

**„Prioritná os Operačného programu
Informatizácia spoločnosti:
Zvýšenie prístupnosti k širokopásmovému
internetu“**

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Presentation Overview

- Operational Program Information Society
- Key projects of Greek OPIS
 - Public Sector Broadband Network “SYZEFKSIS”
 - One Stop Governments Shop “ARIADNE”
 - Broadband Networks at Local Level (Optical MANs)
 - Wireless Hot Spots
 - Develop of Broadband Infrastructure to less developed areas of the country
 - Other significant projects
- Beyond ICT Policy: Lessons Learned
- Operational Program Digital Convergence (NSRF 2007-2013)

1. Operational Program Information Society

OPIS 2000-2006 Greece vs
OPIS 2007-2013 Slovak Republic

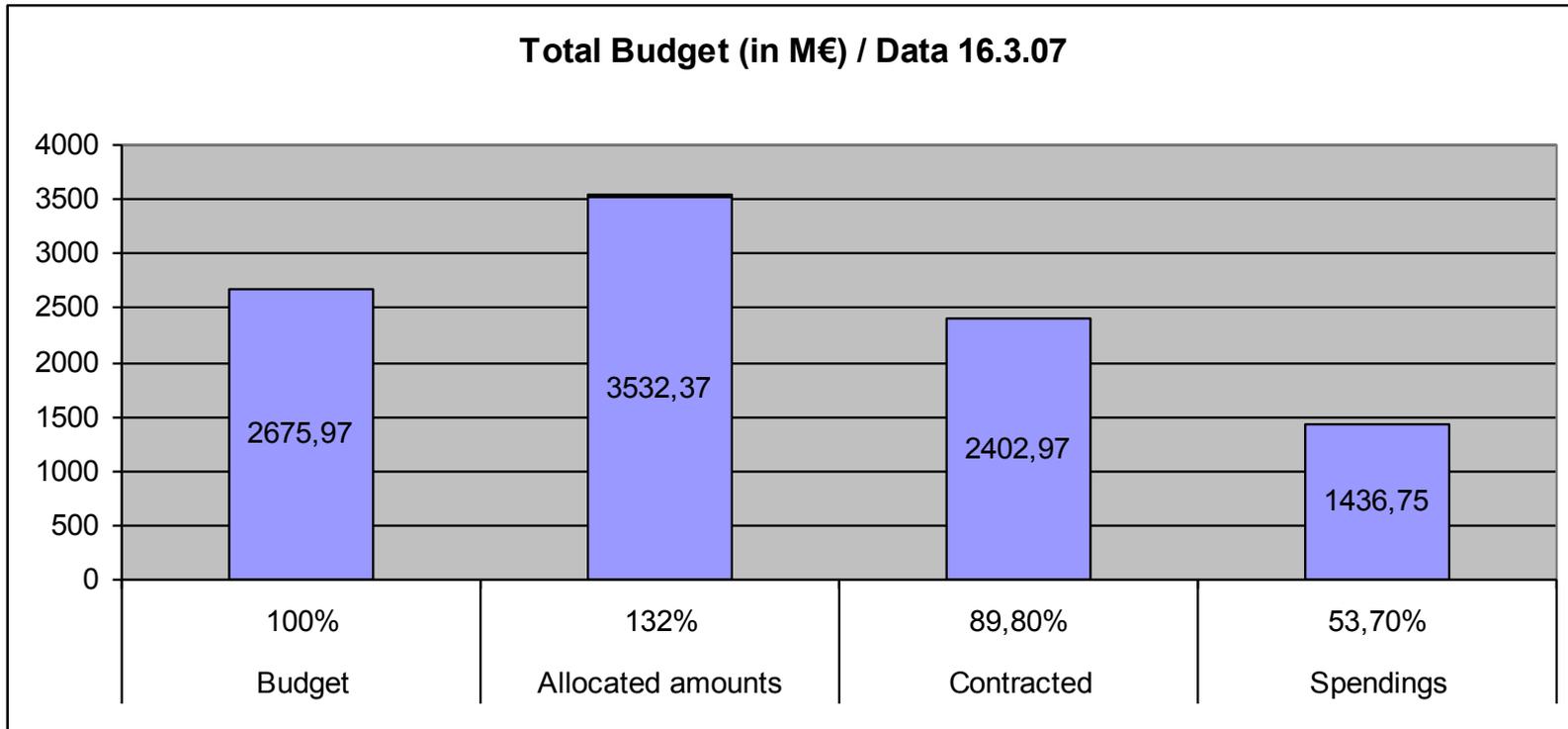
Operational Program Information Society

- Greek Population: 10M
- GR OPIS (2000-2006)
- Public Expenditure 2.269,6M€, National Contribution 25% & EU Contribution 75%
- ESF (25,6%) & ERDF (74,4%) combined funding
- 5 Action Lines
 - Education & culture (14,8%)
 - Citizens & quality of life (31,0%)
