



# **Study on the extent to which and how Member States used the ESF and the ERDF in the programming periods 2007–2013 and 2014–2020 to support their justice system**

Member State Chapter - Greece





## **EUROPEAN COMMISSION**

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# **Study on the extent to which and how Member States used the ESF and the ERDF in the programming periods 2007– 2013 and 2014–2020 to support their justice system**

Member State Chapter Greece

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**List of abbreviations**

Abbreviation in English (as used in the report)	Full name/title in English	Full name/title in original language
AIR	Annual Implementation Report	Ετήσια Έκθεση Υλοποίησης
CCBE	Council of Bars and Law Societies of Europe	Council of Bars and Law Societies of Europe
CEI	Competitiveness, Entrepreneurship and Innovation	Ανταγωνιστικότητα, Επιχειρηματικότητα και Καινοτομία
ERDF	European Regional Development Fund	Ευρωπαϊκό Ταμείο Περιφερειακής Ανάπτυξης
ESF	European Social Fund	Ευρωπαϊκό Κοινωνικό Ταμείο
ICT	information and communications technologies	Τεχνολογίες Επικοινωνιών και Πληροφορικής
IS SA	IS SA: Information Society Ltd (SA stands for Société Anonyme, the Ltd company status)	Κοινωνία της Πληροφορίας ΑΕ
MA	Managing Authority	
MoU	Memorandum of Understanding	Μνημόνιο Συνεργασίας
NRP	National Reform Programme	Εθνικό Πρόγραμμα Μεταρρυθμίσεων
OP	Operational Programme	Επιχειρησιακό Πρόγραμμα
OP CEI	Operational Programme Competitiveness, Entrepreneurship and Innovation	Επιχειρησιακό Πρόγραμμα Ανταγωνιστικότητα, Επιχειρηματικότητα και Καινοτομία
OP PSR	Operational Programme Public Sector Reform	Επιχειρησιακό Πρόγραμμα Μεταρρύθμιση Δημόσιου Τομέα
PA	Partnership Agreement	Σύμφωνο Εταιρική Σχέσης
PSR	Public Sector Reform	Μεταρρύθμιση Δημόσιου Τομέα

## Document Checklist

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?		Is it reviewed and summarised in the MS chapter in the relevant period(s) ?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020	2007–2013	2014–2020		
National Strategic Reference Framework (NSRF)	National Strategic Reference Framework (NSRF) 2007–2013	Εθνικό Στρατηγικό Πλαίσιο Αναφοράς 2007–2013	Yes	N/A	Yes	N/A	No	N/A	Yes	Yes
Partnership Agreement (PA)	Partnership Agreement 2014–2020	Συμφωνία Εταιρικής Σχέσης 2014–2020	N/A	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Operational Programme (OP)	Operational Programme Public Administration Reform 2007–2013	Επιχειρησιακό Πρόγραμμα Διοικητική Μεταρρύθμιση 2007–2013	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
Operational Programme (OP)	Operational Programme Digital Convergence 2007–2013 <sup>1</sup>	Επιχειρησιακό Πρόγραμμα Ψηφιακή Σύγκλιση 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Competitiveness and Entrepreneurship 2007–2013	Επιχειρησιακό Πρόγραμμα Ανταγωνιστικότητα και Επιχειρηματικότητα 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Attica 2007–2013	Επιχειρησιακό Πρόγραμμα Αττικής 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Macedonia Thrace 2007–2013	Επιχειρησιακό Πρόγραμμα Μακεδονίας Θράκης 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Western Greece, Peloponnese, Ionian islands 2007–2013	Επιχειρησιακό Πρόγραμμα Δυτικής Ελλάδας-Πελοποννησου-Ιονίων Νήσων 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS

<sup>1</sup> The OP Digital Convergence, being a sectoral ICT Operational Programme, does not explicitly include any specific activities related to justice. However, based on research undertaken for Task 2 it became apparent that specific projects related to justice were funded under this OP, under the generic activities 'Modernisation of the Public Administration through Information Technology Applications'.

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			2007–2013	2014–2020	2007–2013	2014–2020	2007–2013	2014–2020		
Operational Programme (OP)	Operational Programme Thessalia-Mainland Greece-Epirus 2007–2013	Επιχειρησιακό Πρόγραμμα Θεσσαλίας, Στερεάς Ελλάδας, Ηπείρου 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Crete, Aegean islands 2007–2013	Επιχειρησιακό Πρόγραμμα Κρήτης, Νήσων Αιγαίου 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Education and Lifelong Learning 2007–2013	Επιχειρησιακό Πρόγραμμα Εκπαίδευσης και Δια Βίου Μάθησης 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Human Resources Development 2007–2013	Επιχειρησιακό Πρόγραμμα Ανάπτυξη Ανθρώπινου Δυναμικού 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Accessibility 2007–2013	Επιχειρησιακό Πρόγραμμα Ενίσχυση της Προσπελασιμότητας 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Environment, Sustainable Development 2007–2013	Επιχειρησιακό Πρόγραμμα Περιβάλλον-Αειφόρος Ανάπτυξη 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Public Sector Reform 2014–2020	Επιχειρησιακό Πρόγραμμα Βάσει του Στόχου Επενδύσεις για την Ανάπτυξη και την Απασχόληση Μεταρρύθμιση Δημόσιου Τομέα 2014–2020	N/A	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Operational Programme (OP)	Operational Programme Competitiveness, Entrepreneurship, Innovation 2014–2020	Επιχειρησιακό Πρόγραμμα βάσει του στόχου "Επενδύσεις για την Ανάπτυξη και την Απασχόληση", ΕΠ Ανταγωνιστικότητα, Επιχειρηματικότητα και Καινοτομία 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Transport and Environment 2014–2020	Επιχειρησιακό Πρόγραμμα Μεταφορές και Περιβάλλον 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS



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			2007–2013	2014–2020	2007–2013	2014–2020	2007–2013	2014–2020		
Operational Programme (OP)	Operational Programme Human Resources and Education 2014–2020	Επιχειρησιακό Πρόγραμμα Ανθρώπινο Δυναμικό και Εκπαίδευση 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Eastern Macedonia and Thrace 2014–2020	Επιχειρησιακό Πρόγραμμα Ανατολικής Μακεδονίας – Θράκης 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Central Macedonia 2014–2020	Επιχειρησιακό Πρόγραμμα Κεντρικής Μακεδονίας 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Western Macedonia 2014–2020	Επιχειρησιακό Πρόγραμμα Δυτικής Μακεδονίας 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Ionian Islands 2014–2020	Επιχειρησιακό Πρόγραμμα Ιόνιων Νήσων 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Epirus 2014–2020	Επιχειρησιακό Πρόγραμμα Ήπειρος 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Thessalia 2014–2020	Επιχειρησιακό Πρόγραμμα Θεσσαλία 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Continental Greece 2014–2020	Επιχειρησιακό Πρόγραμμα Στερεά Ελλάδα 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Attica 2014–2020	Επιχειρησιακό Πρόγραμμα Αττικής 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Western Greece 2014–2020	Επιχειρησιακό Πρόγραμμα Δυτικής Ελλάδος 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS

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			2007–2013	2014–2020	2007–2013	2014–2020	2007–2013	2014–2020		
Operational Programme (OP)	Operational Programme Peloponnese 2014–2020	Επιχειρησιακό Πρόγραμμα Πελοποννήσου 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme Crete 2014–2020	Επιχειρησιακό Πρόγραμμα Κρήτης 2014–2020	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme North Aegean 2014–2020	ΕΠ Βορείου Αιγαίου 2014–2020	N/A	Yes	N/A	Yes	No	No	No	Yes, as excluded in ISS
Operational Programme (OP)	Operational Programme South Aegean 2014–2020	Επιχειρησιακό Πρόγραμμα Νοτίου Αιγαίου 2014–2020	N/A	Yes	N/A	Yes	N/A	No	no	Yes, as excluded in ISS
Needs assessments	Memorandum of Understanding between the Creditors (EU, IMF) and Greece (Debtor) 2010	Μνημόνιο Συνεννόησης Μεταξύ Δανειστών (ΕΕ, ΔΝΤ) και Ελλάδος (Δανειζόμενος)	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Needs assessments	Memorandum of Understanding between the Creditors (EU, IMF) and Greece (Debtor), February 2012, Appendix	Μνημόνιο Συνεννόησης στις Συγκεκριμένες Προϋποθέσεις Οικονομικής Πολιτικής, Φεβρουάριος 2012, Παράρτημα	Yes	N/A	Yes	N/A	Yes	N/A	yes	Yes
Needs assessments	Memorandum of Understanding between the Creditors (EU) and Greece (Debtor), August 2015	Νόμος 4336/2015 Μνημόνιο Συνεννόησης Οικονομικής Ενίσχυσης από τον Ευρωπαϊκό Μηχανισμό Σταθερότητας και Ρυθμίσεις για την υλοποίηση της Συμφωνίας Χρηματοδότησης	N/A	Yes	N/A	Yes	N/A	Yes	Yes	Yes

