>
306	17 - 4.6. Modernise and improve resilience of key economic sectors - 16599_Digitalization of Economic Diplomacy Network &	Milestone	Digitalisation of Economic Diplomacy Network – implementation of all actions	Report testifying implementation of the actions to digitalise the Economic Diplomacy Network (i.e. implementation of Single Window and exporters' Helpdesk, publication of				Q2	2024	Complete the digitalisation of Economic Diplomacy Network, including through: <ul style="list-style-type: none"> <li>- operationalisation of the "Single Window" exports Gate</li> <li>- "Helpdesk" services</li> <li>- publication of databases on international market and exports procedures</li> <li>- launch of an Ombudsman service to assist exporters overcome obstacles during the exports process</li> <li>- digitalisation of Enterprise Greece's internal</li> </ul>



Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	Exporters Training Program			databases and digital communication channels with investors and exporters, digitalisation of internal processes in Enterprise Greece and launch of an Ombudsman service) necessary to complete the digitalisation of the Economic Diplomacy Network.						processes and creation of a digital vault for the investment portfolio of Enterprise Greece and of strategic investors - creation of new digital channels of communication with exporters and potential investors
307	17 - 4.6. Modernise and improve resilience of key economic sectors - 16634_New Industrial Parks	Milestone	Industrial parks– implementation of investments	Provide results of audits of construction works, certification from beneficiaries on investment completion and proof of payment to attest to the implementation of selected investment projects in industrial parks.				Q4	2025	Completion of construction of all investment projects selected under the competitive calls for proposals.
308	17 - 4.6. Modernise and improve resilience of key economic sectors	Milestone	Strategic investments – implementation of investments	Provide results of audits of construction works, certification from beneficiaries on investment				Q4	2025	Completion of construction of all investment projects selected in line with the approval decision of the Interministerial Committee for Strategic Investments.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	- 16593_Amendm ent of the legal framework for the attraction of strategic investment			completion and proof of payment to attest to the implementation of selected investment projects in 'Emblematic Investments of Great Significance'.						
309	17 - 4.6. Modernise and improve resilience of key economic sectors - 16721_Accelerati on of smart manufacturing	Milestone	Manufacturing, sector – implementation of investments	Provide results of audits of intervention works, certification from beneficiaries on investment completion and proof of payment to attest to the implementation of selected investment projects in manufacturing sector.				Q4	2025	Completion of construction of all investment projects selected under the competitive calls for proposals.

## Group 28: Agriculture

- Economic transformation on the Agricultural Sector (ID: 16626)
- Digital Transformation of the Agri-Food Sector (ID: 16653)
- Proposals for actions in the Aquaculture Sector (ID: 16584)
- Investments in the national irrigation network through PPP schemes (ID: 16285)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
310	17 - 4.6. Modernise and improve resilience of key economic sectors - 16626_Economic transformation on the Agricultural Sector	Milestone	Economic transformation of agriculture: Launching of the programme	Contract with implementing partner signed				Q1	2022	<p>Launch of the Calls for the Economic Transformation of the Agricultural sector.:</p> <p>Competitive calls for proposals with terms of reference including eligibility criteria that ensure that the selected projects comply with the 'Do no significant harm' Technical Guidance (2021/C58/01) through the use of an exclusion list and the requirement of compliance with the relevant EU and national environmental legislation.</p> <p>The competitive calls shall include the following actions: actions related to energy upgrade of production units, buildings and mechanical equipment with low energy consumption, energy upgrade of tourism facilities (buildings), environmentally friendly means of transportation (electric cars, bicycles, etc.), support for environmentally friendly production processes and resource efficiency in SMEs, renewable energy (solar), climate change adaptation and prevention measures and management of climate related risks, biodiversity protection, and natural heritage and resources.</p>
311	17 - 4.6. Modernise	Milestone	Launch of the	Launch of the call				Q3	2022	Launch of the call for the digital transformation project

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	and improve resilience of key economic sectors - 16653_Digital Transformation of the Agri-Food Sector		call for the digital transformation of the agri-food sector							for the development of a large-scale open digital agricultural infrastructure and a cognitive agriculture environment for the production process and management of natural resources.
312	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16285_Investments in the national irrigation network through PPP schemes	Milestone	Irrigation projects contracts awarded	Award of contracts				Q4	2023	<p>Award of PPP contracts for the construction and operation of the listed 18 irrigation projects. For each sub-investment, full compliance with the requirements of EU law, including the Water Framework Directive, shall be ensured before, during and after the commencement of any construction works. In particular, when publishing the draft environmental impact assessment for public consultation, it should be framed with a justification of the purpose of the investment as compared to alternatives, both in terms of the goal (extent of irrigated land vs sustainable rural regeneration) and the means (reducing water demand and nature-based solutions).</p> <p>Any investment in dams shall respect the following criteria:</p> <ul style="list-style-type: none"> <li>(i) the life-cycle GHG emissions from generation of electricity from the hydropower, are lower than 100 g CO<sub>2</sub>e/kWh; or the power density of the electricity generation facility is above 5W/m<sup>2</sup> and;</li> <li>(ii) all technically feasible and ecologically relevant mitigation measures have been or shall be implemented to reduce adverse impacts on water and relevant habitats and species, also taking into account the projected future impacts from climate</li> </ul>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
										<p>change and the implementation of adaptation measures, and;</p> <p>(iii) for a newly built dam, ensure that it shall not result in the deterioration nor compromise the achievement of good status of the relevant and connected water bodies; and</p> <p>(iv) other possible alternatives to building a dam have been explored and the authorities provide the reasons why, if applicable, such alternatives were not feasible.</p>
313	17 - 4.6. Modernise and improve resilience of key economic sectors - 16653_Digital Transformation of the Agri-Food Sector	Milestone	Completion of the digital transformation of agriculture project	Completion report. Outward-looking Agriculture digital services incorporated in the Easy Agro Expo platform.				Q2	2025	<p>Completion of the two components:</p> <ol style="list-style-type: none"> <li>Digital Transformation of the Agricultural Sector, which shall include the development of a large-scale open digital agricultural infrastructure, with cloud (edge computing) infrastructure and large-scale processing capabilities of earth observation (satellite and aerial/drone) data and multidisciplinary technologies;</li> <li>Outward-looking Agriculture, which shall include improvement of the Easy Agro Expo platform for the issuing of export certificates, development of a system for the management of import and intra-community trade data, development of a business Intelligence system for imports and exports and upgrading of the product-promotion portal Greek farms.</li> </ol>
314	17 - 4.6. Modernise and improve resilience of key economic sectors -	Milestone	Completion of economic transformation of agriculture	Project closure with issuance of audit certificates provided by				Q4	2025	<p>Economic transformation on the Agricultural Sector: Financial Closure of all components:</p> <ol style="list-style-type: none"> <li>Innovation and green transition on processing</li> </ol>

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	16626_Economic transformation on the Agricultural Sector			beneficiaries approved by Ministry of Rural Development.						agricultural products 2. Modernisation of primary sector 3. Green rural tourism 4. Cultivation restructuring 5. Animal genetic improvement
315	17 - 4.6. Modernise and improve resilience of key economic sectors - 16584_Proposals for actions in the Aquaculture Sector	Milestone	Aqua-culture completed	Completion report.				Q4	2025	Aquaculture: All actions completed, which shall include upgrade of production units, equipment, waste management equipment, new technologies-ICT, promotion of new products, transfer of know-how, genetic material bank, expert advisory.
316	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16285_Investments in the national irrigation network through PPP schemes	Milestone	Irrigation completion	Completion of project as per certificate of independent engineer approved by the Ministry of Rural Development.				Q4	2025	Irrigation: All 18 projects completed and operational.

## **R. COMPONENT 4.7: IMPROVE COMPETITIVENESS AND PROMOTE PRIVATE INVESTMENTS AND EXPORTS**

This component of the Greek recovery and resilience plan aims to incentivise private investment and increase economic extroversion by addressing long-term structural issues and creating a business environment conducive to development of economic activity. It consists of measures to encourage the growth of firms' size to achieve economies of scale and help them penetrate foreign markets, lift excessive administrative burdens to businesses, foster compliance and a level-playing field through effective market surveillance, and create a simpler and more predictable regulatory framework. These measures are complemented by the proposal to use loan support under the Recovery and Resilience Facility to facilitate the provision of financial incentives to the private sector, aiming to promote private investments. This loan support is expected to be channelled to the economy through three different channels, namely financial institutions (through corporate bond purchases or syndicated loans), an equity platform, and the utilisation of a part of Greece's InvestEU national compartment. The component supports addressing the country-specific recommendation on public and private investment (Country Specific Recommendation 3 2020, and Country Specific Recommendation 2 2019). It is expected that no measure in this component does significant harm to environmental objectives within the meaning of Article 17 of Regulation (EU) 2020/852, taking into account the description of the measures and the mitigating steps set out in the recovery and resilience plan in accordance with the Do No Significant Harm Technical Guidance (2021/C58/01).

### **R.1. Description of the reforms and investments for non-repayable financial support**

**Reform:** Actions for the simplification of the business environment and its upgrading in quality and safety (measure ID 16543)

The reform aims to create an attractive business environment conducive to investment, to facilitate firm entry and job creation, and to ensure effective market surveillance. The reform comprises of a set of actions to simplify procedures and requirements relating to business activity, while enhancing regulatory certainty and quality, namely by extending the simplification of investment licensing procedures to additional economic activities, reviewing the legislative framework for the operation of manufacturing activity in Attica region, and codifying fragmented licensing legislation. The reform also comprises of actions to improve the market surveillance framework, namely by reviewing quality policy on standardisation, accreditation and conformity, strengthening market surveillance structures and responsible authorities, and extend the surveillance framework to new inspection areas. The implementation of the reform shall be completed by 31 December 2025.

