



**Thematic Study**

Athens, October 2014

**Executive Summary**

# National Spatial Planning System



This study was prepared by the House of the Greek Manufacturing Industry ("Stegi tis Ellinikis Viomixanias") and with the support of the Hellenic Federation of Enterprises (SEV), within the scope of the project "Creation of an intervention mechanism for identifying, processing and assessing the administrative obstacles faced by enterprises. It is implemented under the Operational Programme "Public Administration Reform", 2007 - 2013.



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## Address by the Chairman of the Hellenic Federation of Enterprises

Space is considered to be one of the most essential elements required for the development of economic and social processes, as well as productive activities, in the context of a fruitful system which contains spatial, legal and sectoral dimensions.

Spatial planning primarily refers to the coordination of policies concerning space on which they have a direct impact.

In Greece's case, the structure and the features of system, as well as the processes through which the State intervenes, and applies its policies create severe problems during the process of the siting and the operation of businesses. These barriers are responsible for the call off of investments, but also the ousting of business or even whole industries from areas they were traditionally located.

Efforts on establishing an integrated spatial system in our country emerged sporadically, as a result of individual visions and not as a systematic approach emerging from a social need for improvement.

Today, in the light of new circumstances and economic and social changes, the structural characteristics of the Greek system of spatial and urban planning are under question.

The need for an integrated reform of the system has been recognized by politicians, scientists and businesses. For a meaningful response is necessary to re-regulate the Greek spatial planning system, to enhance its efficiency. The new planning system should balance between the desired economic development, the need for social cohesion and environmental protection.

Establishing a new national planning system will benefit entrepreneurship primarily by setting a clear institutional context in which businesses will be able to develop. Focusing on the industrial sector, this reform could simplify and accelerate processes, set stability, reinforce feeling of fairness and reduce uncertainty of businesses.

**Theodoros Fessas**  
**Chairman**

# Business Environment Observatory

## **vision**

*establishing institutions and rules that support the competitiveness of enterprises and the country's development*

## **mission**

*promoting radical policies and business environment reforms, through the partnership of creative forces in business and public administration*

The establishment of the Observatory is **the institutional continuity of SEV's initiative: "Entrepreneurship without obstacles: opening paths to growth"**. SEV has undertaken this initiative in order to contribute to the improvement of the business environment and to the removal of any obstacles standing in the way of entrepreneurship.

Within the scope of its institutional role in the promotion of policies for the social progress and social cohesion, and the country's economic development and business competitiveness, SEV has proceeded to the establishment and operation of the **Business Environment Observatory**, the goals of which include:

- **Systematically identify** limitations, obstacles and problems that hinder business development, have a significant negative economic effect and often overturn the expected benefits of the business venture itself.
- **Evaluate** the friendliness of the business environment and the consistency of the regulatory framework which forms it.
- Formulate **substantiated policy recommendations** aiming to promote the necessary changes and reforms as well as to establish an effective business environment.
- Systematically monitor and **assess the effectiveness** and efficiency of reforms and changes which are implemented in order to improve the business environment.
- Develop a new **change and reform promotion** methodology, supported by the partnership of creative forces in business and public administration, in order to achieve more effective regulation of matters of public interest.
- Conduct **consultation**, with constant and meaningful cooperation between competent officers both from enterprises and public administration, an activity that ensures the completeness of the process of identifying obstacles from their original sources and the joint effort to produce solutions.

The **activities** undertaken by the Observatory are, in summary, the following:

- Thematic studies for significant areas of obstacles.
- Specialised studies on obstacles and reports on methods to address them.
- Opinion research/Public services quality barometer.
- Detailed recording of procedures and obstacles in the business environment.
- Consultation workshops.
- Drafting of policy recommendations.
- Cooperation with the public administration authorities, the scientific and the business community.

# Main Guidelines for the Reform of the National Spatial Planning System

Greece is experiencing an unprecedented economic and social crisis, thus strengthening the economy's competitiveness through attracting and supporting new investments and by strengthening the viability of existing businesses is of significant importance.

Preserving and increasing the number of viable and internationally competitive enterprises, is a prerequisite in order to sustain and create new job positions.

In order to achieve this goal, we have to facilitate structural reforms as a means to reinforce the competitiveness of the country's economy. Reforming the spatial planning system is in line with overcoming the obstacles in entrepreneurship and serving the public interest.

Specifically, setting and implementing a comprehensive national spatial planning strategy, as a result of consultation with the public and private sector, is of high importance.

This strategy should be in compliance with a policy for the altering the nation's productivity model in the direction of reinforcing Greece's economy.

This strategy should also be planned on the basis of a measurable target setting and within a reasonable time frame, i.e. in the form of a National Plan. Furthermore, it is necessary to set targets for the fundamental structural changes that will allow this change in the production model.

The proposed approach to the reform of spatial planning system is based on an assessment of the level of maturity of the Greek system and the ability to design, implement and assimilate the changes required by the system stakeholders (public bodies, companies, political system).

Considering the aforementioned factors, the approach of the system's reformation should have a dual nature.

Particularly the following two directions are suggested:

- A. Transformation of the existing system to a planning system of **medium maturity - level 3** (systemic improvement), putting equal emphasis on the system's rationalization and the direction of reinforcing a feeling of fairness. **This improvement can create a more efficient system.**
- B. Shift, in the long-term, to a planning system of **high maturity - level 5** (paradigm shift), where the implementation conditions are such that surpass the planning process itself and refer to major structural changes in standardisation, public administration's technological infrastructures, available information, human capital etc. **This reform results to an integrated and dynamic spatial planning system with a constant observation and response to environmental, social, economic changes emphasizing in proactive spatial planning.**

These two aspects of the system's transformation approach would have to serve a common change strategy which is differentiated on the basis of the implementation time plan.

**Especially:**

- **Direction A** refers to a gradual and **medium-term** improvement of the system towards a medium maturity level which can be achieved by planning improvement adjustments.
- **Direction B** refers to a **long-term** transition to a high maturity system which can be achieved by planning a wide range of reforms, with adjustments that surpass the existing planning system, but the planning of which must be performed immediately.

The main guidelines of the reform are the following:

- ✓ Link spatial planning with the economic development strategy
- ✓ Plan from the perspective of implementation
- ✓ Encourage public participation during all procedures of planning and enhance maximum social consensus (community engagement)
- ✓ Strengthen the system's structure and governance to increase effectiveness
- ✓ Qualitative improvement and quantitative increase of human resources involved in the planning system
- ✓ Identification of system procedures
- ✓ Exploit the technological systems' capabilities, in order to reduce the time of spatial planning procedures, increase transparency and feeling of fairness
- ✓ Implement better regulation in the direction of modernization, codification, simplification and implementation of the institutional framework on spatial planning.