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?		Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020	2007–2013	2014–2020		
Country Specific Recommendations	Country Specific Recommendations <sup>2</sup>	Ειδικές συστάσεις για τη χώρα	N/A	N/A						
Action Plans			Unknown	No	No	No				
Evaluation plan	Draft Evaluation Plan OP Public Sector Reform	Σχέδιο Αξιολόγησης ΕΠ Μεταρρύθμιση Δημοσίου Τομέα	N/A	Yes	No	Yes	N/A	No	No	Yes, as excluded in ISS
Ex-ante evaluation	NSRF 2007–2013 Ex-ante evaluation	Έκθεση εκ των προτέρων αξιολόγησης ΕΣΠΑ 2007–2013	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
Ex-ante evaluation	Ex ante Evaluation Operational Programme Public Administration Reform 2007	Έκθεση εκ των προτέρων αξιολόγησης του Επιχειρησιακού Προγράμματος Βελτίωση της Διοικητικής Ικανότητας της Δημόσιας Διοίκησης 2007–2013	Yes	N/A	Yes	N/A	Yes	Yes	Yes	Yes
Ex-ante evaluation	Ex-ante Evaluation Operational Programme Public Sector Reform 2014	Τελική έκθεση εκ των προτέρων αξιολόγησης του Επιχειρησιακού Προγράμματος Μεταρρύθμιση Δημοσίου Τομέα 2014–2020	N/A	Yes	N/A	Yes	Yes	Yes	Yes	Yes
Ex-post evaluation			No	No	No	No				
Interim evaluation	Interim Evaluation Report of Operational Programme Public Administration Reform 2007–2013	Ενδιάμεση Αξιολόγηση του Επιχειρησιακού Προγράμματος Διοικητική Μεταρρύθμιση 2007–2013	Yes	No	Yes	No	Yes		Yes	Yes
Annual Implementation										

<sup>2</sup> Since the bailout agreement between Greece and the Troika (European Commission, European Central Bank and IMF), three consecutive Memoranda of Understanding have been signed, which include the national reforms necessary for the modernisation of the national administration. Hence, there have been no CSRs for Greece since then, as they are replaced by the content of the Memoranda of Understanding.

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			2007–2013	2014–2020	2007–2013	2014–2020	2007–2013	2014–2020		
Reports (AIR) (for each relevant OP)										
2007	Annual Implementation Report Operational Programme Public Administration Reform 2007	Ετήσια Έκθεση Υλοποίησης 2007 Επιχειρησιακού Προγράμματος Διοικητική Μεταρρύθμιση 2007–2013	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
2008	Annual Implementation Report Operational Programme Public Administration Reform 2008	Ετήσια Έκθεση Υλοποίησης 2008 Επιχειρησιακού Προγράμματος Διοικητική Μεταρρύθμιση 2007–2013	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
2009	Annual Implementation Report Operational Programme Public Administration Reform 2009	Ετήσια Έκθεση Υλοποίησης 2009 Επιχειρησιακού Προγράμματος Διοικητική Μεταρρύθμιση 2007–2013	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
2010	Annual Implementation Report Operational Programme Public Administration Reform 2010	Ετήσια Έκθεση Υλοποίησης 2010 Επιχειρησιακού Προγράμματος Διοικητική Μεταρρύθμιση 2007–2013	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
2011	Annual Implementation Report Operational Programme Public Administration Reform 2011	Ετήσια Έκθεση Υλοποίησης 2011 Επιχειρησιακού Προγράμματος Διοικητική Μεταρρύθμιση 2007–2013	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
2012	Annual Implementation Report Operational Programme Public Administration Reform 2012	Ετήσια Έκθεση Υλοποίησης 2012 Επιχειρησιακού Προγράμματος Διοικητική Μεταρρύθμιση 2007–2013	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
2013	Annual Implementation Report Operational Programme Public Administration Reform 2013		No	No	No					
2014	Annual Implementation Report Operational Programme Public Administration Reform 2014	Ετήσια Έκθεση Υλοποίησης 2014 Επιχειρησιακού Προγράμματος Διοικητική Μεταρρύθμιση 2007–2013	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
2015	Annual Implementation Report Operational Programme Public Sector Reform 2014–2020	Ετήσια και Τελική Έκθεση Υλοποίησης για τον στόχο Επενδύσεις στην Ανάπτυξη και Απασχόληση 2015 του Επιχειρησιακού Προγράμματος Μεταρρύθμιση Δημόσιου Τομέα 2014–2020	N/A	Yes	N/A	Yes	N/A	Yes	Yes	Yes

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			2007–2013	2014–2020	2007–2013	2014–2020	2007–2013	2014–2020		
2016	Annual Implementation Report Operational Programme Public Sector Reform 2014–2020	Ετήσια και Τελική Έκθεση Υλοποίησης για τον στόχο Επενδύσεις στην Ανάπτυξη και Απασχόληση 2015 του Επιχειρησιακού Προγράμματος Μεταρρύθμιση Δημόσιου Τομέα 2014–2020	N/A	Yes	N/A	Yes	N/A		Yes	Yes
Annual Progress Reports			Unknown	No	No	No				
Annual Work Programme (AWP)			Unknown	No	No	No				
Any other evaluation			No	No	No	No				
Any other relevant study previously undertaken			Unknown	No	No	No				
Calls for proposals			Yes	No	Yes	No	Yes		Yes	No
Consultation of stakeholders			Unknown	No	No	No				
Monitoring Committee (MC) - Decision			Probably	No	No	No				
Monitoring Committee (MC) - Minutes			Probably	No	No	No				
Monitoring Committee (MC) - Other			Probably	No	No	No				
Monitoring Committee (MC) - Report			Probably	No	No	No				

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			2007–2013	2014–2020	2007–2013	2014–2020	2007–2013	2014–2020		
National Reform Programme	National Reform Programme Greece 2011–2014	Εθνικό Πρόγραμμα Μεταρρυθμίσεων Ελλάδα 2011–2014	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
National Reform Programme	Hellenic National Reform Programme Greece 2012–2015	Εθνικό Πρόγραμμα Μεταρρυθμίσεων 2012–2015	Yes	N/A	Yes	N/A	No	N/A	No	Yes, as excluded in ISS
National Reform Programme	Greek National Reform Programme 2013	Εθνικό Πρόγραμμα Μεταρρυθμίσεων 2013	Yes	N/A	Yes	N/A	No	N/A	Yes	Yes
National Reform Programme	Greek National Reform Programme 2014	Εθνικό Πρόγραμμα Μεταρρυθμίσεων 2014	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
National Reform Programme	National Reform Programme 2015	Εθνικό Πρόγραμμα Μεταρρυθμίσεων 2015	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
National Reform Programme	National Reform Programme 2016	Εθνικό Πρόγραμμα Μεταρρυθμίσεων 2016	N/A	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in ISS
Other implementation reports			Unknown	No	No	No				
Other – please specify			No	No	No	No				



## 1. Introduction

Member State	
Country Expert Name	Lena Tsipouri
Data Collection Period Task 1	29.3.–10.4. 2017
Data Collection Period Task 2	1.4.2017–9.9.2017
Number of regions/OPs covered	15 in the programming period 2007–13: <ul style="list-style-type: none"> <li>• OP Digital Convergence – <b>8 projects</b></li> <li>• OP Public Administration Reform – <b>9 projects</b></li> <li>• Regional OP – <b>1 project</b></li> </ul> 5 in the period 2014–2020: <ul style="list-style-type: none"> <li>• OP Public Sector Reform – <b>5 projects</b></li> </ul>

In Greece there is a well-documented need to modernise the justice system. In this spirit ESIFs funded 18 projects in the 2007–2013 period and, so far, five in the current (2014–2020) programming period. Information on these projects is not consistently available, in particular as far as indicators are concerned. One important problem is that in several cases justice projects were designed and implemented under the general heading 'public administration', which includes health, education and justice. This makes it difficult to distinguish specific targets and indicators, as they encompass three discrete fields. Ex-post evaluations and evaluation plans are not published and the only available information on progress is included in Annual Implementation Reports. Information in the public domain is also limited, in particular for the previous programming period. It is for this reason that interviews with Managing Authorities (MAs), and the support of the Central Managing Authority and beneficiaries who helped with the extraction of non-public domain data from the management information system were the best source to analyse in-depth the effects of ERDF and ESF funds on the justice sector.