**Reform:** Ease of doing business (measure ID 16591)

The reform aims to improve the business environment and to ease the administrative and regulatory burden on businesses. The reform also aims to improve Greece's ranking in international indicators, in particular the World Bank's Doing Business, namely getting credit, getting electricity, registering property, and getting a construction permit, by reducing procedures, time and the cost and ensuring a stable and predictable legislative framework. Specifically, it comprises of a series of interventions to reduce the complexity of processes, the cost, and time involved in each of the abovementioned areas, as well as training of public sector staff involved in such processes and outreach activities to key stakeholders. The implementation of the reform shall be completed by 30 June 2024.

**Reform:** Incentivisation regime for productivity and extroversion of enterprises (increasing the size of enterprises) (measure ID 16598)

The reform aims to tackle weaknesses associated with the predominantly small size of Greek enterprises. It shall 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 and platforms such as joint ventures, clusters that shall also promote higher productivity and increased exports. The implementation of the reform shall be completed by 31 March 2022.



## R.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support

### Key reform 10: Actions for the simplification of the business environment and its upgrading in quality and safety - Ease of doing business

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
317	18 - 4.7. Improve competitiveness and promote private investments and exports - 16543_Actions for the simplification of the business environment and its upgrading in quality and safety	Milestone	Establishment of the quality policy and new regulatory framework for Quality infrastructure	Adopt a national strategy on quality infrastructure in Greece), and adopt necessary enabling regulation on standardization, metrology, accreditation and conformity assessment through necessary legislative acts (provide Official Journal reference); and adopt legislative amendments to law 3325/2005 (Part B concerning the establishment, extension and modernisation of manufacturing activities in the Attica Region				Q2	2023	<p>a) Develop a modern regulatory, organizational and operational framework for Quality Infrastructure in Greece, in line with Regulation 765/2008 concerning accreditation of conformity assessment bodies; and (b) entry into force of legislation to reform the regulatory framework concerning the installation of manufacturing activities in Attica with a view to eliminating excessively high restrictions that are non-proportional to policy objectives.</p> <p>The scope of (b) shall cover the establishment of new industrial units and the modernisation of existing ones operating in Attica, as well as relocation and extension of existing installations in Attica.</p>
318	18 - 4.7. Improve competitiveness	Milestone	Improvement of business environment –	-For actions that require legislation:				Q2	2024	Complete the reform to reduce complexity of procedures, time and cost in four sub-areas: getting credit, obtaining an electricity connection, registering

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	s and promote private investments and exports - 16591_Ease of doing business		ease doing business	<p>Publication of legislation in Official Journal (Official Journal reference)</p> <p>-For interoperability functions, platforms and registries: Operationalisation of systems (attested by a report)</p> <p>-Delivery of equipment for equipment (attested by report and proof of purchase)</p> <p>-Completion of campaigns and issuance of guidelines (attested by issued guidelines/circulars )</p>						<p>property, and getting a construction permit</p> <p>Specifically, the reform will include the following subprojects and actions:</p> <ol style="list-style-type: none"> <li>Getting credit <ul style="list-style-type: none"> <li>- Establish modern and reliable regulatory framework on securities in movable assets</li> <li>- Establish a register of secure transactions</li> </ul> </li> <li>Getting Construction Permit <ul style="list-style-type: none"> <li>- Achieve operational interoperability between e-adeies system for construction permits with other public systems</li> <li>- Implement outreach campaigns with private sector stakeholders</li> <li>- Equipping and training of staff</li> <li>- Guidelines made available online</li> <li>- Fee schedule available online</li> <li>- Instate digital inspection functions for the Fire Department</li> </ul> </li> <li>Getting Electricity <ul style="list-style-type: none"> <li>- Simplify/reduce the requirements for application to HEDNO and unify the system for declaring square meters to Municipalities</li> </ul> </li> <li>Registering property <ul style="list-style-type: none"> <li>- Create e-platform enabling purchasers to complete all requirements for transferring property online</li> </ul> </li> </ol>
319	18 - 4.7. Improve competitiveness and promote	Milestone	Improvement of business environment – licensing	Publication of legislation in Official Journal (Official Journal				Q4	2025	Entry into force of legislation to reform and take necessary actions to further improve the regulatory framework for the licensing and effective surveillance of businesses:

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	private investments and exports - 16543_Actions for the simplification of the business environment and its upgrading in quality and safety		simplification and market surveillance	reference)						<ul style="list-style-type: none"> <li>-undertake ex-post impact assessment of the licensing reform that has taken place by Q1 2024, and implement policy recommendations,</li> <li>-review and simplify licensing processes for new economic activities that shall be defined under law 4442/16, by reducing requirements and certificates, eliminating non-value adding steps of the process, reducing application processing times, and restricting ex ante control to only high-risk activities, in line with the principles of Laws 4442/2016 and 4512/2018,</li> <li>- codification of laws 3325/2005, 3982/2011, 4302/2014 and 4442/2016,</li> <li>- develop a market surveillance strategy in line with Regulation 1020/2019, and</li> <li>- effective implementation of the new surveillance system of economic activities under 4512/18 legislation, through adoption of relevant legislative acts and setting into force a system for the evaluation of inspecting authorities,</li> <li>-implement and deploy IT tools to facilitate market surveillance functions processes</li> </ul>

### **R.3. Description of the reforms and investments for the loan**

**Investment:** Loan Facility (measure ID 16980)

The investment concerns the use of loan support under the Recovery and Resilience Facility to facilitate the provision of financial incentives to the private sector, and promote private investments. The Loan Facility shall make use of different distribution channels, namely financial institutions (through corporate bond purchases or syndicated loans, EUR 11728 million), an equity platform (EUR 500 million), and the Member State compartment of the InvestEU Programme (EUR 500 million). In order to ensure that the measure complies with the Do No Significant Harm Technical Guidance (2021/C58/01), the agreements in the context of the Loan Facility shall:

- i. require the application of the Commission's technical guidance on sustainability proofing for the InvestEU Fund;
- ii. exclude the following list of activities and assets from eligibility: (i) activities and assets related to fossil fuels, including downstream use<sup>41</sup>; (ii) activities and assets under the EU Emission Trading System (ETS) achieving projected greenhouse gas emissions that are not lower than the relevant benchmarks<sup>42</sup>; (iii) activities and assets related to waste landfills, incinerators<sup>43</sup> and mechanical biological treatment plants<sup>44</sup>; and (iv) activities and assets where the long-term disposal of waste may cause harm to the environment; and
- iii. require the verification of legal compliance with the relevant EU and national environmental legislation of the projects for all transactions, including those exempted from sustainability proofing.

In addition, the Loan Facility shall provide for a commitment for financial institutions and InvestEU to invest at least 38.5% of the funds to support the climate transition and 20.8% of the funds to support the digital transition, using the methodology in Annexes VI and VII of the Recovery and Resilience Facility Regulation.

Independent auditors shall verify compliance with DNSH and with the 38.5% climate target and 20.8% digital target before each request for disbursement.

The implementation of the investment shall be completed by 30 June 2026.

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<sup>41</sup> Except projects under this measure in power and/or heat generation, as well as related transmission and distribution infrastructure, using natural gas, that are compliant with the conditions set out in Annex III of the 'Do no significant harm' Technical Guidance (2021/C58/01).

<sup>42</sup> Where the activity supported achieves projected greenhouse gas emissions that are not significantly lower than the relevant benchmarks an explanation of the reasons why this is not possible should be provided. Benchmarks established for free allocation for activities falling within the scope of the Emissions Trading System, as set out in the Commission Implementing Regulation (EU) 2021/447.

<sup>43</sup> This exclusion does not apply to actions under this measure in plants exclusively dedicated to treating non-recyclable hazardous waste, and to existing plants, where the actions under this measure are for the purpose of increasing energy efficiency, capturing exhaust gases for storage or use or recovering materials from incineration ashes, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

<sup>44</sup> This exclusion does not apply to actions under this measure in existing mechanical biological treatment plants, where the actions under this measure are for the purpose of increasing energy efficiency or retrofitting to recycling operations of separated waste to compost bio-waste and anaerobic digestion of bio-waste, provided such actions under this measure do not result in an increase of the plants' waste processing capacity or in an extension of the lifetime of the plants; for which evidence is provided at plant level.

#### R.4. Milestones, targets, indicators, and timetable for monitoring and implementation for the loan

##### Loan Facility (16890)

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
320	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Milestone	Operational agreements with IFIs	Operational agreement with one International Financial Institution signed				Q3	2021	Signature of the operational agreements between the Ministry of Finance, and at least one International Financial Institution including: a) Selection criteria for compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) of supported activities, requiring the use of sustainability proofing, an exclusion list, and mandatory legal compliance checks with the relevant EU and national environmental legislation by an independent auditor. b) Commitment to invest at least 38.5% of the funds to support the climate transition and 20.8% of the funds to support the digital transition, using the methodology in Annexes VI and VII of the RRF Regulation.
321	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Milestone	Launch of commercial banks call	Launch of call				Q3	2021	Launch of call for the selection of commercial banks including: a) Selection criteria for compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) of supported activities, requiring the use of sustainability proofing, an exclusion list, and mandatory legal compliance checks with the relevant EU and national environmental legislation by an independent auditor. b) Commitment to invest at least 38.5% of the funds to support the climate transition and 20.8% of the funds to support the digital transition, using the methodology in Annexes VI and VII of the RRF Regulation.
322	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Milestone	Agreement for equity platform	Mandate agreement signed				Q1	2022	Signature of the mandate agreement between the Ministry of Finance and the Hellenic Development Bank for Investments, that shall manage the Mezzanine Fund of Funds and the Innovate Now Equifund. The mandate agreement shall include the selection criteria for compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) of supported companies, requiring the use of sustainability proofing, an exclusion list, and mandatory legal compliance checks with the relevant EU and national environmental legislation by an independent auditor.
323	4.7. Improve	Milestone	InvestEU	Contribution				Q1	2022	Signature of the InvestEU Contribution Agreement between the Ministry of