# Contents

<b>1</b>	<b>Frame of reference .....</b>	<b>10</b>
<b>2</b>	<b>General methodological approach .....</b>	<b>12</b>
<b>3</b>	<b>Current situation .....</b>	<b>15</b>
<b>3.1</b>	<b>Spatial Planning System’s assesment .....</b>	<b>15</b>
<b>3.2</b>	<b>Methodology of maturity assessment of the Greek spatial planning system.....</b>	<b>15</b>
<b>3.3</b>	<b>Main features of final systems per selection and assessment field.....</b>	<b>16</b>
<b>4</b>	<b>Linkage between Spatial Planning System and entrepreneurship .....</b>	<b>22</b>
<b>5</b>	<b>Spatial planning system as a prerequisite for economic development and investments.....</b>	<b>22</b>
<b>6</b>	<b>Reform strategy .....</b>	<b>25</b>
<b>6.1</b>	<b>Recommended approach to the implementation of the reform .....</b>	<b>25</b>
<b>6.2</b>	<b>Recommendation towards a unified approach for the planning system reform .....</b>	<b>26</b>
<b>7</b>	<b>Executive summary of recommended measures combination .....</b>	<b>27</b>
<b>8</b>	<b>Implementation requirements .....</b>	<b>32</b>
<b>8.1</b>	<b>Planning of a detailed operational implementation programme .....</b>	<b>32</b>
<b>8.2</b>	<b>Design of a communication plan for change management ...</b>	<b>32</b>
<b>8.3</b>	<b>Integrated implementation mechanism .....</b>	<b>32</b>
<b>8.4</b>	<b>Implementation monitoring &amp; assessment.....</b>	<b>34</b>
<b>8.5</b>	<b>Basic plan of subsequent actions .....</b>	<b>34</b>







# 1 Frame of reference

Space is considered to be one of the most essential elements required for the development of economic and social processes, as well as productive activities, in the context of a fruitful system which contains spatial, legal and sectoral dimensions.

The best place for a business from a microeconomic point of view, may not concentrate on these features that may be perfect from a social and macroeconomic perspective. Companies are interested to find locations which concentrate on advantages from outer economies. In order to choose their location, the Public Sector intervenes through policies that aim to combine what is socially desirable. In order to achieve this goal, state controls siting of economic activities through restrictions and spatial policy tools aiming in cost reduction, including funds and tax reductions, such as appointing organized land for business development.

In Greece's case, the structure and features of system, as well as the processes through which the State intervenes and as aforementioned suggest its policies, create severe problems during the process of the siting and the operation of a company. These barriers are responsible for the call off of investments, but also for the eviction of business sectors (for example in industry) from areas they were traditionally located.

This is of high importance, especially nowadays given the economic and social crisis of our society.

As it is elaborated, there are two different categories of obstacles which are strongly connected to each other: the horizontal systemic issues of public administration and the technical issues concerning the spatial planning system itself.

Over time, various political choices had been driven by the need to overcome these obstacles, though, without success, since they are highly contradicted: on one hand a system of high bureaucracy and low efficiency is preserved (as the main corps) and on the other hand, 'special' procedures (described as system deviations) are introduced. More specifically, there is an effort for direct solutions concerning special matters of high importance for the economy and development (for example the Olympic Games), while fundamental issues of the system's main corps are consistently neglected.

These choices are made under the pressure of the economy's breakdown and are justified as a means to overcome the system's obstacles to entrepreneurship, though, the problem in the system's main corps is continuously worsening. Penetration of subjectivity in public governance (many times expressed by contradicted provisions), has created a chaotic system, an unorthodox, inconsistent, bureaucratic reality. At the same time, case law is produced and court's decisions substitute planning procedures.

What business entities describe as a reality is that every single person/entrepreneur that comes up to a planning obstacle, tries to cope with it based on rational arguments, in a the system characterized by irrationality.

On the other hand, what public servants describe as a reality is a business environment in which everything is possible and whoever has the power, also has the ability to deviate from the system or even manipulate it in his favor.

At the same time, the above opinions form a social battle field, since 'the need to protect the public interest' and 'the need to develop' are deemed to be opposite matters. Spatial planning is considered to be a regulative tool which combines

environmental protection with social and economic development, therefore spatial interventions frequently cause social and political turbulences in local and sometimes in national levels.

Another significant issue seems to be that the system is introverted and addresses high experts, while it does not deal with issues from the point of implementation, and at the same time a system of monitoring, evaluation and improvement is completely absent.

Summing up, entrepreneurship mostly from the aspect of the industrial sector is not embedded adequately in the spatial planning processes.

Main issues / obstacles of the system are:

- Overregulation and complexity of the current institutional framework.
- Spatial overregulation, expressed by the existence of multiple, often successive and overlapping levels and design tools. Excessive and irrational restrictions which discourage or frustrate entrepreneurship.
- Time-consuming and ineffective procedures for elaboration, approval and review of spatial and urban plans.
- Lack of coordination between spatial and urban plans with economic and social reality - maladjustment to the economic and social dynamics.
- Unclear legal significance of the projects.
- Lack of a common terminology.
- Lack of feeling of fairness in businesses due to overregulation and irrationality of the system.

In order to overcome the aforementioned obstacles, a radical transformation of the system is required. This transformation would have to ensure effective and prompt implementation of spatial planning in Greece. The new Spatial planning system would have to balance economic development, the need for social cohesion and environmental protection.

Key benefits of establishing a new spatial planning system that will provide a clear legal context for the development of entrepreneurship are the simplification and acceleration of procedures, enforcement of feeling of fairness and property protection.

During the conduct of this study, a new legal framework, *Law 4269/2014* “Spatial and urban transformation – Sustainable Development” came into force in August 2014. In order to activate new law provisions, a significant number of ministerial decisions and Precedential Decrees should be prepared by the Ministry of Environment and Climate Change. Adding to the aforementioned, for an efficient transformation of the country’s spatial system, the establishment of an improvement mechanism is a prerequisite.

## 2 General methodological approach

The **Business Environment Observatory**, within the scope of its operation, conducts thematic studies on areas of interest that have a significant effect both on the development of entrepreneurship and the reinforcement of the competitiveness of the economy.