 - The digital economy and employment (31,8%)
 - Communications (20,0%)
 - Technical Assistance (2,4%)
- Slovak Rep. Population: 5M
- SK OPIS (2007-2013)
- Public Expenditure 1.168,3M€, National Contribution 15% & EU Contribution 85%
- ERDF funded only
- 4 Action Lines
 - Electronization of public administration and development of electronic services (63,0%)
 - Development and renewal of the national infrastructure of repository institutions (11,6%)
 - Improvement of broadband internet access (22,3%)
 - Technical Assistance (3,1%)



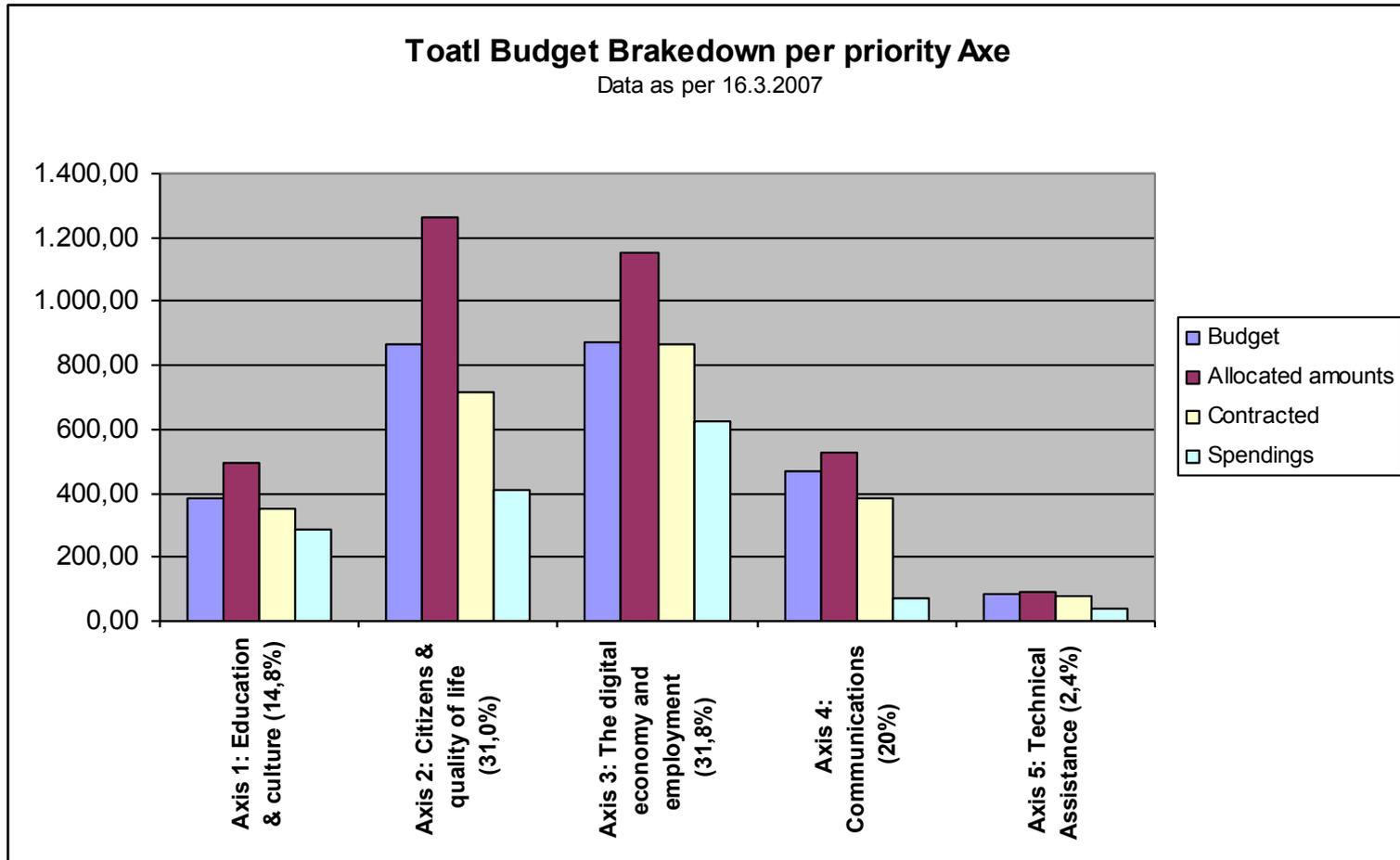
Current status of OPIS implementation

Budget/Allocations/Contracts/Spending



Current status of OPIS implementation

Budget/Allocations/Contracts/Spending



Key projects in Greek OPIS 2000-2006

1. Public Sector Broadband Network “SYZEFXIS”
2. One Stop Governments Shop: “ARIADNE”. Citizens Service Centers
3. Broadband Networks at Local Level (Optical MANs)
4. Wireless Hot Spots
5. Funding of private-sector companies for the development of broadband access in the Regional Areas of Greece