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
	competitiveness and promote private investments and exports - 16980_RRP Loan Facility		contribution agreement	Agreement signed						Finance and the European Commission, including: a) the selection criteria for compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) of supported companies, requiring the use of sustainability proofing, an exclusion list, and mandatory legal compliance checks with the relevant EU and national environmental legislation by an independent auditor. b) Commitment to invest at least 38.5% of the funds to support the climate transition and 20.8% of the funds to support the digital transition, using the methodology in Annexes VI and VII of the RRF Regulation.
324	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 586.4 million of financial institutions funds signed with final beneficiaries		Percentage of funds signed	0	5	Q4	2022	EUR 586.4 million (including management fees) of RRF loan facility funds related to International Financial Institutions and commercial banks have been signed with the final beneficiaries in accordance with the mandate defined in the milestone and following ex-ante verification by independent auditors of compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) and with the 38.5% climate target and 20.8% digital target.
325	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 3518.4 million of financial institutions funds signed with final beneficiaries		Percentage of funds signed	5	30	Q4	2023	EUR 3518.4 million (including management fees) of RRF loan facility funds related to International Financial Institutions and commercial banks have been signed with the final beneficiaries in accordance with the mandate defined in the milestone and following ex-ante verification by independent auditors of compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) and with the 38.5% climate target and 20.8% digital target.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
326	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 5864 million of financial institutions funds signed with final beneficiaries		Percentage of funds signed	30	50	Q4	2024	EUR 5864 million (including management fees) of RRF loan facility funds related to International Financial Institutions and commercial banks have been signed with the final beneficiaries in accordance with the mandate defined in the milestone and following ex-ante verification by independent auditors of compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) and with the 38.5% climate target and 20.8% digital target.
327	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 9382.4 million of financial institutions funds signed with final beneficiaries		Percentage of funds signed	50	80	Q4	2025	EUR 9382.4 million (including management fees) of RRF loan facility funds related to International Financial Institutions and commercial banks have been signed with the final beneficiaries in accordance with the mandate defined in the milestone and following ex-ante verification by independent auditors of compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) and with the 38.5% climate target and 20.8% digital target.
328	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 11728 million of financial institutions funds signed with final		Percentage of funds signed	80	100	Q2	2026	EUR 11728 million (including management fees) of RRF loan facility funds related to International Financial Institutions and commercial banks have been signed with the final beneficiaries in accordance with the mandate defined in the milestone and following ex-ante verification by independent auditors of compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) and with the 38.5% climate target and 20.8% digital target.

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
			beneficiaries							
329	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	Investment of 100% of equity support		Percentage of equity support invested	0	100	Q2	2026	Investment of 100% of the equity support, in accordance with the mandate agreement defined in the milestone, which shall include the selection criteria for compliance with the Do No Significant Harm Technical Guidance (2021/C58/01) of supported companies, requiring the use of sustainability proofing, an exclusion list, and mandatory legal compliance checks with the relevant EU and national environmental legislation by an independent auditor.
330	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	InvestEU approval of operations		Percentage of investment operations approved	0	100	Q2	2026	InvestEU Investment Committee approves investment operations amounting to 100% of the overall amount of financing targeted (or investment mobilised) in compliance with the 38.5% climate target and 20.8% digital target.



## **S. TECHNICAL ASSISTANCE**

This component of the Greek recovery and resilience plan consists of measures to strengthen the administrative capacity of the Recovery and Resilience Facility Agency, which is the newly established structure exclusively dedicated to the coordination and implementation of Greece's recovery and resilience plan. The measure is aimed at providing the necessary assistance to the Greek administration to successfully steer the RRP implementation. It is thus expected to indirectly contribute to RRP's objectives, as underpinned by the measures included across the four pillars, and to support addressing the relevant Country Specific Recommendations for Greece i.e. public and private investment (Country Specific Recommendation 2 2019 and Country Specific Recommendation 3 2020), public finances and health care (Country Specific Recommendation 1 2020), and labour market and social policy (Country Specific Recommendation 2 2020).

### **S.1. Description of the reforms and investments for non-repayable financial support**

**Investment:** Technical Assistance (measure ID 16968)

The investment consists of six subprojects, namely: 1) development of systems and tools for the organisation of work, 2) purchasing of services from external auditors to carry out audits, inspections and certifications in cases of specific expertise required and the development of an overarching methodological framework for audits, inspections and certifications to support the Recovery and Resilience Facility Agency's oversight function with respect to the implementation of plan measures, 3) information-raising and publicity actions with respect to key investments and reforms under the plan, 4) conducting studies and purchasing external expertise and technical support in specialised projects, 5) financing expenditure for the daily operation of the Agency (office rent, acquisition of office equipment, coverage of utility bills), and 6) purchase of quality control services for public construction projects to assess compliance with construction contract terms, regulations as well as technical standards. The implementation of subproject 3 shall take place in the context of establishing good governance practices. Relevant actions shall become an integral and permanent feature of the public consultation procedure, and used as a tool to facilitate stakeholder buy-in and ensure sustainable implementation of specific reforms and investments under the plan. Financing of subproject 5 shall be temporary in nature, i.e., insofar it is rendered necessary to support the Recovery and Resilience Facility Agency to carry out its mandate effectively. The measure also concerns the setting up of the management and audit and control systems. The implementation of the investment shall be completed by 30 June 2026.

### **S.2. Milestones, targets, indicators, and timetable for monitoring and implementation for non-repayable financial support**

## Technical assistance

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name	Qualitative indicators (for milestones)	Quantitative indicators (for targets)			Indicative timeline for completion		Description of each milestone and target
					Unit of measure	Baseline	Goal	Quarter	Year	
331	19 - 16968_Technical Assistance	Milestone	EDEL's legal mandate and setting up the management, control and audit systems	EDEL's legal mandate in force and the Management, Control and Audit Systems established				Q3	2021	Entry into force of EDEL's legal mandate and establishment of the Audit and Control System that shall (a) ensure the collection of data and monitoring of the achievement of milestones and targets; (b) allow for the preparation of management declarations and the audit summary as well as payment claims and (c) establish the necessary procedures to collect and store data on beneficiaries, contractors, subcontractors, and beneficial owners in accordance with Article 22 of Regulation (EU) 2021/241, before the first payment request is made. A dedicated audit report on the system set up shall be undertaken. In case that the report identifies any weaknesses, the audit report shall recommend corrective actions.

## **2. Estimated total cost of the recovery and resilience plan**

The estimated total cost of the recovery and resilience plan of Greece is EUR 31 164 331 515.



## SECTION 2: FINANCIAL SUPPORT

### 1. Financial contribution

The instalments referred to in Article 2(2) shall be organised in the following manner:

#### 1.1. First Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
20	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Milestone	Residential renovation – 1st round launch
32	2 - 1.2. Renovate - 16920_Energy poverty action plan	Milestone	Energy poverty – adoption of action plan
42	3 - 1.3. Recharge and refuel - 16281_Framework for installation and operation of EV charging infrastructure	Milestone	Charging points for electric vehicles – Entry into force of legal framework
56	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16772_Waste management law for the implementation of sustainable landfilling and recycling	Milestone	Entry into force of waste management law
77	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16283_Implementation of Regional Civil Protection Centers (PEKEPP) through PPP schemes	Milestone	Tender for 13 Regional Centres
133	8 - 3.1. Promote job creation and participation in the labour market - 16744_Modernisation and Simplification of Labour Law	Milestone	Entry into force Labour law
141	8 - 3.1. Promote job creation and participation in the labour market - 16941_Restructuring and rebranding of OAED local PES (KPA2)	Milestone	OAED Organisational reform entry into force of legislation
153	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Milestone	Clawback –legislation entry into force
199	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16643_Codification and simplification of tax legislation	Milestone	Schedule for Tax Codification
200	18 - 4.7. Improve competitiveness and promote private investments and trade - 16598_Incentivisation regime for productivity and extroversion of enterprises (increasing the size of enterprises)	Milestone	Draft legislation to encourage business extroversion
222	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Identification – Eligible Buildings
263	17 - 4.6. Modernise and improve resilience of key economic sectors - 16982_Organisational reform in the railways sector	Milestone	Roadmap for railways reform
331	19 - 16968_Technical Assistance	Milestone	EDEL's legal mandate and setting up the management, control and audit systems
		Instalment Amount	EUR 1 974 438 067

1.2. Second Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
44	3 – 1.3. Recharge and refuel - 16924_ Electromobility	Milestone	Public transport – Entry into force of market regulation for Public Service Obligation (buses)
197	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16863_Super – deduction of expenses on green economy, energy and digital transition	Milestone	Super-deduction for SME green and digital investments
198	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16616_Adoption of measures and incentives to increase electronic transactions	Milestone	Legislation to encourage electronic transactions
240	15 - 4.4. Strengthen the financial sector and capital markets - 16581_Enhanced capital market supervision and trustworthiness	Milestone	Capital markets, supervision, digitalisation of supervisory processes, Capital Market Union (CMU)
299	17 - 4.6. Modernise and improve resilience of key economic sectors - 16593_Amendment of the legal framework for the attraction of strategic investment	Milestone	Strategic investments – legislative reform
9	1 - 1.1. Power up - 16871_Revitalization actions of the most affected territories (Just transition territories)	Milestone	Land rehabilitation – framework law
130	7 - 2.3. Digitalisation of businesses - 16706_Digital Transformation of SMEs	Milestone	Digital transformation of SMEs - calls for proposals
174	11 - 3.4. Increase access to effective and inclusive social policies - 16904_Disability	Milestone	Personal assistance disability law and rollout of first phase pilot scheme
188	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16614_Online cash registers & POS (reform)	Milestone	Independent Authority for Public Revenue (IAPR): Online cash registers & Point-of-Sale (POS) – Entry into force of the legal framework
190	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16656_New framework for the fight against smuggling, mainly for products subject to excise duties (tobacco, alcohol and energy)	Milestone	Fight against smuggling – regulatory decisions roadmap
201	18 - 4.7. Improve competitiveness and promote private investments and trade - 16598_Incentivisation regime for productivity and extroversion of enterprises (increasing the size of enterprises)	Milestone	Legislation to encourage business extroversion
224	14 - 4.3. Improve the efficiency of the justice system - 16733_Skills and digital skills for judges and judicial employees (judicial staff)	Target	Training – Judges and Clerks
245	16 - 4.5. Promote research and innovation - 16618_Basic & Applied Research	Milestone	Legislation on Basic & Applied Research