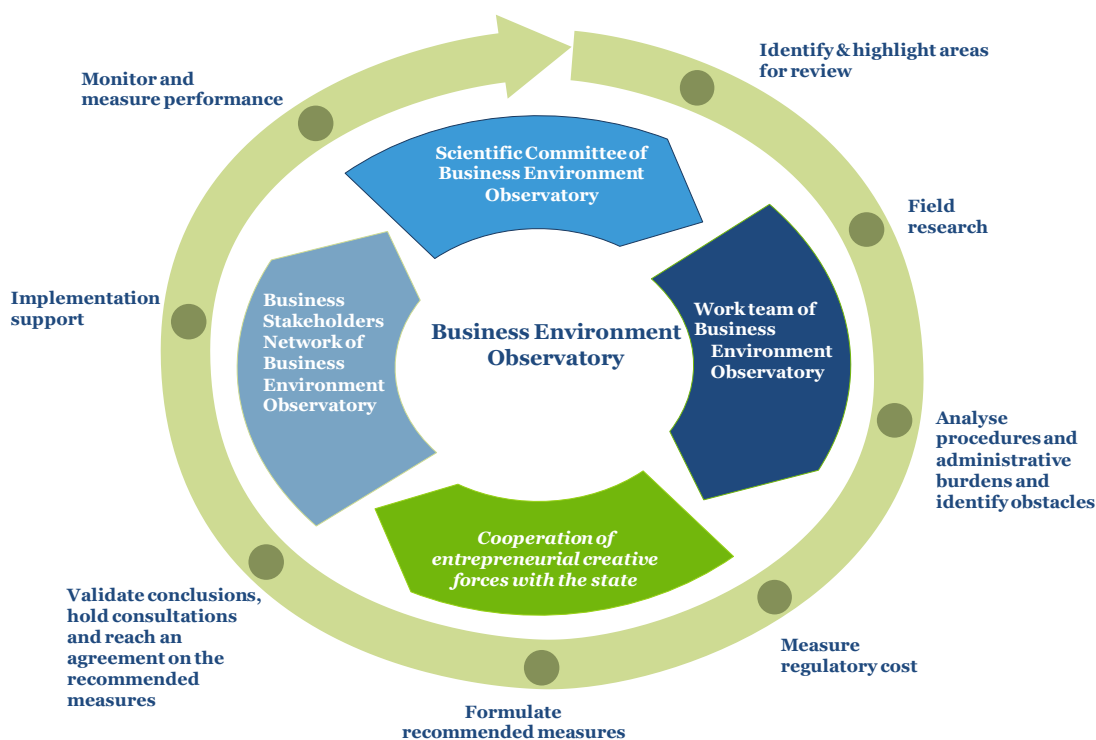
The innovation of these studies lies in the method (the knowledge sources are utilised) as well as the broad range of the field of investigation.

More specifically:

- **Utilising knowledge of the market and public administration:** the study is conducted through constant and meaningful cooperation between competent officers from enterprises and public administration, an activity that ensures the completeness of the process of identifying obstacles at their original sources and the joint effort to produce solutions.
- **The broad range and subject of analysis:** the analysis performed goes beyond identifying administration obstacles and recording the administrative burden deriving from legislation but expands to the analysis of all obstacles and drawbacks caused by the regulatory framework and business environment, focusing on the reinforcement of the enterprises' development prospects.
- **The completeness of the proposed solutions:** the study not only produces conclusions, but also recommends integrated and prioritised solutions and a mechanism for implementing the reform in the spatial planning system.

The following chart shows how the aforementioned methodology was applied in this study.

Chart 1. Innovative approach applied by the Business Environment Observatory



Within the scope of the Observatory's activities and according to the aforementioned methodology, the third thematic study on the spatial planning system was conducted, focusing on the following categories:

**Procedure 1:** Strategic Environmental Assessment (S.P.E.).

**Procedure 2:** Elaboration, approval, monitoring, evaluation and revision of Special Territorial Plans

**Procedure 3:** Elaboration, approval, monitoring, evaluation and revision of Regional Development Plans

**Procedure 4:** Elaboration, approval, monitoring, evaluation and revision of Study and General Development Plans, (G.P.S. SH.O.O.A.P.)

**Procedure 5:** Elaboration, approval, monitoring, evaluation and revision of Urban Studies/City Plans, Acts of Implementation of Urban Studies

**Procedure 6:** Elaboration and approval of Plans for Areas for Productive Activities (P.O.A.P.D.).

**Procedure 7:** Elaboration and approval of Plans for Areas for Tourism Development (P.O.T.A.).

**Procedure 8:** Approval of Special Plan of Spatial Development of Public Properties (E.S.H.A.D.A.)

**Procedure 9:** Approval of Special Plan of Spatial Development of Strategic Investments (E.S.H.A.S.E.)

*experienced executives from public administration and private sector contributed to the study*

The present study has been based on extensive field research for the mapping of the framework which affects the spatial planning in Greece. Subsequently, the data was assessed and the problematic areas were identified. Lastly, the reform strategy was drafted, on which the recommended course of actions was based.

## 3 Current situation

### 3.1 Spatial Planning System's assesment

For the assessment of the Greek spatial planning system the conclusions derived from the examination of best practices and OECD guidelines were used and the differences between more and less mature systems regarding their focus areas were identified.

More specifically, high maturity systems put more emphasis on linking the spatial planning system with the country's development strategy, the legal framework is characterized by simplicity and system's governance concerning planning procedures is more decentralized. In addition, high maturity systems put more emphasis on creating and sustaining infrastructure which reassures proactive planning (data bases, technological systems etc.).

On the contrary, low maturity systems put more emphasis on planning procedures. Additionally, in low maturity systems spatial planning is mainly being enforced by means of physical planning tools and zoning. Less emphasis is put on developing an integrated approach to planning strategy and linking regional and development policies with planning. In addition, little emphasis is put on compliance control of the strategy and the relevant standards.

A system's maturity level is directly related to the removal of barriers in entrepreneurship and the simultaneous safeguarding of the public interest. In the end, a system's maturity level is related to the system's performance in the three pillars of sustainable development: economic development, social cohesion and environmental protection.

### 3.2 Methodology of maturity assessment of the Greek spatial planning system

The **main areas of assessment** of an integrated planning system and the relevant framework are presented below.

**Strategy:** An overall assessment of the planning system is performed, with a systemic – integrated approach.

**Governance, roles and responsibilities:** The segregation of responsibilities between stakeholders and the connection between the governance system and the spatial planning strategy are evaluated.

**Procedures:** The level of standardisation of individual processes, their simplicity and user-friendliness, as well as the end-to-end process is assessed (here, the term process refers to a higher level of detail in activities than procedure)

**Systems and technologies:** The level of utilisation of Information & Communication Technologies in the spatial planning system is evaluated.

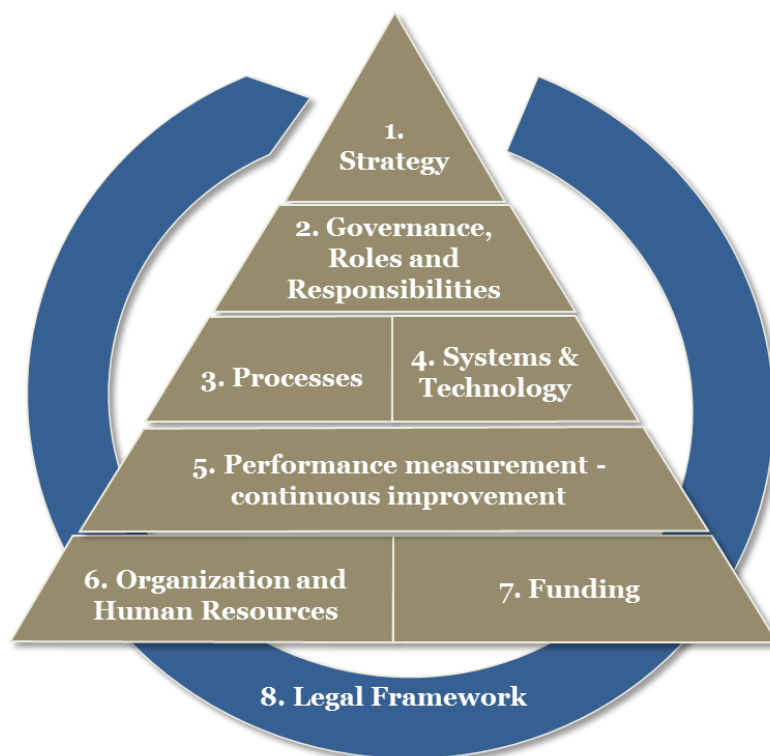
**Performance assessment – continuous improvement:** The existence of mechanisms for monitoring, measuring and evaluating the individual components of the spatial planning system and the use of performance indices are examined.