Public Sector Broadband Network “SYZEFXIS”

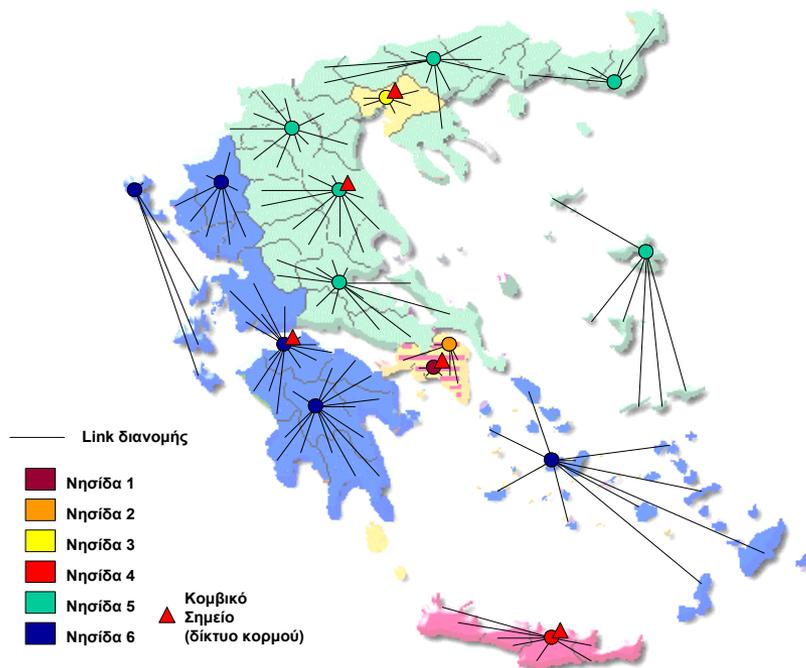
(<http://www.syzefxis.gov.gr/>)



| | |
|-------------------------------|---|
| Project Name & Funding source | <p>The “SYZEFXIS” project, which is financed by the Operational Programme “Information Society” in the framework of Measure 2.2., is the first venture of providing large scale broadband telecommunication services in Greece</p> <p>The budget of the project is approximately 75.5 m€, 70 m€ of which concern the technical part of the project, while 5.5 m€ the training part in the “SYZEFXIS” services.</p> |
| Project Description and scope | <p>The “SYZEFXIS” project implements the network of the public administration which will connect all the bodies of the public sector (hospitals, social insurance funds, libraries etc), the public administration and local authority with broadband networks for their internal communication so as to be able to provide all citizens and enterprises access, via the Internet, to all the services of the public administration without digital exclusions.</p> <p>The “SYZEFXIS” project is a typical project of providing telecommunication and telematic services of large range and scale since it covers all the Greek territory with presence in approximately 1,800 points.</p> |
| Public Bodies covered | <p>Such bodies (65 in total) are:</p> <ul style="list-style-type: none"> ▪All the bodies of the Ministry for the Interior, Public Administration and Decentralization: general secretariats, regions, local government organisations, prefectures, citizen service centers. ▪All the bodies in the health sector: Regional Health System, hospitals, health centres etc. ▪All the managing authorities of the 3rd CSF of the ministry of Economy and Finance. ▪All the army offices of the country. <p>The number of final clients is approximately 1,800 and each one of them is connected only with its central building..</p> |
| Services | <p>“SYZEFXIS” provides advanced telematic services and value added services: advanced telephony and fax services, calls to/ from fixed and mobile telephones as well as telephony for abroad, access to the Internet with all the related services, teleconference, tele-training, remote access services (tele-work), certification and electronic transaction security services (infrastructure of public key) etc. The provision of single prices for telephone calls outside “SYZEFXIS” (local –long distance – mobile – international) follows the international practice while the telephone calls inside “SYZEFXIS” are provided rate-free.</p> <p>It concerns bodies of the Greek public sector, the needs of which are not restricted to simple telephone connections, but they are expanded including advanced voice, data and picture services.</p> |
| Operation Model | <p>The objective of “SYZEFXIS” is the provision of Internet services and not infrastructures while it applies the logic of providing services at the level of services with pre-agreed qualitative and quantitative characteristics (Service Level Agreement).</p> |