246	16 - 4.5. Promote research and innovation - 16624_Creation - Expansion - Upgrade of Infrastructures of Research Centers supervised by the General Secretariat for Research and Innovation (GSRI)	Milestone	Call for proposals for Research Centres
292	17 - 4.6. Modernise and improve resilience of key economic sectors - 16931_Tourism Development	Milestone	Tourist development: reforms for tourist ports
300	17 - 4.6. Modernise and improve resilience of key economic sectors - 16721_Acceleration of smart manufacturing	Milestone	Launch of calls for manufacturing
301	17 - 4.6. Modernise and improve resilience of key economic sectors - 16634_New Industrial Parks	Milestone	Launch of calls for Industrial parks
310	17 - 4.6. Modernise and improve resilience of key economic sectors - 16626_Economic transformation on the Agricultural Sector	Milestone	Economic transformation of agriculture: Launching of the programme
4	1 - 1.1. Power up - 16865_Restructuring and enhancement of the RES CHP Account revenues	Milestone	RES account — legislation to amend L. 4001/2011; entry into force of all relevant decisions, including codes, by ministries, by the National Regulatory Authority (RAE) and by the Administrator of Renewable Energy Sources and Guarantees of Origin (DAPEEP).
5	1 - 1.1. Power up - 16860_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 monitoring mechanism, the participation of demand response and an extensive reform of the licensing procedure for new RES	Milestone	RES account — market reforms and simplification of licensing
138	9 - 3.2. Education, vocational education and training, and skills - 16913_A New Strategy for Lifelong Skilling: Modernising and Upgrading Greece's Upskilling and Reskilling System	Milestone	Lifelong learning strategy entry into force of legislation
202	4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16643_Codification and simplification of tax legislation	Milestone	Raising capacity for tax codification
205	13 - 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 - 16972_Reforming Public Administration	Milestone	Public administration — launch of performance-pay system
254	17 - 4.6. Modernise and improve resilience of key economic sectors - 16628_Central Greece Highway E-65: Trikala- Egnatia Section	Milestone	Start of construction works in E-65
264	17 - 4.6. Modernise and improve resilience of key economic sectors - 16982_Organisational reform in the railways sector	Milestone	Railways reform law
		Instalment Amount	EUR 1 974 438 067

1.3. Third Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
21	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Milestone	Residential renovation – 2nd round launch including energy poor households
45	3 – 1.3. Recharge and refuel - 16924_ Electromobility	Milestone	Public transport – implementation of new market regulation for Public Service Obligation (busses)
57	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16772_Waste management law for the implementation of sustainable landfilling and recycling	Milestone	Entry into force of waste management regulator law
85	5 - 2.1. Connect - 16818_Fiber optic infrastructure in buildings	Milestone	Award of contract(s) for the ‘Fiber optic infrastructure in buildings’ project
96	6 - 2.2. Modernise - 16929_Towards Public Administration’s “customer”-oriented services through simplification and improvement of processes, systems enhancements and compliance with European strategies and policies	Milestone	Set up of the national registry of procedures and implementation of national plan for process simplification (first phase)
142	8 - 3.1. Promote job creation and participation in the labour market - 16746_Reform of Passive Labour Market Policies to Support Transitions to Employment	Milestone	Mutual obligation framework reform entry into force of legislation
191	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16656_New framework for the fight against smuggling, mainly for products subject to excise duties (tobacco, alcohol and energy)	Milestone	Fight against smuggling – adoption of regulatory decisions
206	13 - 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 - 16972_Reforming Public Administration	Milestone	Public administration – legislative framework to clarify mandates
209	13 - 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 - 16978_Efficient Combating of Corruption	Milestone	Asset declarations and political parties
210	13 - 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 - 16952_Strengthening the National Anti-Corruption Framework through targeted interventions in the fields of detection, prevention and raising awareness	Milestone	National anti-corruption action plan



223	14 - 4.3. Improve the efficiency of the justice system - 16575 Accelerating the administration of justice	Milestone	Technical support - Judicial Performance Tool
225	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Judicial Police – Secondary legislation
278	17 - 4.6. Modernise and improve resilience of key economic sectors - 16715_Labor Reform in the Cultural Sector	Milestone	Legislation for Labour Reform in the Cultural sector
302	17 - 4.6. Modernise and improve resilience of key economic sectors - 16634_New Industrial Parks	Milestone	Industrial Parks – legislative reform (primary law)
311	17 - 4.6. Modernise and improve resilience of key economic sectors - 16653_Digital Transformation of the Agri-Food Sector	Milestone	Launch of the call for the digital transformation of the agri-food sector
22	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Milestone	Residential renovation – 3rd round launch including energy poor households
27	2 - 1.2. Renovate - 16879_Preparation of Urban Plans in implementation of the urban policy reform	Milestone	Urban Plans award
43	3 - 1.3. Recharge and refuel - 16281_Framework for installation and operation of EV charging infrastructure	Target	Charging points for electric vehicles – local plans approved
46	3 - 1.3. Recharge and refuel - 16831_Produc- E Green	Milestone	Industrial Units– launch of programme
47	3 - 1.3. Recharge and refuel - 16924_ Electromobility	Milestone	Electric vehicles charging points – launch of programmes
48	3 – 1.3. Recharge and refuel - 16924_ Electromobility	Milestone	Sustainable transport – feasibility study
58	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16979_Establishment of new water and wastewater regulatory authority	Milestone	Entry into force of water regulator law
78	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16910_Monitoring and Management System	Milestone	Contract for GPS
93	6 - 2.2. Modernise - 16778_Digitisation of archives and related services	Milestone	Contract(s) award for digitisation of archives
100	6 - 2.2. Modernise - 16779_Interoperability and web services development	Milestone	Contract award for interoperability and web services development project
101	6 - 2.2. Modernise - 16810_CRM for the General Government	Milestone	Contract award for CRM for the General Government
102	6 - 2.2. Modernise - 16780_Further Modernisation of Public Administration’s One-Stop Shops	Milestone	Contract award for Further Modernisation of Public Administration’s One-Stop Shops
103	6 - 2.2. Modernise - 16736_New system for Public Procurements	Milestone	Contract award for New system for Public Procurements
104	6 - 2.2. Modernise - 16823_Cybersecurity strategy and policies for the Public Sector & advanced security services for national critical infrastructures	Milestone	Contract award for Cybersecurity strategy
105	6 - 2.2. Modernise - 16826_Digital skills upgrade	Milestone	Contract award for

	programs for conscripts		Digital skills upgrade programs for conscripts
106	6 - 2.2. Modernise - 16742_Digital transformation of the Ministry of Foreign Affairs	Milestone	Contract award for Digital transformation of the Ministry of Foreign Affairs
107	6 - 2.2. Modernise - 16824_ERegistries	Milestone	Contract award for E-Registries
121	6 - 2.2. Modernise - 16842_Central BI - Data Analytics	Milestone	Contract award Central Business Intelligence (BI)
134	8 - 3.1. Promote job creation and participation in the labour market - 16750_Digital Transformation of Labour Systems	Milestone	Labour IT systems contract award
139	9 - 3.2. Education, vocational education and training, and skills - 16913_A New Strategy for Lifelong Skilling: Modernising and Upgrading Greece's Upskilling and Reskilling System	Target	Training programmes lifelong learning strategy completion validation
159	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16755_Reform of the Primary Health Care System	Milestone	Primary Health Care family medicine curricula activation
160	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16820_Reform in the fields of mental health and addictions	Target	Mental health – 50 units open – step 1 of 2
211	13 - 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 - 16952_Strengthening the National Anti-Corruption Framework through targeted interventions in the fields of detection, prevention and raising awareness	Milestone	Internal Controls law implementation
214	13 - 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 - 16701_Enhance State-aid network	Milestone	Enhanced State-aid network
215	13 - 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 - 16981_Enhancement of policy planning and coordination	Milestone	Policy planning and coordination – impact assessment
226	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Judicial map - primary legislation - administrative
227	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Judicial Buildings Construction and Renovation - List Adjustment – Launch of tenders
		Instalment Amount	EUR 1 974 438 067

#### 1.4. Fourth Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
37	2 - 1.2. Renovate - 16932_Olympic Athletic Center of Athens	Milestone	OAKA – Contract award
228	14 - 4.3. Improve the efficiency of the justice system - 16733_Skills and digital skills for judges and judicial employees (judicial staff)	Milestone	Training – Judges and Clerks
247	16 - 4.5. Promote research and innovation - 16624_Creation - Expansion – Upgrade of Infrastructures of Research Centers supervised by the General Secretariat for Research and Innovation (GSRI)	Milestone	Contracts award for Research Centres
248	16 - 4.5. Promote research and innovation - 16654_TH 2 ORAX: Trellis Holistic & Hybrid Operational Ruggedized Autonomous eXemplary system	Milestone	Contracts award for TH <sup>2</sup> ORAX
265	17 - 4.6. Modernise and improve resilience of key economic sectors - 16954 Interventions for the upgrade and redeployment of the Greek rail network system and infrastructure	Milestone	PPP contract award for upgrade and redeploy rail network
1	1 - 1.1. Power up - 16870_Interventions for the electricity interconnection of islands and the upgrading of the electricity network	Milestone	Interconnection of islands — contract awards
6	1 - 1.1. Power up - 16865_Restructuring and enhancement of the RES CHP Account revenues	Target	RES account — capacity increase target 1
10	1 - 1.1. Power up - 16871_Revitalization actions of the most affected territories (Just transition territories)	Milestone	Land rehabilitation — urban plans
11	1 - 1.1. Power up - 16926_Support of the installation of storage systems to enhance RES penetration	Milestone	Storage — contracts
33	2 - 1.2. Renovate - 16874_Energy and entrepreneurship	Milestone	Energy efficiency private sector – applications approved
34	2 - 1.2. Renovate - 16876_Energy upgrade of public sector buildings	Milestone	Energy efficiency public buildings – applications approved
38	2 - 1.2. Renovate - 16873_Interventions in residential areas and in the building stock	Milestone	Urban interventions - contract awards
59	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16772_Waste management law for the implementation of sustainable landfilling and recycling	Milestone	Set-up and functioning of the waste management regulator
61	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16849_National Reforestation Plan and Parnitha flagship investment	Milestone	Reforestation — contracts
66	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16850_Drinking Water Supply and Saving Infrastructures	Milestone	Issuance of a call of interest for water saving actions
86	5 - 2.1. Connect - 16962_Submarine fiber cables	Milestone	Award of contract(s) for the ‘Submarine fibre cables’ project
87	5 - 2.1. Connect - 16855_Small-satellites	Milestone	Award of contract(s) for the ‘Small