In trying to map the situation, two particular complications were encountered:

1. *The complexity of the transition* from the 2007–2013 to the 2014–2020 period:
  - For activities where the project contracts were signed after 1/1/2014, a 'transfer' (*metaferomeno*) was decided, which meant that the commitments were ex-post totally removed from the original planning and budget (without changing the OP, because it happened after 2014).
  - Activities for which the project contracts were signed before 1/1/2014 but were not completed within the n+2 period are called 'phasing': they were ex-post artificially divided into two parts (practically into two sub-projects): one part figuring as completed in the 2007–2014 (meaning that it started with a different budget than the one with which it was completed) and the second part under the 2014–2020 budget.
2. *No continuity of OP design*: The OP Digital Convergence of 2007–2013, the sectoral ICT Operational Programme of the 2007–2013 period, under which activities were funded that supported justice, falling under the general heading of 'Digitisation of the National Administration', was not renewed in the 2014–2020 period and a few incomplete activities (one phasing project and one transferred project) have been taken over by the OP Public Sector Reform. In some cases, funds from regional OPs were used without explicit reference under the OP activities to complement budget gaps. This was done at project level with specific authorisation from the Central Management Authority, which at the time was responsible for the coordination of funds allocated to the regions.

The Greek government was not obliged to publish AIR and Final Implementation reports in the 2007–2013 programming period, hence identifying documents in the public domain has occasionally been difficult. Most reports could be found thanks to the support of MAs. The management information system was a major source of precise details for individual projects. Interviews were conducted in all but one of the cases (seven out of eight)



requested and interviewees have been very helpful, thus compensating for the absence of public domain data. The main challenge was the absence of axes dedicated to justice in the OPs, leading to difficulties in singling out justice projects from the overall national administration modernisation. Another challenge is the limited focus on indicators and the absence of evaluations, as assessing impacts without them is practically impossible.

## **Intervention logic**

### 2007–2013

At the start of the 2007–2013 period the need to invest in the justice system had a generic character and was seen as part of the overall modernisation of the public administration. The general perception that justice was bureaucratic, slow and ineffective was the reason the Public Administration Reform and Digital Convergence OPs included justice in their domains of interventions. The intervention logic for funding justice projects was to respond to the expressed need to modernise the public administration in order to reduce costs, increase speed and enhance access and reliability. Two major categories of projects have been adopted in this context:

- The digitisation of processes of administrative, civil and penal law leading to speeding up court decisions and facilitating transparency and access. This was undertaken by the Ministry of Justice, Transparency and Human Rights as well as by individual courts, legal bodies and bar associations.
- Initial and continuous training of judges and court personnel, entrusted mainly to the National School of Judges but also partly implemented in courts through internships.

In the 2007–2013 programming period, the foundations were laid for the digitisation in all the above mentioned areas with funds spent on hardware, software and training for using the new system, responding to the need for transparency and access, while training was initiated through curriculum development and actual training. The National Strategic Reference Framework does not mention 'justice' explicitly. It is, however, implicitly included, as under the section 'institutional modernisation' it is envisaged that 'the quality of public service will improve'. The OP Public Administration Reform mentions justice (together with education and health) in the context of Public Administration Reform, and Regional OPs mentioned the need for justice improvements without any explicit reference to projects, whereas the OP Digital Convergence, being the sectoral ICT Operational Programme, did not mention justice-related specific activities but did fund projects under the heading Public Administration Digitisation. More specifically, in the OP Digital Convergence, under priority axis 2: 'ICT and quality of life improvement'/specific objective 2.2 'Development of Public Administration digital services for the citizen', there is an explicit mention that 'emphasis will be placed on the development of acceleration and modernisation of justice services'.

There were 18 projects funded in this period, of which the majority were about digitising the services in courts and for certification. Almost all of the projects were completed in time, with a few exceptions where projects were carried over to the next period. In addition, one project was cancelled. Implementation of most projects was carried out by the Ministry of Justice, specialised institutions and the two major bar associations in the country. Four out of all projects were related to training and implemented by the National School of Judges. The implementation was funded by the two OPs mentioned above, and in cases where the projects benefited the whole Greek territory, funds from regional OPs were transferred to the beneficiaries pro rata to allow for funding the implementation in each region. All projects had multiple final recipients, including all levels and types of courts, registry services, and justice-related personnel.

While there are no systematic, detailed evaluations of the projects, the beneficiaries contacted as part of this study reported that the interventions were successful. The beneficiaries interviewed stated that statistical data on the use of the supported systems gathered internally by the beneficiaries suggested significant utilisation of the newly developed systems both by the public service and individual citizens. Long queues to get certificates of various types (such as extracts from the register of criminal records) were

reported to have reduced significantly. More generally beneficiaries consulted as part of this study indicated that the efforts to reduce delays had significant results. Statistical monitoring is a weakness of the Greek system, as demonstrated by the EU Justice Scoreboard. The beneficiaries' perception is that thanks to recent interventions the process will be improving,

## 2014-2020

Needs in the 2014-2020 period were easier to identify, thanks to the progress made in the previous programming period, as well as the explicit request of the lenders bailing out the country (European Commission-European Central Bank- IMF and European Stability Mechanisms) to introduce the modernisation of justice in the MOU obligations<sup>3</sup> of the country. The intervention logic followed was very similar: while the Partnership Agreement does not explicitly mention justice, it does again include it implicitly when mentioning the need to 'improve institutional capabilities and make the public administration more effective'. This time only the OP Public Sector Reform thus far earmarks funds that can be used by the justice system. Until summer 2017 five projects were in the process of implementation: three for further digitalisation of services and two continuing the training of justice-related personnel, partly making use of equipment bought and curricula developed in the previous programming period and partly employing new ones. As projects are not completed there are no indications of their utilisation.

**Table 1: Overview of the justice system**

Institutions and bodies of the judiciary <sup>4</sup>		Other institutions and bodies that are part of or supporting the justice system <sup>5</sup>	
English	Original language	English	Original language
Court system: - Civil courts - District civil courts - Courts of first instance - Courts of appeal - Supreme Court of Judicial and Criminal Justice	Δικαστικό σύστημα: - Πολιτικά δικαστήρια - Ειρηνοδικεία - Πρωτοδικεία - Εφετεία - Άρειος Πάγος	Ministry of Justice, Transparency and Human Rights <sup>6</sup>  - National School of Judges <sup>7</sup> / National Judicial Officers Institute  - Anti-criminal and Penitentiary Policy  -Local mortgage registries -Stipendiary mortgage registries -Gratis mortgage registries	Υπουργείο Δικαιοσύνης, Διαφάνειας και Ανθρωπίνων Δικαιωμάτων - Εθνική Σχολή Δικαστικών Λειτουργών/Εθνικό Ινστιτούτο Δικαστικών Αξιωματικών - Σωφρονιστικό σύστημα και αντιεγκληματική πολιτική - υποθηκοφυλακεία  - Έμμισθα υποθηκοφυλακεία - Άμισθα υποθηκοφυλακεία
Criminal courts - District criminal courts -magistrates' courts - courts of appeal - Supreme Court of Judicial and Criminal Justice	Ποινικά δικαστήρια - Παισιματοδικεία - Πλημμελειοδικεία - Εφετεία - Άρειος Πάγος	Arbitration is recently introduced to alleviate the pressure from courts	

<sup>3</sup> Obligations deriving from the agreement to bail out Greece after the 2008 crisis

<sup>4</sup> i.e. the judiciary as defined in the national legal framework and following the definition used for the purpose of this study.

<sup>5</sup> i.e. justice system as defined for the purpose of this study.

<sup>6</sup> The Ministry undertakes the management of the organisation, budgets, accounting, and facilities of the judiciary. It is also responsible for the general conditions of service for judges and public prosecutors, as well as of judicial employees.

<sup>7</sup> The National School of Judges is a Legal Entity of Public Law, which is under the jurisdiction of the Ministry of Justice and is administered by Justices of the High Court.