Public Sector Broadband Network “SYZEFXIS”

(<http://www.syzefxis.gov.gr/>)



- **Subproject 1 (ATTICA-1): Area 1 (Ministries, general secretariats, managing authorities and army offices – services located in the region of Attica).**
- **Subproject 2 (ATTICA -2): Area 2 (The region of Attica, the local government bodies of the 1st and 2nd degrees and the Citizen Service Centres of the region of Attica as well as the hospitals and health centres of the same region).**
- **Subproject 3 (PREFECTURE OF THESSALONIKI): Area 3 (The bodies of the four categories belonging to the prefecture of Thessaloniki).**
- **Subproject 4 (CRETE): Area 4 (The bodies of the four categories belonging to the region of Crete).**
- **Subproject 5 (NORTHERN GREECE): Area 5 (The bodies of the four categories belonging to the regions of Eastern Macedonia & Thrace, Western Macedonia, Central Macedonia (with the exception of the bodies of the prefecture of Thessaloniki), Northern Aegean, Thessaly and Sterea Ellada [Continental Greece]).**
- **Subproject 6 (SOUTHERN GREECE): Area 6 (The bodies of the four categories belonging to the regions of the Ionian Islands, Epirus, Western Greece, the Peloponnese and Southern Aegean).**
- **Subproject 7: Backbone network.**
- **Subproject 8: Training management.**
- **Subproject 9: Public Key Infrastructure service**

The budget of the project is approximately 75.5 m€, 70 m€ of which concern the technical part of the project, while 5.5 m€ the training part in the “SYZEFXIS” services.

Public Sector Broadband Network “SYZEFXIS”

(<http://www.syzefxis.gov.gr/>)



Results of the project

- The modernization and improvement of the operation of the Greek public administration bodies (implementation of the model of e-government) with the provision of advanced telematic services and added value services as well as the training in the framework of upgrading the human resources both as regards the use of information technology systems as well as the acquisition of basic skills in the use of new technologies.
- The effective utilisation of the information technology systems of the Greek public sector bodies through the operational interconnection of these systems, the installation of a hierarchic servers' network and the management of the final users in the closed environment logic.
- The exploitation of alternative information sources and the avoidance of overlapping – repetitions in data bases and network facilities.
- The effective management of the data transfer of the Greek public sector bodies and the central and allocated support of telematic applications.
- The cost reduction of the communication among the Greek public sector bodies with a simultaneous increase in the speed and security of the data transfer.
- The unified upgrading of the services provided for the citizen through automated and user-friendly information services and services of concluding transactions with the Greek public services.
- The quick and easy search of information by the citizen which have as a source bodies of the Greek public sector.
- The improvement of serving the citizen, especially for procedures which require involvement of more than one bodies having the provision of one-stop services as the final objective.
- The utilisation of the possibilities offered by the liberalization of telecommunications and the development of alternative implementation and financing ways for telecommunication projects.
- The decrease of the “digital gap” in the framework of the information society.
- At the same time, along with the implementation of the project, the aim is the development of the information and communication industry in an environment of healthy competition and the complete utilisation of the investments on information and communication technologies. A big project, such as SYZEFXIS, is expected to influence the telecommunications market, mainly in the field of providing broadband services.
- Furthermore, another benefit is the fact that the contractor of each one of the 7 subprojects of telecommunication nature will consolidate his/her position in the field of broadband services acquiring a big comparative advantage so as to prevail in the market of these services and will be promoted to an important factor of the telecommunication market in the area of activation.

One Stop Governments Shop: “ARIADNE” Citizens Service Centers



The “Ariadne” programme is designed to improve communications with the public and the quality of service the citizen receives from the country’s public services.

It signals the collaboration between the central public administration and local government authorities, and is currently implemented through both central and decentralized actions.

The citizen have access to administrative information and data (e.g. e-forms) in the following ways:

1. By telephone
2. Via the Internet
3. Through service structures on the local level.

These structures, providing a total of about 1000 service points, have already been set up in local government authorities across Greece. These 1000 citizen service points will also be public Internet access points.