			Satellites' project
88	5 - 2.1. Connect - 16834_5G Corridors – Develop 5G networks that shall provide coverage of all Greek motorways that are part of the Trans-European Transport Networks	Milestone	Award of contract(s) for the '5G corridors' project
143	9 - 3.2. Education, vocational education and training, and skills - 16792_Labor force skilling, reskilling and upskilling through a reformed training model (Vocational Education & Training Reform)	Milestone	VET quality control system contract award
154	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Target	Clawback decrease 50 000 000 - step 1
192	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16611_Digital transformation of tax audits	Milestone	Tax audits – Mydata and bank information
203	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16643_Codification and simplification of tax legislation	Milestone	Recodifying income tax and tax procedure codes
212	13 - 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 - 16702_Enhancing the AML/CFT Framework	Milestone	Enhanced Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) Framework
229	14 - 4.3. Improve the efficiency of the justice system – 16727_Digital Transformation of Justice (E-Justice)	Milestone	Upgrade Record Systems & IT Justice Systems
230	14 - 4.3. Improve the efficiency of the justice system - 16575_Accelerating the administration of justice	Milestone	Adoption – Judicial Clerks Performance Tool
231	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Contracts
257	17 - 4.6. Modernise and improve resilience of key economic sectors - 16631_Road Safety Upgrade	Milestone	Contract award for road safety – first batch of contracts
260	17 - 4.6. Modernise and improve resilience of key economic sectors - 16630_Cretan Northern Highway (B.O.A.K.)	Milestone	Notification of award of contracts for three sub-projects of BOAK
266	17 - 4.6. Modernise and improve resilience of key economic sectors - 16950_Electronic Tolls	Milestone	Contract award for e-tolls
267	17 - 4.6. Modernise and improve resilience of key economic sectors - 16833_Implementation of EASA compliance rectification works	Milestone	Notification of award for European Union Aviation Safety Agency (EASA) works in regional airports
293	17 - 4.6. Modernise and improve resilience of key economic sectors - 16975_Upgrade Interventions for Regional Ports	Target	Contracting for Regional port upgrades
304	17 - 4.6. Modernise and improve resilience of key economic sectors - 16634_New Industrial Parks	Milestone	Industrial Parks – legislative reform (secondary legislation)
317	18 - 4.7. Improve competitiveness and promote private investments and exports - 16543_Actions for the simplification of the business environment and its upgrading in quality and safety	Milestone	Establishment of the quality policy and new regulatory framework for Quality infrastructure
		Instalment Amount	EUR 1 974 438 067

1.5. Fifth Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
12	1 - 1.1. Power up - 16901_HEDNO network upgrades aiming at enhancing resilience and protecting the environment	Milestone	HEDNO — contracts 1
13	1 - 1.1. Power up - 16900_HEDNO overhead network upgrading in forest areas	Milestone	HEDNO — contracts 2
14	1 - 1.1. Power up - 16899_Installed capacity increase in Hellenic Electricity Distribution Network Operator (HEDNO) HV/MV substations for new RES connection	Milestone	HEDNO — contracts 3
23	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Target	Residential renovation – renovation of residences #1
28	2 - 1.2. Renovate - 16879_Preparation of Urban Plans in implementation of the urban policy reform	Milestone	Urban Plans award
49	3 - 1.3. Recharge and refuel - 16924_Electromobility	Milestone	Charging points for electric vehicles – installation locations confirmed
50	3 - 1.3. Recharge and refuel - 16831_Produc- E Green	Milestone	Industrial Units– companies selected
60	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16979_Establishment of new water and wastewater regulatory authority	Milestone	Set-up and functioning of the water management regulator
65	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16882_Flood mitigation projects	Milestone	Notification of award of flood protection contracts
67	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16898_Water Supply Projects	Milestone	Notification of award of contract for water supply projects
68	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16846_New infrastructure - Urban Wastewater and Sludge Management Infrastructures from Wastewater Treatment	Milestone	Notification of award of contract for wastewater projects
79	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16911_Aerial means for crisis management	Milestone	Purchase of two Sikorsky helicopters
94	6 - 2.2. Modernise - 16778_Digitisation of archives and related services	Target	Digitisation of archives – first phase of implementation
97	6 - 2.2. Modernise - 16929_Towards Public Administration's "customer"-oriented services through simplification and improvement of processes, systems enhancements and compliance with European strategies and policies	Milestone	Implementation of national plan for process simplification (second phase)
135	8 - 3.1. Promote job creation and participation in the labour market - 16942_Digital Transformation of the Public Employment Service (OAED)	Target	OAED Digitalisation A3 A4 pages digitised archives
144	8 - 3.1. Promote job creation and participation in the labour market - 16747_Active Labour Market Policies Reform	Target	ALMP upskilling reskilling employment programme completion
147	9 - 3.2. Education, vocational education and training, and skills - 16289_Strategy for Excellence in Universities & Innovation	Milestone	Universities of excellence Clusters of Research contract award

161	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16755_Reform of the Primary Health Care System	Milestone	Primary Health Care - contract award health centres
162	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16820_Reform in the fields of mental health and addictions	Target	Mental health – 106 units open – step 2 of 2
167	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16752_Digital Transformation of Health (DigHealth)	Milestone	Health Care digital transformation - National Digital Health Record (subproject 1)
175	11 - 3.4. Increase access to effective and inclusive social policies – 16726 Social Benefits Optimisation	Milestone	Social Benefits Optimisation pre-paid cards
176	11 - 3.4. Increase access to effective and inclusive social policies - 16904_Disability	Milestone	Completion of second phase personal assistance disability assessment
177	11 - 3.4. Increase access to effective and inclusive social policies - 16919_Child Protection	Target	De-institutionalisation minors: disability professional foster carers completion
178	11 - 3.4. Increase access to effective and inclusive social policies - 16919_Child Protection	Target	Independent living apartments for de-institutionalisation of adolescents completion
182	11 - 3.4. Increase access to effective and inclusive social policies - 16925_Digital Transformation of the social support system	Target	Disability cards managing authority delivery completion
184	11 - 3.4. Increase access to effective and inclusive social policies - 16685_Diversity Awareness	Target	Diversity awareness training managers front-office completion
193	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16610 Promoting the acceleration of VAT refunds	Milestone	Fully automated VAT refunds – launch of IT system
207	13 - 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 - 16972_Reforming Public Administration	Milestone	Public administration – new rewarding system
232	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Judicial Map revision – primary legislation - Civil and Penal
233	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Judicial Buildings Construction and Renovation – Launch of tenders
234	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Justice Police Operational
255	17 - 4.6. Modernise and improve resilience of key economic sectors - 16628_Central Greece Highway E-65: Trikala- Egnatia Section	Milestone	E-65 works — first phase of construction
268	17 - 4.6. Modernise and improve resilience of key economic sectors - 16982_Organisational reform in the railways sector	Milestone	Implementation of railways reform
279	17 - 4.6. Modernise and improve resilience of key economic sectors - 16486_Museum of underwater antiquities	Milestone	Contract award for Museum of underwater antiquities
280	17 - 4.6. Modernise and improve resilience of key economic sectors - 16293_Culture as a driver of growth	Milestone	Contemporary Greek Culture Brand and Platform
281	17 - 4.6. Modernise and improve resilience of key economic sectors - 16723_Skill building for creative and cultural professionals	Target	Skill building for creative and cultural professionals (mid-term)
295	17 - 4.6. Modernise and improve resilience of key	Milestone	Tourism development:

	economic sectors - 16931_Tourism Development		contracting for tourist ports
303	17 - 4.6. Modernise and improve resilience of key economic sectors - 16593_Amendment of the legal framework for the attraction of strategic investment	Milestone	Strategic investments - selection of eligible projects
305	17 - 4.6. Modernise and improve resilience of key economic sectors - 16592_Trade facilitation	Milestone	Implementation of trade facilitation actions
312	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16285_Investments in the national irrigation network through PPP schemes	Milestone	Irrigation projects contracts awarded
		Instalment Amount	EUR 1 974 438 067