**Organisation and human resources:** The spatial system stakeholders' internal organisation and human capital are evaluated, in order to ensure that their role is sufficiently supported in the system, both quantitatively and qualitatively.

**Funding:** The existence and effectiveness of a system's funding mechanism.

**Legal framework:** The degree of simplicity, integration and codification, the application of **better regulation principles** in legal texts and their adoption as administration tool or framework is evaluated. This area affects all levels.

*Chart 2. Areas of assessment of the spatial planning system*



### 3.3 Main features of final systems per selection and assessment field

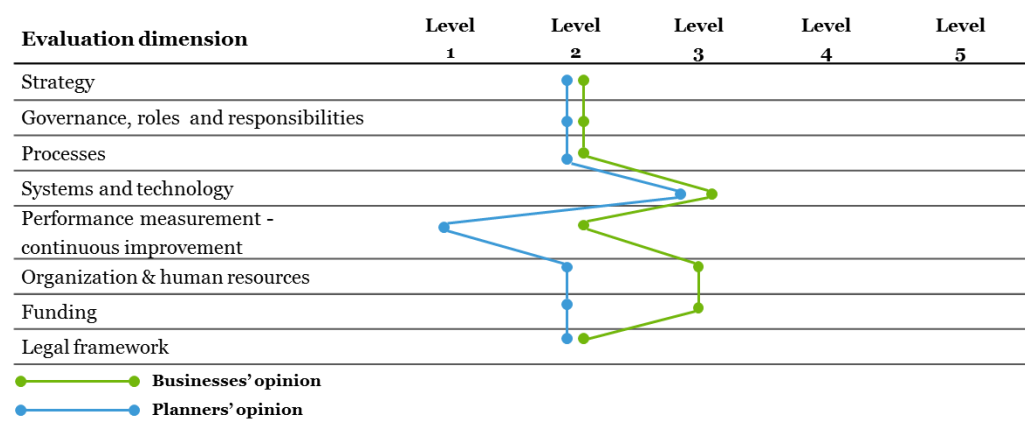
In the context of the conducted research, planners and businesses have been asked to assess the spatial planning system in the 8 dimensions.

Maturity Level "5" matches the highest level of assessment and Maturity Level "1" matches the lowest level of assessment.

The combination of the two assessments is presented in the following chart.



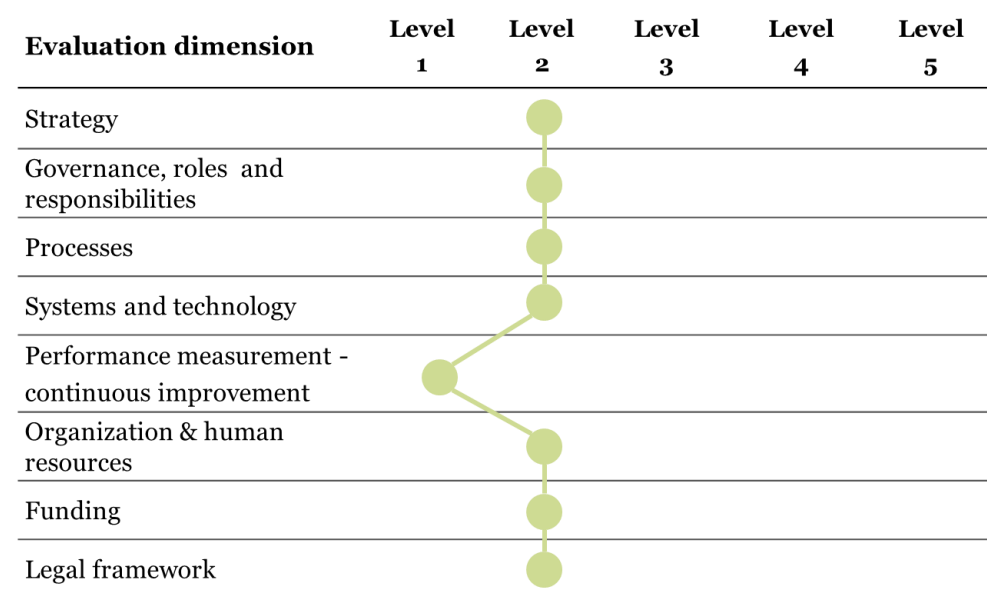
*Chart 3: Results of current situation assessment by planners and businesses*



What can one notice here is that planners and businesses share a common view of the system.

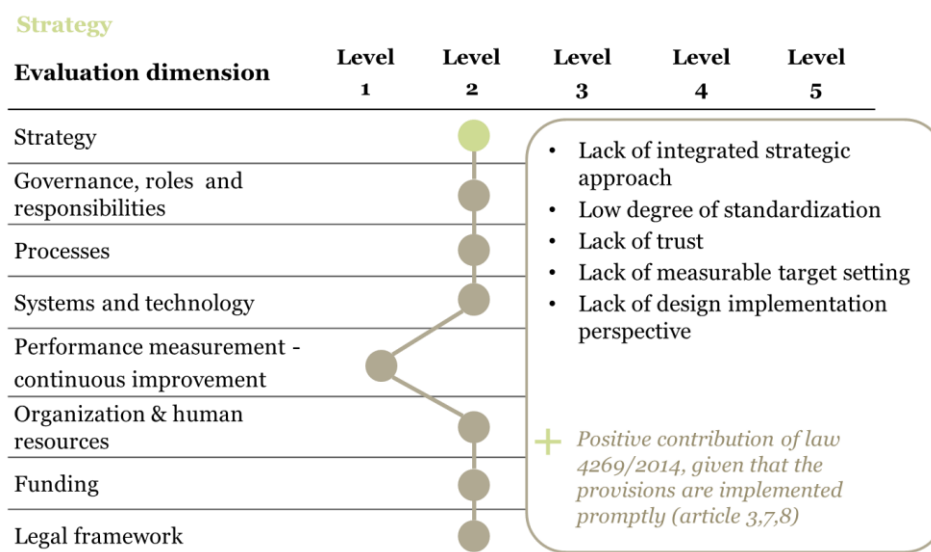
The overall assessment of the Greek planning system's maturity, based on the above eight assessment criteria, is presented in the following chart. The system's assessment has taken into consideration the provisions of the new Law 4269/2014.

*Chart 4: Summary of results from the maturity assessment of the Greek planning system*



The assessment of the Greek planning system's maturity, based on each assessment criterion, is presented in the following charts.