Broadband Networks at Local Level

Construction of metropolitan broadband optical fiber networks (MAN) in less developed areas of Greece

| | |
|--|---|
| <p>Project Name & Funding source</p> | <p>The above projects belong to the action category “Development/ implementation of local access broadband networks” of Measure 4.2 and is related to the basic principle of the «Europe 2005, An information society for all» initiative which anticipates the encouragement of secure services, applications and content based on widely available broadband infrastructures.</p> <p>The budget of the of the project is 67M€ (3M€ for the technical support to the Local Government).</p> |
| <p>Project Description and scope</p> | <p>The projects to be implemented include mainly: troughs, channels, optical fibers, interconnection points, as well as the installation of passive equipment and active network equipment</p> <p><u>The physical scope of the above projects is:</u></p> <ul style="list-style-type: none"> ▪ the implementation of metropolitan optical networks for the development of supplementary broadband infrastructure in the local authorities of the country ▪ the interconnection of the buildings of public interest in bodies of education, health- welfare, culture, public administration, people with special needs etc with the use of MAN technologies. |
| <p>Public Bodies covered</p> | <p>More specific objectives are the public administration, as well as all the schools, universities, museums, libraries, records etc to have broadband access, the strengthening of broadband access with emphasis on the less privileged areas and the introduction of information networks between health points with broadband access.</p> |
| <p>Operation Model</p> | <p>The basic target is the creation of competition conditions in the area of services, both of access as well as of content, to the benefit of the consumer –user based on the availability of open optical fiber infrastructures in a cost-oriented way. Towards this direction, moreover, the release of part of the infrastructures for private exploitation through long-term leasing per measure and pair of fibers is encouraged; this will generate cost-oriented revenues with the aim of covering the operation and maintenance expenses.</p> |

Wireless Hot Spots

Financing of enterprises for the creation of wireless hotspots of broadband access
(www.w-hotspots.gr)



| | |
|--|---|
| <p>Project Name & Funding source</p> | <p>The above action is included in action category “Projects of initial application of broadband network technologies” of Measure 4.2 “Development of infrastructures of local access networks”.</p> <p>The total budget of the action comes up to 21,427,120€ ; 10,000,000€ of the budget concern private participation and 11,427,120€ public expenditure. The strengthening of private investments and plans is done on the basis of De Minimis rule. (About 400 beneficiaries)</p> |
| <p>Project Description and scope</p> | <p>The project “Financing of enterprises for the creation of wireless hotspots of broadband access” subsidises the development and operation of wireless hotspots in public mass places for access to the Internet with the use of LMDS, ADSL or Broadband Satellite Internet Access technologies.</p> |
| <p>Coverage</p> | <p>The development of wireless hotspots of broadband access is carried out in areas where a considerable number of users/ visitors gather, such as: guest, accommodation and entertainment areas (hotels, restaurants, students’ residences, sport facilities/ gyms etc), waiting/ transportation areas (airports, railway stations, ports/ marines/ bus stops etc), educational centres, universities, private schools, cultural areas (museums, archaeological sites, galleries etc), shopping centres, department stores, banks, event and conference areas (conference centres, commercial exhibition areas, Press centres etc) and other areas of providing services for the citizens (hospitals, courts, public bodies etc).</p> |
| <p>Operation Model</p> | <p>Businesses (e.g. hotel, tourist ones etc) have the possibility through the Wireless Hotspots to offer wireless access to network or Internet, Intranet, Extranet services of added value to users who move in the area they cover: moving citizens/ visitors of public or/ and private places –external visitors, guests, clients as well as employees.</p> |

Funding of private-sector companies for the development of broadband access in the Regional Areas of Greece

(<http://www.broadband.gov.gr>)



| | |
|--|--|
| <p>Project Name & Funding source</p> | <p>The project «Funding of private-sector companies for the development of broadband access in the Regional Areas of Greece» has been included in the O.P.I.S. and is co-subsidized by ERDF at the rate of 70%, with regard to public participation.</p> <p>The total budget to be made available through this Call amounts to 210,000,000 euros</p> |
| <p>Project Description and scope</p> | <p>The aim of the project described in this Call is to support the development of the necessary infrastructure for the provision of broadband services to those regions of Greece, where such infrastructure neither currently exists nor is it expected to be deployed under the current market conditions in the immediate future, or where no competitive conditions are expected to be developed.</p> <p>The aim of the state subsidy is the bridging of the digital divide in those regions.</p> <p>The total budget is distributed as follows in two main axis:</p> <ol style="list-style-type: none"> 1. the development of broadband access in the regional areas of Greece, though the subsidization of infrastructure development, from now on called “Axis 1” of the project, and 2. The stimulation of the demand for broadband services through subsidization actions of end-users in the Greek Districts, from now on called “Axis 2” of the project. |
| <p>Coverage</p> | <p>The entire project covers the whole of the Greece, with the exception of :</p> <ul style="list-style-type: none"> –the district of Attica (the islands of Argo-Saronic Gulf are included in the project) –the Metropolitan area of Thessalonica <p>The individual prefectures of the country are grouped into seven (7) zones, so that the entire project is divided into an equal number of sub-projects. For each zone one and only one proposal is selected for subsidization.</p> |
| <p>Operation Model</p> | <p>50% of the budget shall be Public Spending, while the remaining 50% shall be covered by private participation.</p> |