Court martial, naval court and air force court	Στρατοδικείο, ναυτοδικείο, αεροδικείο		
Administrative courts -Administrative courts of first instance -Administrative courts of appeal - Council of State (the Supreme Administrative Court of Greece) <sup>8</sup> - Court of Auditors - Supreme Special Court - Prosecutor for Corruption	Διοικητικά δικαστήρια: - Διοικητικά Πρωτοδικεία  - Διοικητικά Εφετεία  - Συμβούλιο της Επικρατείας  - Ελεγκτικό Συνέδριο - Ανώτατο Ειδικό Δικαστήριο - Εισαγγελέας Διαφθοράς	Hellenic Cadastre for property <sup>9</sup> Land Registries and Real Estate Offices and registries <sup>10</sup>	Εθνικό Κτηματολόγιο  Υποθηκοφυλακεία και Γραφεία κτηματογράφησης
Supreme Judicial Council of Civil and Criminal Justice	Άρειος Πάγος	General Electronic Commercial Registry	Γενικό Εμπορικό Μητρώο, Γ.Ε.ΜΗ., GEMI
Council of State	Συμβούλιο της Επικρατείας	Bar associations	δικηγορικοί σύλλογοι
Public Prosecutor's offices - Public Prosecutor's offices to each court, except district criminal courts	Εισαγγελίες Πρωτοδικών, Εφετών και Αρείου Πάγου <sup>11</sup>	Notary associations	συμβολαιογραφικοί σύλλογοι
		Bailiff associations	σύλλογοι δικαστικών επιμελητών
		Greek Union of Judges and Prosecutors	Σύνδεσμος Δικαστών και Εισαγγελέων
		Ad hoc Arbitral Tribunals  - Greek Centre of Mediation and Arbitration  - Hellenic Chamber of Shipping - Piraeus Association for Maritime Arbitration - Panels organised by respective Bar Associations - Panel organised by the Technical Chamber of Greece - Panel organised by the Stock Exchange of Athens	Δικαστήρια διαιτησίας κατά περίπτωση:  - Ελληνικό Κέντρο Διαμεσολάβησης και Διαιτησίας - Ναυτικό Επιμελητήριο της Ελλάδος - Ένωση Ναυτικής Διαιτησίας στον Πειραιά - Συμβούλια που συγκαλώνται από δικηγορικούς συλλόγους - Συμβούλιο που συγκαλείται από το Τεχνικό Επιμελητήριο Ελλάδος Συμβούλιο που συγκαλείται από την Ελληνικά Χρηματιστήρια

<sup>8</sup> The Council of State, the Supreme Civil and Criminal Court and the Court of Audit, which has jurisdiction on the audit of the expenditures of the State, local government agencies and other legal entities, are the highest courts in the nation.

<sup>9</sup> This task has been assigned to the private company Ktimatologio.

<sup>10</sup> One or more registries operate within the jurisdiction of each district civil court.

<sup>11</sup> Public Prosecutor's offices belong to the judicial branch of government and participate in the administration of justice.

**Table 2: Stakeholders contacted for Task 2**

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Position (if known)	Method of information request (email exchange/ phone call etc)	Did you hear back from the stakeholder? (y/n)	Date of conversation/email exchange
Ministry of Administrative Reform	Υπουργείο Διοικητικής Ανασυγκρότησης	Beneficiary	Head of Unit, Strategic design	Email and appointment	Y	22/6/2017, 28/6/2017
Digital Convergence Secretariat (former Ministry of Development)	Τμήμα Ψηφιακής Σύγκλισης (Πρώην Υπουργείο Ανάπτυξης)	MA	Unit leader	Email and appointment	Y	30/6/2017, 5/7/2017
Ministry of Justice, Transparency and Human Rights	Υπουργείο Διοίκησης, Διαφάνειας και Ανθρωπίνων Δικαιωμάτων	Beneficiary	Head of Unit and agent responsible for ESIF implementation in the Ministry of Justice, Transparency and Human Rights	Email, tel and appointment	Y	22/6/2017, 23/6/2017 6/7/2017 and 20/11/17
Evaluation Unit, ESF	Μονάδα Αξιολόγησης, ΕΚΤ	MA	Unit leader	Tel	Y	30/6/2017
'Isokratis' Legal Information Bank, Athens Bar Association	Τράπεζα Νομικών Πληροφοριών 'Ισοκράτης', Δικηγορικός Σύλλογος Αθηνών	Beneficiary	Unit leader	Email and tel	Y	13/7/2017
Programming Engineering & Development Studies Department, Thessaloniki Bar Association	Τομέας Προγραμματισμού Μηχανικών και Ανάπτυξης, Δικηγορικός Σύλλογος Θεσσαλονίκης	Beneficiary	Head of Unit	Email and tel	Y	13/7/2017 Tel 17/11/17
Division of the Implementation of Training	Τμήμα Υλοποίησης Προγραμμάτων Κατάρτισης, Εθνική Σχολή Δικαστών	Beneficiary	Head of Unit	Email and tel	Y	18/7/2017

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Programmes, School of Judges	National						Detailed responses by mail, not in person  Tel. 16/11/17
Directorate of Administrative & Operational Support, Department of Informatics & Systems Support, Legal Council of the State	Δ/νση Διοικητικών Υπηρεσιών & Λειτουργικής Υποστήριξης Τμήμα Πληροφορικής & Υποστήριξης Συστημάτων, Νομικό Συμβούλιο του Κράτους	Beneficiary	Deputy Head of Unit	Email and tel  Tel	Y		28/11/2017
Ministry of Economy and Development, National Coordination Authority	Υπουργείο Οικονομίας και Ανάπτυξης, Εθνική Αρχή Συντονισμού	MA	Director General	Tel	Y		10/11/17

## 2. Funding Period 2007–2013

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### 2.1. The needs of the Member State relating to the national justice system

The Ex-ante Evaluation of the OP Public Administration Reform indicates that needs of Greece's national justice system relate to the education and training of judges in the context of general training provisions for public sector employees. Indirectly, the justice system is expected to benefit also from the codification of existing legislation (streamlining previous and recent laws into a user-friendly form).<sup>12</sup>

As pointed out in footnote 1, Country Specific Recommendations have been 'replaced' by the Memoranda of Understanding (MoU) between the creditors (EU, IMF) and Greece (debtor). The first MoU was signed in 2011 and its implementation did not follow a strict timetable: initiatives were designed and partly implemented, with delays partly carried over to the next MoU. The MoU between the creditors and Greece signed in February 2012 only mentions the following needs, but no objectives, expected outputs or results, beneficiaries and target groups:

- Improving the e-justice system by speeding it up, extending e-monitoring and e-registration to all courts by the end of 2013;
- Setting up of a task force for harmonising the Greek justice practice with international best practices with respect to the management of judicial cases, the release of judges from duties not directly related to judicial tasks, the execution of resolutions and payment orders, the imposition of regulatory deadlines for court proceedings especially in cases of interlocutory proceedings, foreclosure and insolvency;
- Introducing changes to provisions related to fair trial and the denial of justice;
- Providing a new legislative framework for the reorganisation of municipal courts, with better allocation of human resources;
- Adoption of special legislation for better functioning of arbitration and the provision of certification to arbitrators;
- Restructuring of the system of public contracts, introduction of new legislative framework in social insurance, the restructuring of local banks;
- Publication of new statistics related to the operation of administrative courts, courts of appeal and supreme courts by the end of March 2012;
- Preparation of a new Code of Civil Procedure.

National Reform Programmes do not mention needs, objectives, expected outputs or results, beneficiaries and target groups related to justice, except for the Greek National Reforms Programme 2013 which only mentions the following needs:

- Use of e-registration and e-tracking systems to ascertain the status of individual cases in all courts covered by the action plan and to enable e-filing;
- Adoption of a Presidential Decree for the rationalisation and reorganisation of the magistrates' courts and the allocation of appropriate human resources and infrastructure to the new structure of magistrates' courts;
- Active promotion of pre-trial conciliation, mediation, and arbitration, with a view to ensuring that a significant number of citizens and businesses make use of these modes of alternative dispute resolution.

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<sup>12</sup> GR\_2007\_Ex Ante\_Ex-Ante Evaluation OP Public Administration Reform\_03

## 2.2. Planning stage: The extent to which the Member State programmed support to the justice system through ESF and ERDF

### 2.2.1. High-level objectives related to justice set in the programming documents

Greece's National Strategic Reference Framework (NSRF) does not explicitly mention any objectives related to the justice system.