*Chart 5: Results from the maturity assessment of the Greek planning system's strategy*



*Chart 6: Results from the maturity assessment of the Greek planning system's governance*

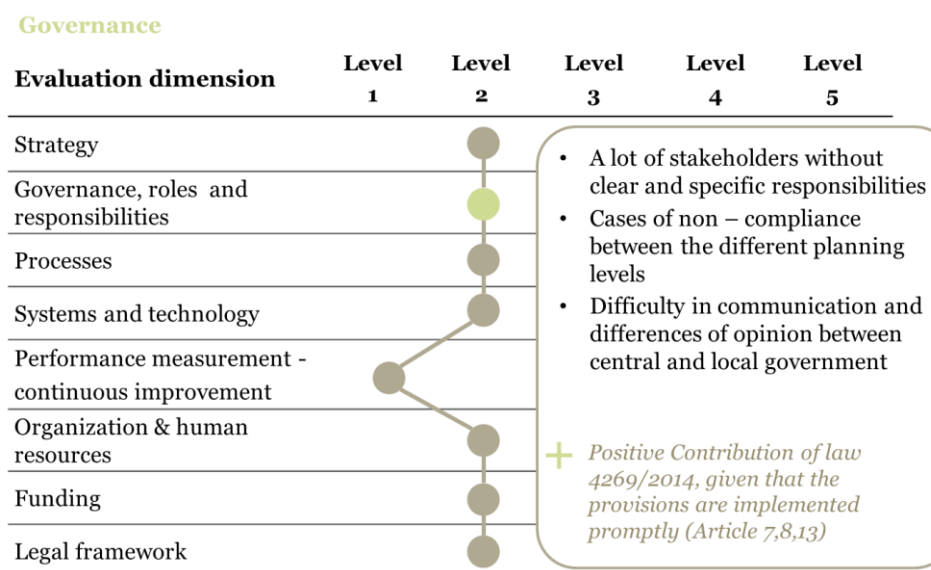


Chart 7: Results from the maturity assessment of the Greek planning system's processes

**Processes**

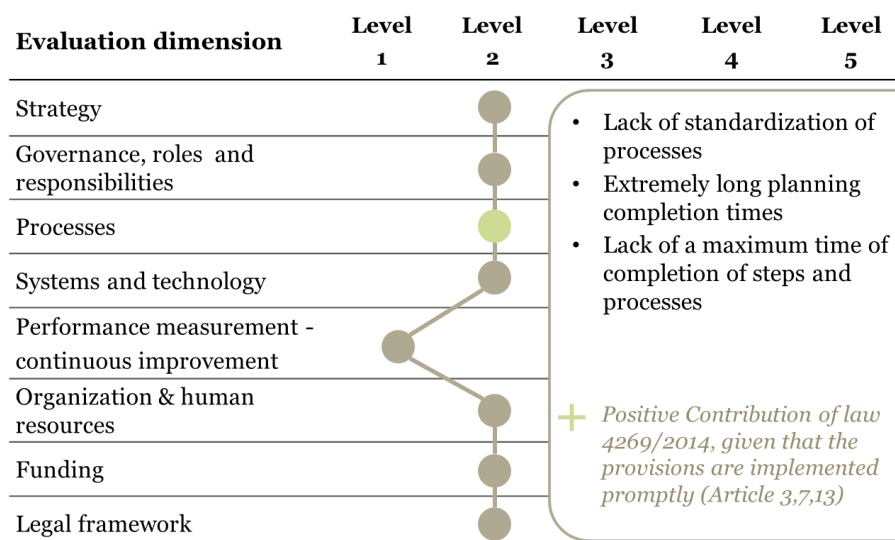


Chart 8: Results from the maturity assessment of the Greek planning system's integration of systems and technology

**Systems & Technology**

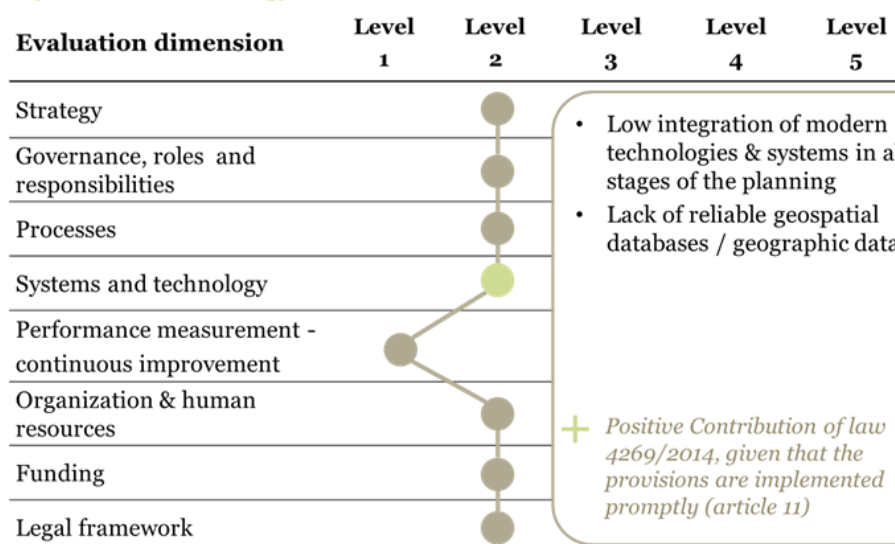


Chart 9: Results from the maturity assessment of the Greek planning system's performance measurement

Performance measurement - continuous improvement

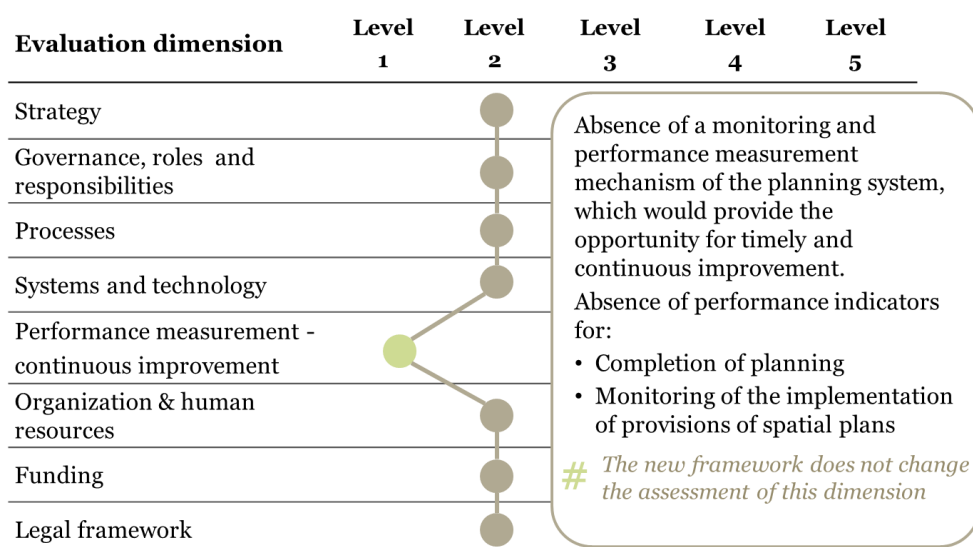
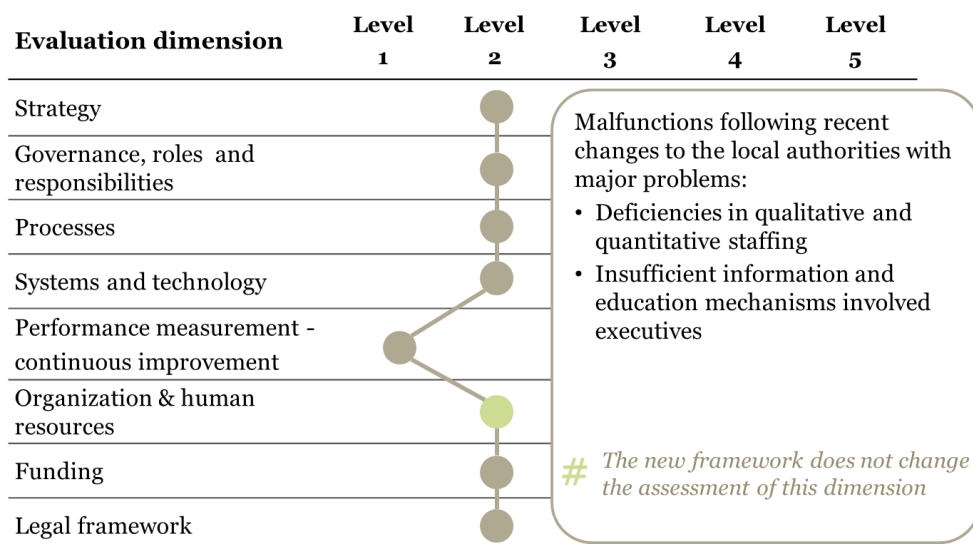