Other key projects of Greek OPIS

| Project Name | Project Description | Number of Projects | Indicative Budget in M€ |
|--|---|--------------------|-------------------------|
| TAXISnet | Advanced network and services for Tax Authorities. Framework project with over 25 subprojects for interconnection, applications, databases, equipment, training etc | 12 | 90 |
| Primary & Secondary Schools /EDUnet | Network for Primary and Secondary Schools. Connection to the Internet, equipment, help desk, etc | 3100 | 136 |
| Infrastructure for Universities /GUnet | Equipment, Networking, Academic Network, E-Learning, IT Labs | 155 | 60 |
| Municipalities Portals | Basic E-Government Applications & information Portals for Municipalities | 1 | 33 |
| Police On Line | Network and Equipment | 3 | 50 |
| eHealth | MIS for Hospitals and Health Centers of the country, IT equipment and networks | 34 | 100 |
| Grants | SMEs/Farmers/Industrial Companies/ Very small companies/Professionals | 8 | 500 |

Broadband Strategy in OPIS

Invitation for implementation of Broadband Strategy

- **Invitation 84:** Penetration Studies -Dissemination Actions. Accomplished
- **Invitation 93:** Deployment of Municipalities Optical Networks, Under tendering process.
- **Invitation 105:** Deployment of Municipalities Wireless Networks. Under tendering process
- **Invitation 147:** Funding of private initiatives, Evaluation
- **Invitation 165:** Deployment of Pilot Broadband Cities, Accomplished

2. Beyond ICT Policy:

**Lessons Learned
from the implementation of the Greek
OPIS**

Beyond ICT Policy: Lessons Learned

Four interrelated messages emerging from actual policy design and implementation in a late ICT adopter country in the EU

1. Policy Implementation matters very much.

Observed time-lag and divergence between policy design and actual implementation.

Therefore, it should be taken into consideration during the policy design phase. Strategic Management of policy implementation should be put in place. This does not apply in most cases.

2. ICT adoption is not just a matter of implanting ICT facilities

The crucial issue in the next few years, not – or not just- to speed up investment in ICTs but **how to make them work**. In this respect, ICT adoption is related to organizational changes and new ways of doing things. The **interlocking between ICT adoption and Organizational Reforms and mindsets change**.

3. IS is mainly about people

Set up “IT champions teams” in every PS organization/department, Create Human networks and work closely with IS communities, Establish support mechanisms, Train all people involved.

4. Mobilize the market and society: Create a critical mass of users, infrastructures and applications

Not only efficiency and effectiveness of specific actions and projects, but how and to what extent a large-scale public intervention can stimulate market actors and market dynamics as well as mobilize society at large.

Policy implementation observed

The problems we faced...

- **overlapping** in the division of responsibilities among different public administration entities involved in the implementation phase,
- **diverging priorities** set among different government departments and ministries,
- **complexity in the legal and regulatory framework**
- **“bad looser” behavior** exhibited by a number of bidders led to significant delays in the implementation time-plan
- **lack of expertise** and understanding of the specificities of ICT technologies by public officials (non-intelligent customers)
- **Technophobia** – cultural aversion to the use of ICTs by lower and middle level public officials.
- **low political and managerial priority** and commitment in promoting ICT usage and integration in the public sector