#### OP Public Administration Reform – ESF

The OP Public Administration Reform 2007–2013 provides for the improvement of the justice system as follows:

OP name	OP Public Administration Reform 2007–2013
CCI	2007GR05UPO003
Relevant funds for the OP	ESF
Total OP budget (EC and national contribution) EUR million	EUR 631 million
Priority axis 1 Upgrading of the quality of public policies with the improvement of institutional framework and the redesign of structures and processes	EUR 334 million*

\*Budget allocated to overall Priority Axis 1 with no differentiation

The OP Public Administration Reform addresses the needs of the Greek justice system through priority axis 1: 'Upgrading of the quality of public policies with the improvement of institutional framework and the redesign of structures and processes', and more specifically through:

- Priority axis 1.2: Promotion of transparency and accountability:
  - o Sub-priority 1.2.4: Initiatives for the upgrading of administrative capacity of courts.
- Priority axis 1.3: Quality Enhancement of legal and legislative provisions:
  - o 1.3.1 Policy implementation for quality assessment of legislative provisions in selected sectors;
  - o 1.3.3 Administrative codification of legal framework of public administration.

Within priority axis 1, the **planned activities** relate to the modernisation of the IT infrastructure of courts and the reorganisation and training of employees.

The **expected output** of priority axis 1 is the implementation of five initiatives for upgrading of the administrative capacity of courts by the end of 2015.

There were no **expected results** related to justice support.

The **proposed beneficiaries** were the General Secretariat of Public Administration and E-government and the Information Society SA, while the proposed **target groups** were public administration, public sector employees and citizens and enterprises.<sup>13</sup>

Action Plans, Annual work Programmes, evaluation plans and Monitoring Committee documents for the OP Public Administration Reform are not available on the official sites.

During the 2007–2013 period a separate OP was dedicated to **digital convergence**. In the original text of the OP there was no explicit reference to specific actions for the justice system, since it was the sectoral ICT Operation Programme, and therefore justice would be one of its public administration areas of intervention. The target of the programme was the exploitation of ICT for both the improvement of citizens' quality of life as well as the improvement of productivity and the promotion of digital entrepreneurship. For the continuity of projects based on the OP Digital Convergence, its activities were split between

<sup>13</sup> GR\_OP\_OPPublicAdministrationReform\_09\_2007\_GR.pdf

the OP Public Sector Reform and the OP Competitiveness and Entrepreneurship during the current programming period (see section 1).

### 2.2.2. Planned projects listed in the programming documents aiming to support justice

There were no planned projects specifically targeting justice mentioned in the programming documents. In general, as far as public administration projects are concerned the main selection criteria include the maturity of projects and their compliance with the OP, i.e. contribution to the modernisation of the public sector. This is judged by the MA. Once the projects are incorporated in the process the beneficiary undertakes calls for proposals for the contractor, including technical specifications; from the bidders who comply with the technical specifications the bidder with the lowest cost is selected.

### 2.3. Implementation stage: Support to the justice system through ESF and ERDF

There was ample support for the justice system in the 2007–2013 period, with 18 projects funded for a total cost of EUR 55,436,845. Their budget was 100% covered by the EU and they covered a wide array of activities, including digitisation services for all courts by the Ministry of Justice, Transparency and Human Rights, training and support for process improvements. Most projects were implemented successfully and efficiently, albeit sometimes with delays carried over to the next programming period. The successful implementation was reported by the beneficiaries when consulted as part of this study, using internal statistics and their own knowledge of speed of service, as there are no systematic indicators on impacts. Indicators on outputs, results and impacts were incomplete and referred mostly to the number of projects expected to be implemented and people trained rather than long term impact of the processes themselves. The total budget spent was often lower than the total allocated budget as a result of the competitive nature of the calls for tenders. In almost all cases the lowest bidder offered a more competitive price than the allocated budget initially foreseen for the project.

AIRs, the Progress Reports of each project and the database in the management information system<sup>14</sup> contain much useful information, but indicators are a weakness. The reported Acts as included in the OPs are the most helpful documents in terms of project details.

#### 2.3.1. Support to the justice system: reported at programme level

The following table summarises the activities undertaken under the OP Public Administration Reform 2007–2013, based on the programme's Annual Implementation Reports (AIRs) for the years 2007–2012 (the AIRs for 2013 and 2014 are not available). The AIRs for 2010 and 2011 did not include any information regarding justice.

Year	Priority Axes	Activities undertaken	Beneficiaries	Final recipient
AIR 2007, AIR 2008	1.2	Upgrading of the administrative capacity of the Ministry of Justice and improvement of citizen services through ICT and upgrading of human resources	General Secretariat of Public Administration and E-government, Information Society	Court administration , Court staff, Courts (First instance), Courts (Second instance), Courts and tribunals (all), Judges, Justice Ministry –
	1.3	Improvement of the quality of legislative and regulatory provisions		
AIR 2009	1.1, 1.2, 1.3	Preparation of an Action Plan for the justice sector		
AIR 2012	1.2.4	Optimisation of criminal, civil and administrative court processes		

<sup>14</sup> <http://www.ops.gr/>



		Classification and attribution of criminal acts, sentences and measures, in accordance with EU Council decision 2009/316/DEY		officials, citizens, enterprises
	1.4.3	Under priority axis 63 (1.4.3) one project was included for funding related to the improvements in the minutes of courts of first instance in Athens, Piraeus and Thessaloniki		

The Interim Evaluation Report of the OP Public Administration Reform 2007–2013 from 2012 also lists the following activities undertaken during the programming period:

Priority Axes	Activities undertaken	Beneficiaries
1.2	Upgrading of the administrative capacity of courts	Court administration, Court staff, Courts (First instance), Courts (Second instance), Courts and tribunals (all), Judges, Justice Ministry – officials, citizens, enterprises
1.3	Concentration of institutional framework in a common administrative code Initial and continuous training of court clerks	
	Study for the reorganisation of District Courts (Eirinodikio) and allocation of their capacity in the new structure	
	Plenary sessions for the conclusions and the recommendations with respect to the new Civil Code	
	Implementation Plan for the Reorganisation of District Courts and allocation of their capacity to the new structure	
	Study for the cost of civil law disputes	

The following projects were announced under the OP Public Administration Reform:

Priority Axis	Project	Budget EUR	Beneficiaries	Target groups
1.2	Optimisation of criminal, civil and administrative court processes <sup>15</sup>	1,521,300	Non-governmental organisations, public services, the Greek Parliament, public sector legal entities	Public administration, public sector employees, citizens and enterprises
1.2	Classification and attribution of criminal acts, sentences and measures, in accordance with EU Council decision 2009/316/DEY <sup>16</sup>	475,100		
1.4	Funding related to the improvements in the minutes of courts of first instance in Athens, Piraeus and Thessaloniki <sup>17</sup>	10,560,000		
N/A	Drafting of a Strategy and Operational Plan for the modernisation of the	15,000	n/a	n/a

<sup>15</sup> OP Public Administration Reform – AIR 2012, Interim Evaluation Report of OP PAR 2007–2013

<sup>16</sup> OP Public Administration Reform – AIR 2012, Interim Evaluation Report of OP PAR 2007–2013

<sup>17</sup> OP Public Administration Reform – AIR 2012

	School of Prison Guards <sup>18</sup>			
N/A	Speeding up of judicial time in implementation of article 33 I.3910/11	9,050,000	n/a	n/a

According to the 2014 AIR of OP Public Administration Reform, initiatives related to justice and the improvement of the mechanisms for the awarding of justice were transferred to the initiative 'Public Benefit Programmes for the benefit of citizens and businesses'.<sup>19</sup>

There are no ex-post evaluations available for the OP Public Administration Reform. Monitoring Committee documents are not published on the official sites.

### 2.3.2. Support to the justice system: reported at project level (Task 2)

There were 18 projects funded during the 2007-2013 programming period, which were under two OPs, namely OP Public Administration Reform (9 projects) and OP Digital Convergence (9 projects). Of the OP Digital Convergence projects, only one followed the generic call for proposals (Call for proposals No. 10) that was launched in the context of the modernisation of the public administration. The other projects followed specific calls for proposals (no. 15 and no. 15.2) that were addressed to the Greek administration of justice. The OP Digital Convergence referred to generic needs for the modernisation of the public administration, which includes justice, as well as health, public services and education. In addition to the funding received by these two OPs, projects benefiting the whole territory received matching funds from all Regional OPs (ROPs) in the country. The rationale for allocating regional funds to justice was justified on the basis that some projects covered needs at regional as well as national level. The funds were taken from a generic provision for the modernisation of the public administration in the ROPs. The total budget allocated was 79,165,410.79 while the budget spent was EUR 55,436,845. The difference of EUR 23,728,565 between allocated budget and budget spent was the result of competitive bids. 100% of the budget spent was covered by the EU contribution.