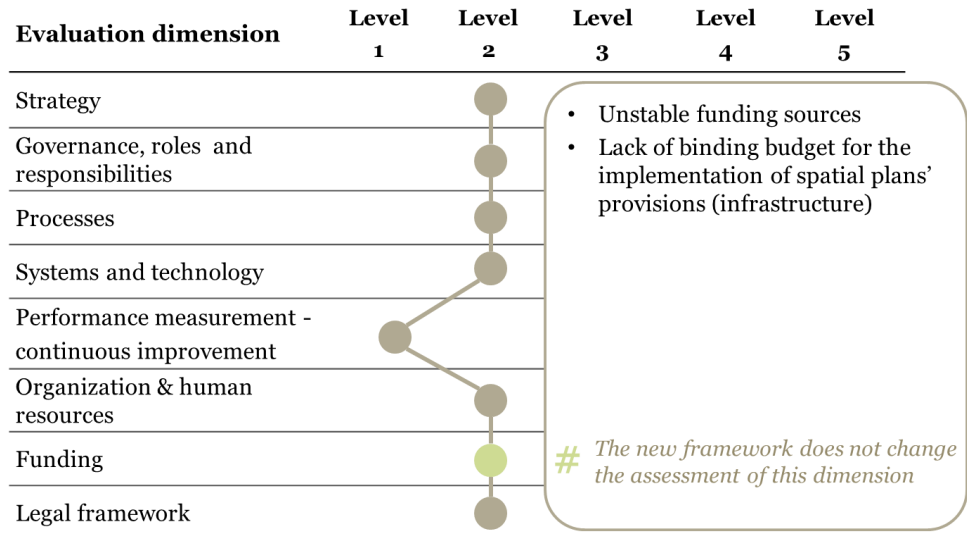
Chart 10: Results from the maturity assessment of the Greek planning system's organization

Organization – Human Resources



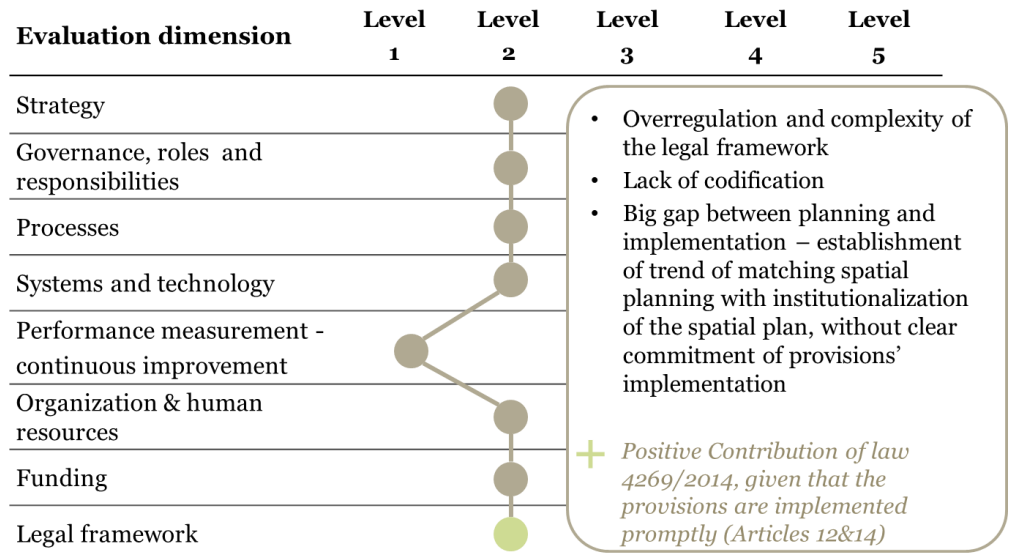
*Chart 11: Results from the maturity assessment of the Greek planning system's funding*

**Funding**



*Chart 12: Results from the maturity assessment of the Greek planning system's legal framework*

**Legal Framework**



## 4 Linkage between Spatial Planning System and entrepreneurship

### 4.1 Spatial planning system as a prerequisite for economic development and investments

Space is considered to be one of the most essential elements required for the development of economic and social processes and productive activities, in the context of a fruitful system which contains spatial, legal and sectoral dimensions.

According to Konsolas (2014), the best place for a business siting in a microeconomic point of view, may not concentrate on these features that make it perfect from a social and macroeconomic perspective. Companies are interested to find locations which concentrate on advantages from outer economies. In order to choose their location, the Public Sector intervenes through policies that aim to combine what is socially desirable with businesses. In order to achieve this goal, state controls the siting of the economic activities through restrictions and spatial policy tools or motivation aiming in cost reductions, including funds and tax reductions and other tools, such as appointing organized land for business development.

In Greece's case, the structure and features of system, as well as the processes through which the State intervenes as previously mentioned, suggest its policies, create severe problems during the processes of siting, licensing and operation of a company. These barriers are responsible for the call off of investments, but also for the eviction of business sectors (for example in industry) from areas they were traditionally located.

This is of high importance, especially nowadays under the perspective of economic and social crisis of our society.

Planning could play a dramatic role in the facilitation of entrepreneurship. Its main positive impact on investments and entrepreneurship is the establishment of a safe and stable framework for development.