#### 1.6. Sixth Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
7	1 - 1.1. Power up - 16865_Restructuring and enhancement of the RES CHP Account revenues	Target	RES account — capacity increase target 2
39	2 - 1.2. Renovate - 16932_Olympic Athletic Center of Athens	Milestone	OAKA – completion of works
51	3 - 1.3. Recharge and refuel - 16831_Produc- E Green	Milestone	Carbon Capture and Storage (CCS) – storage permission
122	6 - 2.2. Modernise – 16853 Supply of Central Cloud Computing Infrastructure and Service )	Milestone	Completion of Central Cloud computing infrastructure and service
136	8 - 3.1. Promote job creation and participation in the labour market - 16750_Digital Transformation of Labour Systems	Milestone	ATLAS pension award system completion
155	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Target	Clawback decrease 150 000 000 - step 2
156	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Target	R&D pharmaceutical
168	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16752_Digital Transformation of Health (DigHealth)	Milestone	Digital transformation – cancer digital program– subproject 2
189	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16614_Online cash registers & POS (reform)	Target	Independent Authority for Public Revenue: Online cash registers & Point-of-Sale (POS) – rollout and interconnection
204	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16643_Codification and simplification of tax legislation	Milestone	Completion of initial tax codification and taxpayer information

			system
216	13 - 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 - 16711_Professionalization of Public Procurement domain	Milestone	Professionalisation of Public Procurement domain - new legislation
258	17 - 4.6. Modernise and improve resilience of key economic sectors - 16631_Road Safety Upgrade	Milestone	Contract award for road safety – all contracts
306	17 - 4.6. Modernise and improve resilience of key economic sectors - 16599_Digitization of Economic Diplomacy Network & Exporters Training Program	Milestone	Digitalisation of Economic Diplomacy Network –implementation of all actions
318	18 - 4.7. Improve competitiveness and promote private investments and exports - 16591_Ease of doing business	Milestone	Improvement of business environment – ease doing business
		Instalment Amount	EUR 1 974 438 067

1.7. Seventh Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
179	11 - 3.4. Increase access to effective and inclusive social policies - 16904_Disability	Milestone	National rollout of Personal Assistance disability scheme.
24	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Target	Residential renovation – renovation of residences #2
52	3 - 1.3. Recharge and refuel - 16924_Electromobility	Target	Busses and taxis – replacement with electric ones
69	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16882_Flood mitigation projects	Milestone	Completion of 60% of flood mitigation works
70	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16898_Water Supply Projects	Milestone	Completion of 60% of water supply projects
71	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16850_Drinking Water Supply and Saving Infrastructures	Milestone	Completion of 50% of water saving actions and water supply
72	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16846_New infrastructure - Urban Wastewater and Sludge Management Infrastructures from Wastewater Treatment	Milestone	Completion of 50% of wastewater works
80	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16283_Implementation of Regional Civil Protection Centers (PEKEPP) through PPP schemes	Target	Completion of 13 buildings
98	6 - 2.2. Modernise - 16782_Interconnection and interoperability of registries, systems and services for	Milestone	Regulatory basis for interconnection and



	data exchange between national public organisations		interoperability of registries
108	6 - 2.2. Modernise - 16779_Interoperability and web services development	Milestone	Completion of the project Interoperability and web services development
109	6 - 2.2. Modernise - 16810_CRM for the General Government	Milestone	Completion of the project CRM for the General Government
110	6 - 2.2. Modernise - 16780_Further Modernisation of Public Administration's One-Stop Shops	Milestone	Completion of the project One-Stop Shops
111	6 - 2.2. Modernise - 16965_Data Classification Studies for Public Sector's Information Systems	Milestone	Completion of the project Data Classification Studies
112	6 - 2.2. Modernise - 16823_Cybersecurity strategy and policies for the Public Sector & advanced security services for national critical infrastructures	Milestone	Completion of the project Cybersecurity strategy
137	8 - 3.1. Promote job creation and participation in the labour market - 16750_Digital Transformation of Labour Systems	Milestone	ARIADNE Single IT system secondary legislation entry into force
148	9 - 3.2. Education, vocational education and training, and skills - 16676_Digital transformation of Education	Target	Interactive systems installation completion
180	11 - 3.4. Increase access to effective and inclusive social policies - 16919_Child Protection	Target	Childcare centres staffing completion
181	11 - 3.4. Increase access to effective and inclusive social policies - 16945_Creation of childcare units within large companies	Target	Childcare units large companies
185	11 - 3.4. Increase access to effective and inclusive social policies - 16763_Digital Transformation of the social support system	Milestone	Digitalisation Migration Asylum System completion
186	11 - 3.4. Increase access to effective and inclusive social policies - 16922_Social Integration	Target	Social housing renovation apartment completion
235	14 - 4.3. Improve the efficiency of the justice system - 16733_Skills and digital skills for judges and judicial employees (judicial staff)	Milestone	Training – Judges and Clerks
236	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Judicial Map revision – Progress
241	15 - 4.4. Strengthen the financial sector and capital markets - 16580_Implementation of the new unified insolvency framework for the restructuring of debt and 2nd chance	Milestone	Supervision, digitalisation of supervisory processes, CMU, capital markets, preventive debt restructuring
242	15 - 4.4. Strengthen the financial sector and capital markets - 16576_New Loans Promotion – Establishment of the Credit Expansion Observatory	Milestone	Capital markets, supervision, digitalisation of supervisory processes, CMU
		Instalment Amount	EUR 1 974 438 067

#### 1.8. Eighth Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
2	1 - 1.1. Power up - 16870_Interventions for the electricity interconnection of islands and the upgrading of the electricity network	Milestone	Interconnection of islands — progress of works
8	1 - 1.1. Power up - 16865_Restructuring and enhancement of the RES CHP Account revenues	Target	RES account — capacity increase target 3
62	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16849_National Reforestation Plan and Parnitha flagship investment	Milestone	Reforestation — Completion of subproject 2 (Mt Parnitha)
113	6 - 2.2. Modernise - 16738_Central Document Management System	Milestone	Completion of Central Document Management System Project
114	6 - 2.2. Modernise - 16742_Digital transformation of the Ministry of Foreign Affairs	Milestone	Completion of Digital transformation of the Ministry of Foreign Affairs
115	6 - 2.2. Modernise - 16791_Digital Transformation of the Greek National Tourism Organisation	Milestone	Completion of digitalisation of the Greek National Tourism Organisation
116	6 - 2.2. Modernise - 16964_Next-Generation Interoperability Centre (KED)	Milestone	Completion of Next-Generation Interoperability Centre
117	6 - 2.2. Modernise - 16785_Tourism Registry e-MHTE	Milestone	Completion of the digital tourism registry
118	6 - 2.2. Modernise - 16826_Digital skills upgrade programs for conscripts	Target	Number of conscripts trained
131	7 - 2.3. Digitalisation of businesses - 16706_Digital Transformation of SMEs	Milestone	Digital transformation of SMEs - Delivery of products and services
132	7 - 2.3. Digitalisation of businesses - 16973_Establishment of a digital business ecosystem and introduction of tax incentives for the facilitation of the SMEs digital transformation	Milestone	Digital transformation of SMEs Legislative reform to incentivise uptake of technologies
157	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16816_Reforms and acceleration of investments in the Healthcare Sector - Clawback reduction and rationalization of healthcare expenditure	Target	Clawback decrease 300 000 000 - step 3
163	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16756_Organizational Reforms in the Health System (KETEKNY, ODIPY	Milestone	Health system — finalise the Greek DRG Institute KETEKNY and the new Agency for Quality Assurance in Healthcare ODIPY

			(excl. training)
164	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16756_Organizational Reforms in the Health System (KETEKNY, ODIPY)	Target	Health system – KETEKNY ODIPY complete training
169	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16753_Establishment of Home Health Care & Hospital at Home systems	Milestone	Home care – opening of units
213	13 - 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 - 16703_Combating illegal trade and protecting intellectual property	Milestone	Combating illegal trade - IT system and control stations
217	13 - 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 - 16940_Modernise the Hellenic Consignment Deposit and Loans Fund	Milestone	Completion of all subprojects of the Hellenic Consignment Deposit and Loans Fund
256	17 - 4.6. Modernise and improve resilience of key economic sectors - 16628_Central Greece Highway E-65: Trikala- Egnatia Section	Milestone	E-65 works — completion
261	17 - 4.6. Modernise and improve resilience of key economic sectors - 16630_Cretan Northern Highway (B.O.A.K.)	Target	Progress of construction works of BOAK
269	17 - 4.6. Modernise and improve resilience of key economic sectors – 16833_Implementation of EASA compliance rectification works	Milestone	Completion of EASA works
294	17 - 4.6. Modernise and improve resilience of key economic sectors - 16944_Master plan for the renewal of the Greek passenger shipping fleet	Milestone	Master plan for Greek passenger shipping
296	17 - 4.6. Modernise and improve resilience of key economic sectors - 16921_Reskilling and Upskilling in Tourism	Target	Reskilling and Upskilling in Tourism (completion)
313	17 - 4.6. Modernise and improve resilience of key economic sectors - 16653_Digital Transformation of the Agri-Food Sector	Milestone	Completion of the digital transformation of agriculture project
		Instalment Amount	EUR 1 974 438 067

#### 1.9. Ninth Payment Request (non-repayable support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
3	1 - 1.1. Power up - 16870_Interventions for the electricity interconnection of islands and the upgrading of the electricity network	Milestone	Interconnection of islands — completion
15	1 - 1.1. Power up - 16871_Revitalization actions of the most affected territories (Just transition territories)	Target	Land rehabilitation — completion
16	1 - 1.1. Power up - 16926_Support of the installation of storage systems to enhance RES penetration	Milestone	Energy Storage — completion
17	1 - 1.1. Power up - 16901_HEDNO network upgrades aiming at enhancing resilience and protecting the environment	Milestone	HEDNO — completion 1
18	1 - 1.1. Power up - 16900_HEDNO overhead network upgrading in forest areas	Milestone	HEDNO —completion 2