General rules are followed when selecting projects to be implemented under an OP in the public sector (not under state aid criteria) for both OP Public Administration and OP Digital Convergence. These include Completeness and accuracy of the act); Purpose of the act); Compliance with National and EU rules; Maturity of the act.<sup>20</sup>

In addition to the general selection criteria, under OP Digital Convergence, specific priority 'Services of the Public Sector to the Citizen', a call specifically for justice-related ERDF-funded projects added the following criteria: Ability to operate in virtualisation environment; Interoperability support through the creation of web services and their registration to the Public Administration Registry; Multi-channel distribution of available services and Software development through the use of open prototypes.<sup>21</sup>

Most ESF-funded projects under OP Public Administration Reform were selected based on the generic criteria and only two have added specialised criteria:

<sup>18</sup> Interim Evaluation Report of OP Public Administration Reform 2007-2013

<sup>19</sup> AIR OP Public Administration Reform 2014

<sup>20</sup> Generic rules are reported on the document for processes of the ESIF implementation [https://www.espa.gr/el/Pages/SDE\\_Diadikasies.aspx](https://www.espa.gr/el/Pages/SDE_Diadikasies.aspx), as well as in the following specific calls that are using the generic criteria only: [http://www.infosoc.gr/NR/rdonlyres/A6AE3794-C4D0-42F2-928D-C1E4523-D9A50/7587/%CE%A0%CE%A1%CE%9F%CE%A3%CE%9A%CE%9B%CE%97%CE%A3%CE%97\\_10.pdf](http://www.infosoc.gr/NR/rdonlyres/A6AE3794-C4D0-42F2-928D-C1E4523-D9A50/7587/%CE%A0%CE%A1%CE%9F%CE%A3%CE%9A%CE%9B%CE%97%CE%A3%CE%97_10.pdf)  
Open Call 21- Selection Criteria of OP Public Administration Reform 2007-2014; <http://www.epdm.gr/index.php?op=Invitation&todo=Load&id=871ac71d1f9acf8f>, <http://www.epdm.gr/index.php?op=Invitation&todo=Load&id=871ac71d1f9acf8f>, [http://www.messinianchamber.gr/mesiniainimages/PROK\\_2013-07-16b\\_MinJust\\_F1565.pdf](http://www.messinianchamber.gr/mesiniainimages/PROK_2013-07-16b_MinJust_F1565.pdf)

<sup>21</sup> <http://www.digitalplan.gov.gr/resource-api/dipla/contentObject/Arheio-Prosklhshs-15/content>

The project 'Improvements in the upkeep of court proceedings of Multi-member Courts of first instance of the country and of regular proceedings of Single Member Courts of First Instance of Athens, Piraeus and Thessaloniki through recording and transcription' was selected based on criteria regarding efficiency and effectiveness:

- Enhancement of simplification of administrative processes which lead to the decrease of administrative burdens and costs;
- Promotion of e-services to citizens or corporates;
- Effectiveness of the act – contribution of the act to the fulfilment of the indices of the related priority axis;
- Efficiency of the act;
- Percentage of needs coverage with respect to the thematic priority or/and the category of acts which are met by the implementation of this act;
- Synergies and complementarity with other acts.<sup>22</sup>

The project 'Speeding up of judicial time in implementation of article 33 I.3910/11' used additional specific criteria as well, namely:

- Classification and matching of national criminal acts, sentences and measures in accordance with decision 2009/316/JHA<sup>23</sup> of the European Council for the creation of a European System of information about criminal records;
- Optimisation of criminal, civil and administrative court processes)<sup>24</sup>;
- Funding of trainee lawyers in implementation of art.33 of I.3910/2011 (FEK<sup>25</sup> 11/A) aiming to improve the timeframe for the award of justice;
- Promotion and dissemination of results of the initiatives for the upgrading of the administrative capacity of court;
- Effectiveness of the act – contribution of the act to the fulfilment of the indices of the related priority axis;
- Efficiency of the act;
- Percentage of needs coverage with respect to the thematic priority or/and the category of acts which are met by the implementation of this act;
- Synergies and complementarity with other acts.<sup>26</sup>

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<sup>22</sup> Open Call 66 – Selection Criteria of OP Public Administration Reform 2007–2013

<sup>23</sup> ΟΔΗΓΙΑ ΤΟΥ ΕΥΡΩΠΑΪΚΟΥ ΚΟΙΝΟΒΟΥΛΙΟΥ ΚΑΙ ΤΟΥ ΣΥΜΒΟΥΛΙΟΥ 2009/315/ΔΕΥ

<sup>24</sup> Open Call 45 – Selection Criteria of OP Public Administration Reform 2007–2013

<sup>25</sup> Greek Official Journal

<sup>26</sup> Open Call 45 – Selection Criteria of OP Public Administration Reform 2007–2013

**Table 3: Overview of projects supporting justice 2007-2013**

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
<b>OP Public Administration Reform 2007GR05UPO003 (ESF)</b>							
Improvements in the upkeep of court proceedings of Multi-member Courts of first instance of the country and of regular proceedings of Single Member Courts of First Instance of Athens, Piraeus and Thessaloniki through the methods of recording and transcription  Υπηρεσίες υποβοήθησης στην τήρηση των πρακτικών των συνεδριάσεων των Πολυμελών Πρωτοδικείων της χώρας, και των τακτικών διαδικασιών αρμοδιότητας των Μονομελών Πρωτοδικείων Αθηνών, Θεσσαλονίκης και Πειραιά, κλπ και των Ειρηνοδικείων Αττικής, Θεσσαλονίκης, Πειραιά με την μέθοδο της ηχογράφησης και αποηχογράφησης	2008	2015	7	10,560.00	4,213.64	4,213.64	Initiatives for the enhancement of minutes kept in the courts of first instance and county courts. The purpose of the project was to facilitate the recording of the minutes of court proceedings of the multi-member and single-member Courts of First Instance in Athens, Thessaloniki and Piraeus, through the system of recording and transcription. The transcribed minutes were then submitted to the secretariat of each Court, both in written form and electronically.  <i>The initial budget was an estimate of a maximum amount needed; the lower budget was achieved through the open call and the selection of the lowest bid.</i>
Ongoing training of employees in the justice system	2009	2011	2	2,771.41	501.31	501.31	Ongoing training of judges by the National School of Judges in order to improve the quality of human resources and to support the structural and institutional changes to upgrade the whole judicial education system. Training modules

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Συνεχιζόμενη κατάρτιση των εργαζομένων στο δικαστικό σώμα							included: 1) Developments in Community law, in the jurisprudence of the Court of Justice of the European Communities and the jurisprudence of the European Court of Human Rights; 2) Protection of vulnerable people in the legal and judicial treatment of minorities, disadvantaged persons or minors; 3) Developments in social security topics;. 4) Legislative and jurisprudence developments in topics related to administrative, financial, civil, commercial, criminal and labour law; 5) Problems of the procedural system in administrative, civil or criminal court cases; 6) New forms of organised, economic or electronic crime, as well as crimes related to laundering proceeds of crime; 7) Treatment of drug addicts and awareness raising with methods applied as well as operating entities of rehabilitation or reintegration; 8) The functioning of the prison system and how to address its problems; 9) Impact and application of new technologies, in particular information and electronic systems, in the formulation of law, in the conferment of justice and in the work of judicial officers; 10) Urban Planning - Spatial Planning - Public Works; 11) Protection of the natural and cultural environment - Sustainable development; 12) Intellectual property - Competition - Consumer protection; 13) Combating bribery and corruption.
Initial education and continuous training of judges (ID, IE, IST series)	2009	2011	2	4,883.61	1,483.94	1,483.94	Initial education and continuous training of judges by the National School of Judges. The National School of Judicial