Especially, spatial planning could positively impact on the following:

- Licensing procedure
- Protecting the sustainability of resources
- Avoiding conflict between land uses
- Creating economies of scale

- Reinforcing regional development policies
- Organizing and improving infrastructures
- Improving a sector's competitiveness

The Conclusions of the Select Committee on Office of Deputy Prime Minister, United Kingdom: Housing, Planning and Local Government and the Regions Fourth Report reveal the following, concerning the linkage between spatial planning and entrepreneurship.

**“It is not possible to derive a balance sheet of the costs and benefits of planning. The implication of this is not for 'more research' to add up the costs and benefits of planning, but rather to be more discerning in our approach to the relationship between planning and business-what can planning do for business? On the implementation and delivery side (which is what those submitting evidence are primarily interested in), how can improvements be made to planning practice and effectiveness, without losing the benefits that planning brings?”**

*Office of Deputy Prime Minister of the United Kingdom, 2002*





## 5 Reform strategy

During the current period, in which the country' experiences an unprecedented economic and social crisis, reinforcement of the economy's competitiveness is crucial. This can be achieved by attracting and supporting new investments and by supporting the sustainability of the existing enterprises.

Preserving and increasing the number of sustainable and internationally competitive enterprises is a prerequisite for preserving the existing jobs and creating new ones.

To this purpose, the promotion of structural changes as a means of reinforcing the competitiveness of the Greek economy plays a key role. A major restructuring change is the simplification and acceleration of the planning system, in a way that removes any obstacles that hinder entrepreneurship, while at the same time safeguarding the public interest.

More specifically, regarding the planning system, it is imperative to plan and implement an integrated **national spatial planning strategy**, with the close cooperation of the public and private sectors.

This strategy should form **the base for a policy that will shift the production model at national level**, reinforcing the competitiveness of the Greek economy. The planning reform strategy must be reflected in a quantified goal setting for every individual production activity at the national level and must be planned within a reasonable time horizon, in the form of a National Plan. At the same time, it is necessary to set targets regarding fundamental restructuring changes that will promote this shift of the production model.

### 5.1 Recommended approach to the implementation of the reform

The recommended approach concerning the implementation of the planning system reform is based on the maturity assessment of the Greek system, as well as on the ability of stakeholders (public services, enterprises, political system) to plan, implement and integrate the necessary changes.

Taking into account all the above factors, the approach to the system's reform must be twofold. More specifically, the following two directions are recommended:

- A.** Transformation of the existing system to a planning system of **medium maturity - level 3** (systemic improvement), putting equal emphasis on the system's rationalization and on the direction of reinforcing feeling of fairness. **This improvement can create a more efficient system.**
- B.** Shift, in the long-term, to a planning system of **high maturity - level 5** (paradigm shift), where the implementation conditions are such that surpass the planning process itself and refer to major structural changes in standardisation, public administration technological infrastructures, available information, human capital etc. **This reform results to an integrated and dynamic spatial planning system with a constant observation and response to environmental, social, economic changes emphasizing in proactive spatial planning.**

Both directions of the planning system's reform approach must serve a common change strategy, but with different implementation horizons. More specifically:

- **Direction A** refers to a gradual and **medium-term** improvement of the system towards a medium maturity level which can be achieved by planning improvement adjustments.
- **Direction B** refers to a **long-term** transition to a high maturity system which can be achieved by planning a wide range reform, with adjustments that surpass the existing system, but the planning of which must be performed immediately.

## 5.2 Recommendation towards a unified approach for the planning system reform

The purpose of recommending a mix of solutions for change is on one hand to gradually achieve the improvement of the existing system in the medium-term, and on the other hand to prepare at the national level for the future transition to a high maturity system.

According to the recommended approach, an effort is made to formulate a uniform change strategy, which will simultaneously satisfy two basic needs:

**a. the need for a rapid transition** of the existing system to a level of medium maturity which will reinforce the productive forces of the country, create new investments and ensure sustainability of existing enterprises.

**b. the need for substantial reform** of the system in the longer-term. This uniform strategy will allow the planning and the necessary national preparation for the future transition of the country to a dynamic and modern planning system, which will foster entrepreneurship and, at the same time safeguard the public interest.

The main guidelines of the reform are the following:

- ✓ Link spatial planning with economic development strategy
- ✓ Plan from the perspective of implementation
- ✓ Encourage public participation during all procedures of planning and enhance maximum social consensus (community engagement)
- ✓ Strengthen the system's structure and governance in the direction of effectiveness
- ✓ Qualitative improvement and quantitative strengthening of human resources involved in the planning system
- ✓ Identification of system procedures
- ✓ Exploitation of technological systems capabilities to reduce the time of spatial planning procedures, increase transparency and feeling of fairness
- ✓ Implementation of better regulation in the direction of modernization, codification, simplification and implementation of the institutional framework on spatial planning.

## 6 Executive summary of recommended measures combination

The following diagram presents the recommended measures for the system's transformation.

		Strategy	Governance, roles & responsibilities	Procedures	Systems & technologies	e assessment, continuous	Organisation & human resources	Financing	Legal Framework
1	Configure a measurable strategy and planning implementation for the spatial planning system	√				√			
2	Inform citizens and the business community about the importance of planning, develop a framework to facilitate the participatory process in spatial planning, strengthen social consensus and boost feeling of fairness	√	√						
3	Clear distribution of roles, responsibilities and liability involved in the spatial planning system		√						
4	Establish a central mechanism for ensuring synergy and complementarity of spatial policy with other policies (industry, developmental, social, environmental, etc.)		√						

		Strategy	Governance, roles & responsibilities	Procedures	Systems & technologies	e assessment, continuous	Organisation & human resources	Financing	Legal Framework
5	Establish specialization centers at regional level (centers of excellence) to facilitate the exchange of expertise in local government (municipalities)		√			√			
6	Set standards and specifications in order to cover the whole spectrum of the system and develop handbooks			√		√			
7	Review and update institutional timelines in all procedures including sub - procedures in order to limit the total time in completing projects			√					
8	Horizontal and vertical coordination between planning levels (compatibility test)	√	√			√			
9	Determine the optimal sequence and interrelationship of supplementary studies and procedures in order to ensure minimum overlapping and consultation resubmission in successive stages of a comprehensive planning process			√					

		Strategy	Governance, roles & responsibilities	Procedures	Systems & technologies	e assessment, continuous	Organisation & human resources	Financing	Legal Framework
10	Strengthen human resources with advanced training of staff involved in the spatial planning system (central and local government)						√		
11	Set professional standards and qualifications for the personnel involved in the planning system (public administration, private sector)						√		
12	Quantitative strengthen administration with the use of certified external resources						√		
13	Establish a permanent implementation monitoring system of the spatial planning system	√	√			√			
14	Establish permanent mechanism for monitoring and evaluating the implementation of spatial planning provisions (infrastructure and projects)	√	√			√			
15	Introduce a concrete system for the delegation of roles and responsibilities including relevant incentives and penalties	√	√			√			