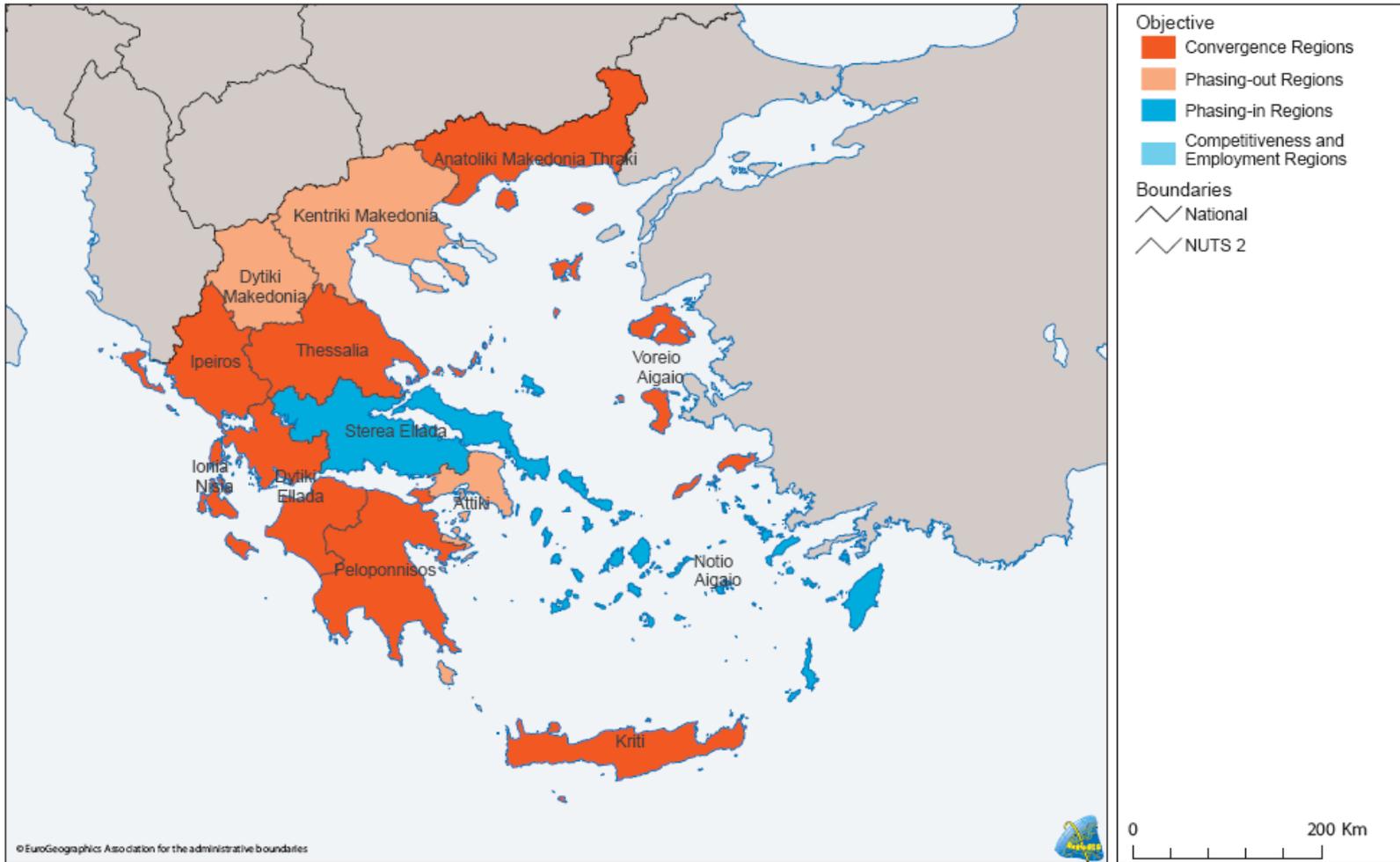
Conclusions and some thumb advises

- Do not re-invent the wheel. Other countries experience is very useful. Cultivate the culture of bench-learning.
- From the culture of the “very big and complex IT systems” to the Internet culture. Dolphins not whales approach.
- Some simple thumb advise from Prof Kalogirou (Head of OPIS MA 1999-2004) :
 - Think the big picture.
 - Start small and now.
 - Move fast. Some fast wins are crucial for the overall success!
 - Maximize efficiency (in terms of project cost, quality and implementation time) and effectiveness in terms of user requirements.
 - Do not implement all at once. Modular approach and Step-by- step implementation.

Operational Program Digital Convergence (NSRF 2007-2013)



Ελλάδα \ Ελλάδα Convergence and Competitiveness Objectives 2007-2013



General Information

Total Budget: € 20,1 billion

6 vertical operational programs

5 regional operational programs

–3 regions under statistical effect rule (Phasing out) *5.765 M€*

–2 regions under phasing In rule *582 M€*

Information Society as a horizontal axis

Important Topics

- **Fewer Operational Programs** (6 horizontal + 5 regional)
- **39% of funding allocated to ROP instead of 32% during 3d programming period**
- **Funding and Managerial Consolidation of co-funded and national part of the Public Investments Program**
- **Fore payments since 1/1/2007**

Operational Programs 2007 - 2013

- OP Environment and Sustainable Development
- OP Enhancing Accessibility
- OP Entrepreneurship & Competitiveness
- **OP Digital Convergence**
- OP Human Resources
- OP Technical Support

Operational Programs 2007 - 2013

OP Digital Convergence

(Indicative fields of intervention)

- **Enhancing ICT use in enterprises**
- **Restructuring of the Public Sector**
- **Development of digital services for the citizens and the enterprises**
- **Supporting the ICT Sector**
- **Amelioration of everyday life by means of ICT – ICT infrastructure (broadband networks etc.)**
- **Enhance Entrepreneurship in sectors utilizing ICT**