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Προεισαγωγική Εκπαίδευση και Συνεχιζόμενη Κατάρτιση Στελεχών Δικαστικού Σώματος (ΙΔ' , ΙΕ' , ΙΣΤ' ΚΑΙ ΙΖ' ΣΕΙΡΩΝ)							Officers wanted to improve education, develop the knowledge and skills of human resources in the field of Justice and promote a modern culture of perception of the functioning of justice and its related administrative services. This new approach aimed to adapt the judiciary to the rapid development of new technologies to respond directly to the need for both transparency, legal certainty and abolishment of corruption, as well as improve flexibility in the administration of justice, with a predominant aim for uninterrupted services to citizens and the complete elimination of bureaucratic burdens.  <i>Changes in the budget reflect the lower cost of provision of equipment through tendering and the ability to organise the internal procedure at a lower cost</i>
Action Plan of the Ministry of Justice for OP Public Administration Reform  Σχέδιο Δράσης του Υπουργείου Δικαιοσύνης για το Επιχειρησιακό Πρόγραμμα 'Διοικητική Μεταρρύθμιση'	2010	2010	0	121.10	121.10	121.10	The Action Plan prepared by an external advisor for the Ministry of Justice and Human Rights aimed to restructure the Ministry and the bodies it supervises. The Action Plan included: - Review and evaluation of existing status; - Description and justification of foreseen initiatives; - Prioritisation of actions; - Identification of key success factors and risk parameters; - Drafting of a time plan for the proposed initiatives.
Subsidisation of the National School of Judges	2011	2014	3	1,028.17	1,026.86	1,026.86	The project included continuous training of judges in the period 2011-2013 by the

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
<p>for the ongoing training of judges</p> <p>Επιχορήγηση της ΕΣΔΙ για την συνεχιζόμενη κατάρτιση στελεχών δικαστικού σώματος</p>							<p>National School of Judges in order to improve the quality of human resources and support the structural and institutional changes to upgrade the whole judicial education system. Training modules: 1) Developments in Community law, in the jurisprudence of the Court of Justice of the European Communities and the jurisprudence of the European Court of Human Rights; 2) Protection of vulnerable people in the legal and judicial treatment of minorities, disadvantaged persons or minors; 3) Developments in social security topics; 4) Legislative and jurisprudence developments in topics related to administrative, financial, civil, commercial, criminal and labour law; 5) Problems of the procedural system in administrative, civil or criminal court cases; 6) New forms of organized, economic or electronic crime, as well as crimes related to laundering proceeds of crime; 7) Treatment of drug addicts and awareness raising with methods applied as well as operating entities of rehabilitation or reintegration; 8) The functioning of the prison system and how to address its problems; 9) Impact and application of new technologies, in particular information and electronic systems, in the formulation of law, in the conferment of justice and in the work of judicial officers; 10) Urban Planning - Spatial Planning - Public Works; 11) Protection of the natural and cultural environment - Sustainable development; 12) Intellectual property - Competition -</p>

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							Consumer protection; 13) Combating bribery and corruption.
Speeding up of judicial time in implementation of article 33 I.3910/11  Βελτίωση χρόνων απονομής δικαιοσύνης με την εφαρμογή του άρθρου 33 του Νόμου 3910/2011	2011	2015	4	9,050.00	8,756.25	8,756.25	The project financed 6-month internships of young lawyers into Greek courts. Internships could be extended for another 6 months during an 18-month period. Part of the internship could take place in the Council of State, in the civil and administrative court of appeal, in the court of first instance, in the respective prosecutors' office or in the county court of the residence of the Lawyers Association of the intern.
Initial education and continuous training of judges  Προεισαγωγική Εκπαίδευση και Συνεχιζόμενη Κατάρτιση Στελεχών Δικαστικού Σώματος	2012	2015	3	14,502.34	9,787.84	9,787.84	Initial education and continuous training of judges by the National School of Judges. The National School of Judges wanted to improve education, develop the knowledge and skills of human resources in the field of justice and promote a modern culture of perception of the functioning of justice and its related administrative services. This new approach aimed at adapting the judiciary to the rapid development of new technologies to respond directly to the need for both transparency, legal certainty and abolishment of corruption, as well as improve flexibility in the administration of justice, with a predominant aim for uninterrupted services to citizens and the complete elimination of bureaucratic burdens.  <i>Changes in the budget reflect the lower cost of provision of equipment through tendering and the ability to organise the internal procedure at a lower cost</i>



Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
<p>Action Plan for the decrease of delays in pending tax cases in courts – Study report</p> <p>Σχέδιο δράσης για τη μείωση της καθυστέρησης των εκκρεμών μη φορολογικών υποθέσεων στα Δικαστήρια-Μελέτη</p>	2012	2016	4	73.80	0.00	0.00	<p>Study for the decrease of delays in pending non-tax cases in courts. The Greek State undertook a study on pending non-tax cases in Courts, and the development of an action plan to decrease delays of these cases in Courts, and to improve the detection of inactive cases. This was a mandatory obligation for Greece prescribed in the Memorandum signed between Greece and its creditors. The Ministry of Justice, Transparency and Human Rights assigned this study to a group of experts in order to meet this obligation.</p> <p><i>The project was not finalised.</i></p>
<p>Optimisation of criminal, civil and administrative court processes</p> <p>Βελτιστοποίηση ροής πολιτικής, ποινικής και διοικητικής διαδικασίας</p>	2013	2015	2	32.99	32.99	32.99	<p>Reorganisation of the statistics for justice through the reorganisation of the existing system of collecting and editing statistics, upgrading the system of physical files to an electronical data set. The improvement of statistics affected horizontally all parties involved in the justice system because it is fundamental for the operation of the system.</p>
<b>OP Digital Convergence (plus co-funding from Regional OPs<sup>27</sup>) 2007GR161PO002 (ERDF)</b>							
<p>Implementation of the Integrated Information System of the Legal Council of State</p> <p>Υλοποίηση του Ολοκληρωμένου Πληροφοριακού</p>	2007	2011	4	2,589.44	2,518.01	2,518.01	<p>Activities:</p> <ul style="list-style-type: none"> <li>- operation and organisation of the Central Unit of the Legal Council of the State, of the offices of the Legal Council of the State and of Judicial Offices;</li> <li>- interconnection of the Central Unit of the Council of the State with the regional</li> </ul>

<sup>27</sup> Macedonia-Thrace; Crete and Aegean Islands; Thessaly, Continental Greece, Ipeiros; Attica – 2007GR161PO008;2007GR16UPO002;2007GR16UPO001;2007GR161PO006

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Συστήματος (Ο.Π.Σ.) στο Νομικό Συμβούλιο του Κράτους (Ν.Σ.Κ.)							<p>offices of the Council of the State and the Judicial Offices;</p> <ul style="list-style-type: none"> <li>- communication of the Legal Council of the State with other authorities of the public sector and other interested parties;</li> <li>- digitalisation of archive material of the Legal Council of the State consisting of up to 6 million pages in about 60,000 active legal case files and all the legal opinions of the Legal Council of the State up to 20,000 pages with an average of about 12 pages per legal opinion.</li> </ul> <p>The goal of the project was to support the digitalisation of the archives and judicial material of the Council, thus modernising the system and facilitating its operation. The goal of the interconnection was to ensure security of data and documents between the Central Unit and the offices of the Legal Council of the State and the Judicial Offices, for servicing the internal functions of the Legal Council of the State. The aim was to establish a central system for two-way communication, transaction and publication of information on the Internet via a Web Portal, which draws data from the document management system and imports data or documents originating from its external environment of the Legal Council of State.</p>
National Register of Criminal Records" Εθνικό Ποινικό Μητρώο	2012	2015	3	9,022.42	7,964.96	7,964.96	<p>The aim of the project was the creation of an Integrated IT National Criminal Record System in which the Criminal Records of all citizens of the country are registered and managed electronically in a systematic way by all the Court of First Instance prosecutors' offices. With the</p>

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							implementation of this project the rapid and efficient service for citizens during their interactions with the Court of First Instance prosecutors' offices was achieved.  <i>The initial budget was an estimate of a maximum amount needed; the lower budget was achieved through the open call and the selection of the lowest bid.</i>
Interactive pre-trial e-services for online support of lawyers, judges, citizens  Αλληλεπιδραστικές Ηλεκτρονικές Υπηρεσίες Προδικασίας – On Line Εξυπηρέτηση Δικηγόρων, Δικαστών, Πολιτών	2012	2014	2	3,250,44	2,925.28	2,925.28	The project included the following activities: 1. Electronic monitoring of pre-trial process – Electronic submission of court applications through the creation of an IT system of national calibre, which enabled e-transactions, receipts and payments and electronic submission of court applications; 2. Electronic submission of opt-out requests from judicial representatives; 3. Creation of an Integrated IT system of national calibre with inclusion and simultaneous upgrading of the most popular services offered to Lawyers and citizens.
Digitisation of archive material of court cases of regional offices of the Legal Council of State and staff training  Ψηφιοποίηση αρχειακού υλικού δικαστικών υποθέσεων περιφερειακών οργανικών μονάδων του Νομικού Συμβουλίου του	2013	2015	2	2,765.75	2,709.23	2,709.23	The project was divided into two sub-projects: Subproject 1 (€2,394,959.91): With the sub-project 1, four (4) core packages of work were implemented which ensured the complete and qualitative fulfilment of the project objectives: Digitising; Education; Application Development (Interconnection, Digital Services); Processing and access infrastructures.