		Strategy	Governance, roles & responsibilities	Procedures	Systems & technologies	e assessment, continuous	Organisation & human resources	Financing	Legal Framework
16	Introduce computer systems and technologies in spatial planning using geographical information systems				√	√			
17	Completion of fundamental spatial data bases (land, forestry, archaeological, foreshore and beach, environmental protection areas) that are interconnected to the spatial database				√	√			
18	Implement the provision of Law 4269/2014 concerning the legalization of spatial plans digitally and with vector accuracy				√				√
19	Codify and simplify the institutional framework for spatial planning								√
20	Program and issue the provisions of any new law which changes the spatial planning system by following a rigid timeline								√

		Strategy	Governance, roles & responsibilities	Procedures	Systems & technologies	e assessment, continuous	Organisation & human resources	Financing	Legal Framework
21	Ensure in any new law the provision of a transitional framework in order to ensure the smooth continuation of ongoing processes during the transition from the current regulatory framework to the new			√					√
22	Define and use terminology with unambiguous meaning in legal documents and plans and by all ministries involved								√
23	Finance the spatial planning system							√	
24	Ensure resources for the implementation of spatial planning provisions	√						√	

## 7 Implementation requirements

### 7.1 Planning of a detailed operational implementation programme

In order to ensure the rapid and systematic implementation of the reform it is necessary to plan a detailed Operational Reform Implementation Programme.

Through this programme the realistic time planning of every action can be ensured, the interdependence between individual actions can be identified, the Implementation Mechanism will be designed, the implementation Study will be prepared and the roles of the stakeholders involved in the implementation will be clarified.

Moreover, this planning will form the basis for monitoring the programme's implementation progress.

### 7.2 Design of a communication plan for change management

Given the magnitude of the reform and the time needed for its completion, reaching a general consensus among stakeholders and executives of the public and private sectors that will be called to implement this reform and successfully adopt the new spatial planning system, is crucial.

For this purpose, the preparation of a communication plan for change management is essential.

The object of the plan must be the full and timely update of all parties involved in the implementation of the reform.

### 7.3 Integrated implementation mechanism

The successful and rapid implementation of the recommended measures calls for an integrated central Reform Measurements Implementation Mechanism, which will undertake the overall management of the implementation of the recommended reforms.

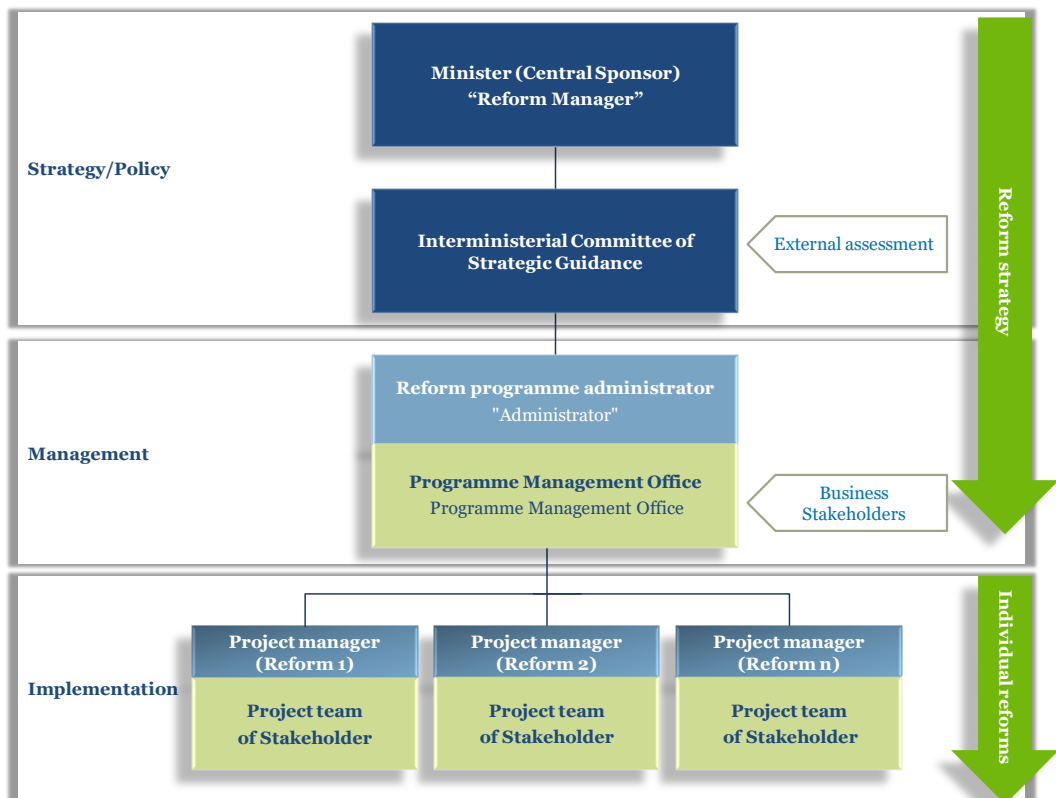
For the effective operation of the Mechanism, the commitment of the Government is essential, as well as the assignment of a central management of the Mechanism to the competent Minister (Central Sponsor).

Furthermore, the provision of technical support must be ensured by organising a Programme Management Office.

*the recommended measures refer to important systemic changes in all levels of governance*



Chart 2. Recommended structure of Implementation Mechanism



To substantiate the choices made and to optimise implementation monitoring and the programme's technical support, the Mechanism can be supported by the Business Environment Observatory, through the studies and researches it conducts, as well as through the monitoring and measurement mechanisms it has.

**Important success factors** of the recommended mechanism's operation include the following:

- **Clear structure** and organisation of the mechanism across all structures of public administration.
- **Full clarification of roles** and responsibilities of the reform implementation mechanism.
- Recruitment of the **appropriate personnel**.
- **Effective communication** among stakeholders.
- Develop an **express process for recruiting** external associates in teams.
- **Realistic scheduling** of individual actions.
- Utilisation of **performance measurement indices** in order to be able to monitor the degree of achievement of every reform goal.

## 7.4 Implementation monitoring & assessment

It is necessary to ensure the continuous monitoring of the schedule's status and to assess the implementation progress, regarding the substantial achievement of the performance measurement indices, so as to have the opportunity to readjust the programme and take corrective actions, if necessary.

The Business Environment Observatory can support this process as well, through specialised research, thematic studies and the provision of technical support, in order to facilitate the establishment of standards, the organisation of consultations on various subjects, where needed and other necessary actions. In addition to the above, the Observatory is in a position to set up and coordinate user groups at a national and local level, which will monitor and evaluate the progress of the reform.

Moreover, it is recommended that the Implementation Mechanism utilises the tool of external assessment, potentially even by an international organisation, for the optimum monitoring and adoption of best practices.

## 7.5 Basic plan of subsequent actions

The plan of subsequent actions which are necessary for the implementation of the recommended measures is presented below.

Chart 14. Basic plan of subsequent actions

Next Steps	1 <sup>st</sup> semester of 2015	2 <sup>nd</sup> semester of 2015	2016 +	
<b>Finalization of proposed measures</b>				
<b>Establishment of reform mechanism</b>				
<b>Design of Operational Program</b>				
<b>Design of Change Communication plan</b>				
<b>Interventions Implementation</b>				
<b>Monitoring and evaluation of implementation</b>				

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