OP Digital Convergence 2007 – 2013

Stream of actions

| | | |
|--|--|---|
| P R O D U C T I V I T Y | Enhancing ICT use in enterprises | Broadband Access availability Supporting electronic transactions Dissemination of best entrepreneurial practices |
| | Digital Services for companies Restructuring of the Public Sector | E-procurement E-certificates Electronic one-stop-shop for enterprises |
| | Supporting the ICT Sector | Simplification of the legal framework regarding ICT projects Coordination of the expansion of Greek ICT COs presence abroad |
| | Enhance Entrepreneurship in sectors utilizing ICT | Simplification of the setting up procedures for new companies, especially those based on innovative entrepreneurial models Improvement of entrepreneurial skills at the university |
| Q o u a l i t y | Use of ICT for creating better conditions to everyday life | Enhancing the penetration of Broadband Large Scale information Campaign ICT support to education |
| | Development of digital services for the citizens | Transforming the 20 most popular services to electronic Targeted actions for the citizens (e.g. mobile educational centers) |

Regional Operational Programs 2007 - 2013

- ROP Macedonia – Thrace
- ROP Western Greece – Peloponnesus – Ionian Islands
- ROP Crete – Aegean Islands
- ROP Central Greece - Epirus
- ROP Attica

Thank you for your attention.

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Community Allocation to Operational Programs

(million €, prices 2004)

| Operational Programs | ERDF | ESF | Cohesion Fund | Total |
|---------------------------------------|---------------|--------------|---------------|---------------|
| Enhancing Accessibility | 1.250 | | 1.700 | 2.950 |
| Environment & Sustainable Development | 220 | | 1.580 | 1.800 |
| Entrepreneurship & Competitiveness | 1.200 | | | 1.200 |
| Digital Convergence | 830 | | | 830 |
| Human Resources | | 4.000 | | 4.000 |
| Technical Support | 192 | | | 192 |
| (Objective 3) | 181 | | | 181 |
| Total of SOP & Objective 3 | 3.873 | 4.000 | 3.280 | 11.153 |
| Total ROP | 7.014 | | | 7.014 |
| Total | 10.887 | 4.000 | 3.280 | 18.167 |

Community Allocation to ROP

(million €, prices 2004)

| ROP | ERDF | <i>Cohesion Fund</i> |
|--|-------|----------------------|
| Macedonia & Thrace | 2.356 | 2.698 |
| Central Greece & Epirus | 989 | 454 |
| Western Greece – Peloponnesus – Ionian Islands | 790 | |
| Crete & Aegean Islands | 2.147 | 128 |
| Attica | 733 | 3.067 |
| Total | 7.014 | |

Regional Operational Programs 2007 - 2013

ROP will cover a common field of actions:

- **Social structures and services**
- **Health and social solidarity (hospital and social care infrastructure, special units of health centers and open care centers, specialized equipment)**
- **Culture (amelioration of the basic cultural infrastructure, protection and elevation of the cultural heritage)**
- **Accessibility and local environmental projects**
- **Sustainable urban development policies**
- **Enforcement policies for Mountainous, Disadvantaged and Island regions**

Community Allocation per objective and year

(million €, prices 2004)

| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | Total |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Cohesion Fund | 469 | 469 | 469 | 469 | 469 | 469 | 469 | 3.280 |
| Regions below 75% EU GDP | 1.194 | 1.194 | 1.194 | 1.194 | 1.194 | 1.194 | 1.194 | 8.358 |
| Statistical Effect | | | | | | | | |
| <u>Phasing out</u> | 1.014 | 950 | 887 | 824 | 760 | 697 | 634 | 5.765 |
| <u>Phasing in</u> | 205 | 158 | 110 | 63 | 15 | 15 | 15 | 582 |
| Total | <i>2.907</i> | <i>2.797</i> | <i>2.686</i> | <i>2.575</i> | <i>2.464</i> | <i>2.401</i> | <i>2.337</i> | 18.167 |

Looking at IS POLICY IMPLEMENTATION: 476 years later...: Does it still have value?

*“The difficulties they encounter in acquiring their principalities arise partly because of the new institutions and laws they are forced to introduce in founding the state and making themselves secure. It should be borne in mind that there is nothing more difficult to handle, more doubtful of success, and more dangerous to carry through than initiating changes in a state’s constitution. **The innovator makes enemies of all those who prospered under the old order, and only lukewarm support is forthcoming from those who would prosper under the new.** Their support is lukewarm partly from fear of their adversaries, who have the existing laws on their side, and partly because men are generally incredulous, never really trusting new things unless they have tested them by experience. In consequence, whenever those who oppose the changes can do so, they attack vigorously, and the defence made by the others is only lukewarm. **So both the innovator and his friends come to grief**”.*

Niccolo Machiavelli, «The Prince», 1531

Hope that we will not come to grief 476 years latter too!