19	1 - 1.1. Power up - 16899_Installed capacity increase in Hellenic Electricity Distribution Network Operator (HEDNO) HV/MV substations for new RES connection	Milestone	HEDNO — completion 3
25	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Target	Residential renovation – renovation of residences for energy poor households
26	2 - 1.2. Renovate - 16872_Energy renovation on residential buildings	Target	Residential renovation – renovation of residences #3
29	2 - 1.2. Renovate - 16879_Preparation of Urban Plans in implementation of the urban policy reform	Target	Completion of urban planning
30	2 - 1.2. Renovate - 16894_Establishment of new special spatial planning for RES, industry, tourism and aquaculture	Milestone	Adoption of Special Spatial Frameworks
31	2 - 1.2. Renovate - 16891_Establishment of new maritime spatial planning	Milestone	Adoption of maritime strategy
35	2 - 1.2. Renovate - 16876_Energy upgrade of public sector buildings	Target	Energy efficiency public buildings – completed
36	2 - 1.2. Renovate - 16874_Energy and entrepreneurship	Target	Energy efficiency private sector – completed #2
40	2 - 1.2. Renovate - 16873_ - Interventions in residential areas and in the building stock	Milestone	Urban interventions – completion of all works
41	2 - 1.2. Renovate - 16875_Infrastructure development and buildings' restoration in former royal estate in Tatoi	Milestone	Tatoi – completion of all works
53	3 - 1.3. Recharge and refuel - 16831_Produc- E Green	Milestone	CCS – operation certificate issued
54	3 - 1.3. Recharge and refuel – 16831_Produc- E Green	Milestone	Industrial units –
55	3 - 1.3. Recharge and refuel – 16831_Produc- E Green	Target	Charging points for electric vehicles – installations completed
63	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16849_National Reforestation Plan and Parnitha flagship investment	Milestone	Reforestation — Completion of subproject 1 (Restoration of 16 500 ha)
64	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16851_Biodiversity protection as a driver for sustainable growth	Milestone	Biodiversity — Completion
73	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16846_New infrastructure - Urban Wastewater and Sludge Management Infrastructures from Wastewater Treatment	Milestone	Completion of Urban Wastewater and Sludge Management Infrastructures
74	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16850_Drinking Water Supply and Saving Infrastructures	Milestone	Completion of Drinking Water Supply and Saving Infrastructures
75	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16882_Flood mitigation projects	Milestone	Completion of Flood mitigation projects
76	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16898_Water Supply Projects	Milestone	Completion of water supply projects
81	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16910_Monitoring and Management System	Milestone	Completion of Monitoring and management system for civil protection
82	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16911_Aerial means for crisis management	Milestone	Completion of project of aerial means for crisis management
83	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16912_Forest firefighting, prevention and response equipment	Milestone	Completion of forest fighting equipment
84	4 - 1.4. Sustainable use of resources, climate resilience	Milestone	Completion of National

	and environmental protection - 16909_Infrastructure - Establishment of a strategic National Disaster Risk Management		Disaster Risk Management
89	5 - 2.1. Connect - 16962_Submarine fiber cables	Target	Completion of the 'Submarine fibre cables' project
90	5 - 2.1. Connect - 16818_Fiber optic infrastructure in buildings	Target	Completion of the 'Fiber optic infrastructure in buildings' project
91	5 - 2.1. Connect - 16834_5G Corridors – Develop 5G networks that shall provide coverage of all Greek motorways that are part of the Trans-European Transport Networks	Target	Completion of the '5G corridors' project
92	5 - 2.1. Connect - 16855_Small-satellites	Milestone	Completion of the 'Small satellites' project
95	6 - 2.2. Modernise - 16778_Digitisation of archives and related services	Target	Digitisation of archives – full implementation
99	6 - 2.2. Modernise - 16929_Towards Public Administration's "customer"-oriented services through simplification and improvement of processes, systems enhancements and compliance with European strategies and policies	Milestone	Completion of strategy on reducing administrative burden and national plan for process simplification (final phase)
119	6 - 2.2. Modernise - 16736_New system for Public Procurements	Milestone	Completion of the new system for public procurement
120	6 - 2.2. Modernise - 16824_ERegistries	Milestone	Completion of ERegistries project
123	6 - 2.2. Modernise - 16854_Smart cities	Target	Full implementation of smart city projects
124	6 - 2.2. Modernise - 16928_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	Milestone	Completion of new technologies for public administration
125	6 - 2.2. Modernise - 16955_Upgrade of Cloud-computing infrastructure and services of the National Infrastructures for Research and Technology (GRNET)	Milestone	Completion of GRNET
126	6 - 2.2. Modernise - 16287_Enhancement of Public Sector's Business Continuity	Milestone	Completion of public sector business continuity
127	6 - 2.2. Modernise - 16956_Expansion of Syzefksis II	Milestone	Completion of Syzefksis II
128	6 - 2.2. Modernise - 16827_Data Governance strategy & policies for the Public Sector	Milestone	Completion of data governance strategy
129	6 - 2.2. Modernise - 16842_Central BI - Data Analytics	Milestone	Completion of Central BI
140	9 - 3.2. Education, vocational education and training, and skills - 16913_A New Strategy for Lifelong Skilling: Modernising and Upgrading Greece's Upskilling and Reskilling System	Target	Training programmes lifelong learning stagey completion validation
145	9 - 3.2. Education, vocational education and training, and skills - 16794_Strengthening the Apprenticeship System	Target	Training courses completion of digitisation e-learning and completion of energy efficient renovations
146	9 - 3.2. Education, vocational education and training, and skills - 16792_Labor force skilling, reskilling and upskilling through a reformed training model (Vocational Education & Training Reform)	Milestone	VET quality control system completion
149	9 - 3.2. Education, vocational education and training, and skills - 16933_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	Target	Renewal modernisation of VET laboratory centres completion

150	9 - 3.2. Education, vocational education and training, and skills - 16289_Strategy for Excellence in Universities & Innovation	Milestone	Visiting Professors completion
151	9 - 3.2. Education, vocational education and training, and skills - 16289_Strategy for Excellence in Universities & Innovation	Target	Trust your stars completion
152	9 - 3.2. Education, vocational education and training, and skills - 16934_Upgrading Vocational Education and Training	Milestone	Upgrading VET system IEK, Model EPAL Digitalisation EOPPEP occupational profiles completion
165	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16783_Implementation of the National Public Health Prevention Program "Spiros Doxiadis" (NPP"SD")	Milestone	Spiros National Public Health Prevention Program 'Doxiadis' – all projects completed
166	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16755_Green investments - Reform of the Primary Health Care System	Target	PHC –health centres fully renovated
170	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16795_NHS Hospital Renovation and Infrastructure Upgrade	Milestone	NHS Infrastructure upgrade completion
171	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16757_Establishment of a Radiotherapy Centre at the "Sotiria" Thoracic	Milestone	Sotiria Radiotherapy Centre
172	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16793_Project for the construction of a building dedicated to Cellular & Gene Therapies and Hematology Clinic Laboratories within the General Hospital of Thessaloniki "Papanikolaou"	Milestone	Papanikolaou hospital completion
173	10 - 3.3. Improve resilience, accessibility and sustainability of healthcare - 16752_Digital Transformation of Health (DigHealth)	Milestone	Digital transformation – all subprojects complete
183	11 - 3.4. Increase access to effective and inclusive social policies - 16922_Social Integration	Target	Social integration GMI recipients homeless
187	11 - 3.4. Increase access to effective and inclusive social policies - 16688: Promote integration of the refugee population into the labour market	Target	Refugee labour market integration
194	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16611_Digital transformation of tax audits	Milestone	Completion of digital transformation of tax audits
195	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16291_Digital Transformation of the Tax and Customs Administration	Milestone	Completion of first phase deliverables of the integrated tax and audit IT environment of the Independent Authority for Public Revenue as part of its digital transformation
196	12 - 4.1. Making taxes more growth friendly and improving tax administration and tax collection - 16291_Digital Transformation of the Tax and Customs Administration	Milestone	Launch of the commercial vehicles and containers surveillance system
208	13 - 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 - 16972_Reforming Public Administration	Target	Public administration – completion of training for civil servants
218	13 - 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 - 16711_Professionalization of Public Procurement domain	Milestone	Implementation of the National Strategy on Public Procurement 2021-2025
219	13 - 4.2. Modernise the public administration, including through speeding up the implementation of public investments, improving the public procurement	Milestone	Accounting Reform:

	framework, capacity building measures and fighting corruption - 16974_Accounting Reform		
220	13 - 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 - 16705_Digital Transformation of Fiscal Management and Supervision in Governance & Electronic Invoicing	Milestone	Government Enterprise Resource Planning (GOV-ERP)
221	13 - 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 - 16711_Professionalization of Public Procurement domain	Target	Completion of upskilling / reskilling programs for Public Procurement
237	14 - 4.3. Improve the efficiency of the justice system - 16292_New Judicial Buildings	Milestone	Construction and renovation works – e-identity - completion
238	14 - 4.3. Improve the efficiency of the justice system – 16575 Accelerating the administration of justice	Milestone	Judicial Map revision – Full Implementation
239	14 - 4.3. Improve the efficiency of the justice system - 16727_Digital Transformation of Justice (E-Justice)	Milestone	Record-keeping and IT upgrades
243	15 - 4.4. Strengthen the financial sector and capital markets - 16581_Enhanced capital market supervision and trustworthiness	Milestone	Capital markets, supervision, digitalisation of supervisory processes, Capital Market Union (CMU)
244	15 - 4.4. Strengthen the financial sector and capital markets - 16957_Strengthening the capacity of the financial system to overcome legacy challenges and finance the real economy	Milestone	Debt resolution, NPL resolution, NPL sales, financial stability, Public Credit Bureau, solvency,
249	16 - 4.5. Promote research and innovation - 16624_Creation - Expansion – Upgrade of Infrastructures of Research Centers supervised by the General Secretariat for Research and Innovation (GSRI)	Milestone	Completion of Research Centres projects
250	16 - 4.5. Promote research and innovation - 16618_Basic & Applied Research	Milestone	Completion of Basic & Applied Research projects
251	16 - 4.5. Promote research and innovation - 16654_TH 2 ORAX: Trellis Holistic & Hybrid Operational Ruggedized Autonomous eXemplary system	Milestone	Completion of TH <sup>2</sup> ORAX project
252	16 - 4.5. Promote research and innovation - 16971_Research - Create - Innovate	Milestone	Completion of Research - Create - Innovate projects
253	16 - 4.5. Promote research and innovation - 16621_Extroversion of the Research and Innovation Ecosystem of Greece	Milestone	Completion of extroversion of R&I ecosystem projects
262	17 - 4.6. Modernise and improve resilience of key economic sectors - 16630_Cretan Northern Highway (B.O.A.K.)	Milestone	Project completion of BOAK
270	17 - 4.6. Modernise and improve resilience of key economic sectors - 16954 Interventions for the upgrade and redeployment of the Greek rail network system and infrastructure	Milestone	Upgrade of rail network completed
271	17 - 4.6. Modernise and improve resilience of key economic sectors - 16892_Upgrading suburban railway of West Attica	Milestone	Completion of West Attica railway
272	17 - 4.6. Modernise and improve resilience of key economic sectors - 16949 Smart Bridges	Milestone	Completion of smart bridges project
273	17 - 4.6. Modernise and improve resilience of key economic sectors - 16950_Electronic Tolls	Milestone	Completion of electronic tolls project
274	17 - 4.6. Modernise and improve resilience of key economic sectors - 16959_Digital Transformation of the Hellenic Railways Organization	Milestone	Completion of digital transformation of OSE project
275	17 - 4.6. Modernise and improve resilience of key	Milestone	Completion of smart

	economic sectors - 16960_Smart Infrastructure with environmental and cultural focus		infrastructure project
276	17 - 4.6. Modernise and improve resilience of key economic sectors - 16937_Digital Integrated Program Management System for the Administration of the Technical Works and Structural Assets of the Ministry of Infrastructure and Transport	Milestone	Completion of PMIS for the Ministry of Infrastructure
277	17 - 4.6. Modernise and improve resilience of key economic sectors - 16786_Simplification of the Procedures of the Ministry of Infrastructure & Transport	Milestone	Simplification of procedures for Ministry of Transport
282	17 - 4.6. Modernise and improve resilience of key economic sectors - 16970_Highways for Nature and Culture	Milestone	Highways for Nature and Culture
283	17 - 4.6. Modernise and improve resilience of key economic sectors - 16293_Culture as a driver of growth	Milestone	Culture as a driver of growth
284	17 - 4.6. Modernise and improve resilience of key economic sectors - 16536_Upgrade of infrastructure, renewal of equipment and upgrade of quality of services provided by HOCRED Stores – former ARF Stores (On-spot and electronic	Milestone	Upgrade of the Hellenic Organisation of Cultural Resources Development (HOCRED)
285	17 - 4.6. Modernise and improve resilience of key economic sectors - 16725_Upgrading higher arts education	Milestone	Upgrading higher arts education
286	17 - 4.6. Modernise and improve resilience of key economic sectors - 16723_Skill building for creative and cultural professionals	Target	Skill building for creative and cultural professionals (completion)
287	17 - 4.6. Modernise and improve resilience of key economic sectors - 16486_Museum of underwater antiquities	Milestone	Museum of underwater antiquities
288	17 - 4.6. Modernise and improve resilience of key economic sectors - 16485_Cultural Routes At Emblematic Archaeological Sites And Monuments	Milestone	Cultural Routes at Emblematic Archaeological Sites
289	17 - 4.6. Modernise and improve resilience of key economic sectors - 16735_Utilizing “arts on prescription”, promoting social cohesion, and tapping on the silver economy	Milestone	Utilizing “arts on prescription”,
290	17 - 4.6. Modernise and improve resilience of key economic sectors - 16433_Protection of cultural monuments and archaeological sites from climate change	Milestone	Protection of cultural monuments from climate change
291	17 - 4.6. Modernise and improve resilience of key economic sectors - 16435_Restoration - Conservation-Enhancement of the Acropolis Monuments	Milestone	Restoration - Conservation-Enhancement of the Acropolis
297	17 - 4.6. Modernise and improve resilience of key economic sectors - 16931_Tourism Development	Milestone	Tourist Development project completion
298	17 - 4.6. Modernise and improve resilience of key economic sectors - 16975_Upgrade Interventions for Regional Ports	Target	Upgrade Interventions for Regional Ports
307	17 - 4.6. Modernise and improve resilience of key economic sectors - 16634_New Industrial Parks	Milestone	Industrial parks–implementation of investments
308	17 - 4.6. Modernise and improve resilience of key economic sectors - 16593_Amendment of the legal framework for the attraction of strategic investment	Milestone	Strategic investments – implementation of investments
309	17 - 4.6. Modernise and improve resilience of key economic sectors - 16721_Acceleration of smart manufacturing	Milestone	Manufacturing, sector – implementation of investments
314	17 - 4.6. Modernise and improve resilience of key economic sectors - 16626_Economic transformation on the Agricultural Sector	Milestone	Completion of economic transformation of agriculture
315	17 - 4.6. Modernise and improve resilience of key economic sectors - 16584_Proposals for actions in the	Milestone	Aqua-culture completed



	Aquaculture Sector		
316	4 - 1.4. Sustainable use of resources, climate resilience and environmental protection - 16285_ Investments in the national irrigation network through PPP schemes	Milestone	Irrigation completion
319	18 - 4.7. Improve competitiveness and promote private investments and exports - 16543_ Actions for the simplification of the business environment and its upgrading in quality and safety	Milestone	Improvement of business environment –licensing simplification and market surveillance
259	17 - 4.6. Modernise and improve resilience of key economic sectors - 16631_ Road Safety Upgrade	Milestone	Road safety project completion
		Instalment Amount	EUR 1 974 438 066

## 2. Loan

The instalments referred to in Article 3(2) shall be organised in the following manner:

### 2.1. First Payment Request (loan support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
320	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Milestone	Operational agreements with IFIs
321	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Milestone	Launch of commercial banks call
		Instalment Amount	EUR 2 121 256 487

### 2.2. Second Payment Request (loan support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
322	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Milestone	Agreement for equity platform
323	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Milestone	InvestEU contribution agreement
324	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 586.4 million of financial institutions funds signed with final beneficiaries
		Instalment Amount	EUR 2 121 256 487

### 2.3. Third Payment Request (loan support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
325	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 3518.4 million of financial institutions funds signed with final beneficiaries
		Instalment Amount	EUR 2 121 256 487

2.4. Fourth Payment Request (loan support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
326	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 5864 million of financial institutions funds signed with final beneficiaries
		Instalment Amount	EUR 2 121 256 487

2.5. Fifth Payment Request (loan support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
327	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 9382.4million of financial institutions funds signed with final beneficiaries
		Instalment Amount	EUR 2 121 256 487

2.6. Sixth Payment Request (loan support):

Sequential Number	Related Measure (Reform or Investment)	Milestone / Target	Name
328	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	EUR 11728 million of financial

			institutions funds signed with final beneficiaries
329	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	Investment of 100% of equity support
330	4.7. Improve competitiveness and promote private investments and exports - 16980_RRP Loan Facility	Target	InvestEU approval of operations
		Instalment Amount	EUR 2 121 256 485

## **SECTION 3: ADDITIONAL ARRANGEMENTS**

### **1. Arrangements for monitoring and implementation of the recovery and resilience plan**

The monitoring and implementation of the recovery and resilience plan of Greece shall take place in accordance with the following arrangements.

The main body responsible for the coordination of the implementation and the monitoring of the recovery and resilience plan will be the Recovery and Resilience Facility Coordination Agency, an independent special public service of the Ministry of Finance, established with the law 4738/2020. The Recovery Resilience Facility Coordination Agency shall also be the responsible body to verify that the set milestones and targets of the recovery and resilience plan have been completed and shall also act as the (single) liaison between the European Commission and the Greek authorities. Specifically, its tasks entail the active monitoring of the progress of the projects, on the basis of the agreed milestones and targets, and the submission of the payment requests to the European Commission upon verification of their completion. The latter shall be accompanied by a management declaration that the funds were used for their intended purposes and in accordance with the principle of sound financial management, as well as by a summary of the audits carried out, including weaknesses identified and any corrective actions taken.

The overall responsibility for the implementation of each specific measure falls under the competency of the relevant Ministry whose services will support the monitoring of the projects' progress and maintain close cooperation with the Recovery and Resilience Facility Coordination Agency.

All measures in the plan shall be implemented by national bodies (“implementing bodies”) appointed by the competent Ministry and shall be responsible for the achievement of the agreed milestones and targets as well as the reporting of all data and documentation to the Recovery and Resilience Facility Coordination Agency through the management information system that shall be established.

Finally, the Financial Audit Committee (EDEL, which is part of the General Secretariat for Fiscal Policy (State General Accounting Office) of the Ministry of Finance, shall safeguard the observance of the principles of sound financial management.

### **2. Arrangements for providing full access by the Commission to the underlying data**

In order to provide full access to the Commission to the underlying relevant data, Greece shall have in place the following arrangements:

The Recovery and Resilience Facility Coordination Agency, as the central coordinating body for Greece's recovery and resilience plan and its implementation, is responsible for the overall coordination and monitoring of the plan. In particular, it acts as a coordinating body for monitoring progress on milestones and targets, for monitoring and, where appropriate, implementing control and audit activities, and for providing reporting and requests for payments. It coordinates the reporting of milestones and targets, relevant indicators, but also qualitative financial information and other data, such as on final recipients. The data encoding is taking place throughout implementing bodies, which are obliged to report the required data to the Recovery and Resilience Facility Coordination Agency through Management Information System.

In accordance with Article 24(2) of Regulation (EU) 2021/241, upon completion of the relevant agreed milestones and targets in Section 2.1 of this Annex, Greece shall submit to the

Commission a duly justified request for payment of the financial contribution and, where relevant, of the loan. Greece shall ensure that, upon request, the Commission has full access to the underlying relevant data that supports the due justification of the request for payment, both for the assessment of the request for payment in accordance with Article 24(3) of Regulation (EU) 2021/241 and for audit and control purposes.