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
κράτους και εκπαίδευση του Προσωπικού στην αξιοποίηση του							<p>Subproject 2 (€314,266): Sub-Action 2 implemented additional requests from the Agency through three (3) core Work Packages; Education; Application Development (Interconnection, Digital Services); Processing and access infrastructures, The project also included the purchase of hardware equipment.</p> <p>Main activities:</p> <ul style="list-style-type: none"> <li>- Digitalisation of archive material of 75 regional offices (10,000 pages);</li> <li>- On the job training of staff from 41 regional offices in Attica (256 legal and 52 court clerks) and 34 court offices in the region (90 legal and 35 court clerks) in the use, exploitation and integration of digitalised material, linkages with other services of the justice system (Council of State, administrative courts, employees etc.).</li> </ul>
<p>Upgrading of Court of Auditors digital services</p> <p>Αναβάθμιση ψηφιακών υπηρεσιών Ελεγκτικού Συνεδρίου</p>	2014	2015	1	712.95	698.90	698.90	<p>The project concerned the upgrading of the existing IT infrastructure of the Court of Auditors and the provision of e-services to citizens in an integrated way.</p> <p>Services:</p> <ol style="list-style-type: none"> <li>1. Electronic submission of legal remedies;</li> <li>2. E-handling of legal cases;</li> <li>3. E monitoring of cases and requests;</li> <li>4. Upgraded service of document anonymisation with the aim of making it available to citizens;</li> <li>5. Upgraded search engine and release of documents to citizens through the Legal Library;</li> </ol>

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							6. Service for the exchange of information between different bodies with IT accounting systems for the conduct of preventive and suppressive controls; 7. Web portal and email services to citizens.
Integrated Information System of Management of Judicial Cases of Administrative Justice  Ολοκληρωμένο Πληροφοριακό Σύστημα Διαχείρισης Δικαστικών Υποθέσεων Διοικητικής Δικαιοσύνης	2014	2015	1	3,639.90	3,579.90	3,579.90	The Integrated Information System of Management of Judicial Cases of Administrative Justice facilitated the:  1. upgrading of the existing infrastructure of the Council of the State; 2. creation of a Disaster Recovery Site; 3. provision and installation of basic peripheral equipment in every local administrative court and the General Inspection of Public Administration; 4. training of users and administrators to Courts of Appeal in Athens, Thessaloniki, the Administrative Court of First Instance in Athens and the remaining computerized Administrative Courts of First Instance.
Integrated Information System for the management of Judicial Cases for Criminal and Civil Process  Ολοκληρωμένο Σύστημα Διαχείρισης Δικαστικών Υποθέσεων (ΟΣΔΔΥ) για την Ποινική και Πολιτική Διαδικασία	2014	2016	2	9,915.15	5,687.26		The project concerned the development, installation and implementation of an Integrated Information System for the management of Judicial Cases for Criminal and Civil Process, which enhanced the services provided to citizens and supported the services of the courts. At a pilot stage, the System served civil and criminal courts in the regions of Athens, Piraeus, Thessaloniki, Chalkida and the Supreme Court and Prosecutors' offices (Phase A).

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							<i>The initial budget was estimated for the entire system. The system was split into two sub-projects (phasing project), hence the difference in the budget spent compared to the budget planned. Phase B is implemented under OP Public Sector Reform 2014-2020.</i>
E-services for detention facilities Ηλεκτρονικές Υπηρεσίες Καταστημάτων Κράτησης	2014	2015	1.5	3,839.32	3,067.97	3,067.97	<p>The project aimed to create an Integrated Information System and a subsequent computerisation of the procedures of the central service of the Ministry of Justice, Transparency and Human Rights, as well as the detention facilities aiming at the introduction of efficient customer service processes through the development of the respective Digital Services. In addition, the project aimed to meet important needs and basic problems of the state's prison policy, such as: 1. Problematic and time-consuming procedures in the Greek prison system; 2. Minor scope and heterogeneity of applications, which were mainly limited to supporting the internal administrative and financial operations of the Detention Facilities; 3. Absence of integrated computerisation and digital organisation, resulting in the absence of management support procedures due to the inability of centralized management of administrative and financial data, which made extracting statistics very difficult.</p> <p>The project consisted of two (2) subprojects:</p> <ul style="list-style-type: none"> <li>• Subproject 1 - Development of Central Detention Facilities Infrastructure</li> <li>• Subproject 2 -</li> </ul>

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							Development of Applications, Digital Services and Data Transfer of Detention Facilities.
<b>Regional OP Macedonia – Thrace 2007GR161PO008 (ERDF)</b>							
Digitised support services to members of Thessaloniki Bar Association Ψηφιακές Υπηρεσίες Υποστήριξης και Ενίσχυσης των Μελών του Δικηγορικού Συλλόγου Θεσσαλονίκης	2012	2015	3	406.63	361.43	361.43	The project aimed to extend the electronic services provided by the Thessaloniki Bar Association through its web portal, with online publication of legal material released in the course of activities of its 6,500 members. The project indirectly benefited all the citizens of the wider area of the Municipality of Thessaloniki and the neighbouring Municipalities that use the lawyers' services. The proposed electronic services were: web publications; e-library; online promotion; networking; online document organisation and support; e-payments.

All 2007-2013 projects are closed. Following the general rules of ESIF projects implemented in Greece there are two provisions for projects that did not succeed in being finalised within the n+2 limits<sup>28</sup>:

1. For projects where the project contracts were signed after 1/1/2014 a 'transfer' (these projects are called *metaferomeno* in the Greek ESIF jargon) was decided. The commitments were ex-post totally removed from the original planning and budget and the projects became new projects under the 2014-2020 period. This was the case of the ERDF-funded project 'Infrastructure for the digitalisation, storage and distribution of court proceedings', a PPP contract that was transferred from the OP Digital Convergence 2007-2013 to the OP Public Sector Reform 2014-2020.
2. Project contracts, which were signed before 1/1/2014 but were not completed within the n+2 period are called *phasing* (using the English term even in Greek). They were ex-post divided into two parts (practically two sub-projects): one part figuring as completed in the 2007-2013 period and a second part (following up and completely distinct from what was completed in the 2007-2013 period) foreseen to be completed under the 2014-2020 budget. This was the case for the project on the ERDF-funded Integrated Information System for the management of Judicial Cases for Criminal and Civil Process. The ESF-funded training projects of the National School of Judges were completed in their 2007-2013 content but continued as separate calls and projects with a new budget in the 2014-2020 period, partly using the curricula developed during the 2007-2013 period.

The projects selected were funded under the axis on modernisation of the public administration; in that sense their implementation was within the scope of the OPs; however, it is important to keep in mind that there were no specific 'justice axes' in any of the OPs used to fund justice-related projects.

**Table 4: Number and budget spent (in thousand EUR) of projects supporting justice, funded by ESF and ERDF in the programming period 2007-2013**

Project Name	Number of projects supporting justice	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR
<b>ESF</b>	9	43,023.419	25,923.92	25,923.92
<b>ERDF</b>	9	36,141.992	29,512.93	29,512.93
<b>Both</b>				
<b>TOTAL</b>	<b>18</b>	<b>79,165.411</b>	<b>55,436.85</b>	<b>55,436.85</b>

### **Project beneficiaries**

Project beneficiaries were the Ministry of Justice, Transparency and Human Rights for the ERDF-funded projects and the National School of Judges for the ESF in most cases. In the planning stage needs and activities for the public administration were described in a generic way, leaving degrees of freedom to ministries and agencies to respond. However, the main actors that could be beneficiaries in the area of justice are the ones that have actually applied.

In the ERDF-supported projects, where the Ministry of Justice, Transparency and Human Rights figures as the main beneficiary, there were co-beneficiaries/implementing bodies: the Legal Council of the State, an autonomous organisation under the Ministry of Finance, which gives legal advice to the government, implemented two ERDF projects for its organisation and IT support. Similarly the Council of State, a nationwide administrative supreme court, implemented a project envisaging its organisation and process improvement. The Bar Associations of Athens (representing the bar associations of the

<sup>28</sup> The process was explained in the Digital Convergence interview with Mr Giambouras



whole country) and Thessaloniki (in its own constituency but offering access nationwide to legal publications) also benefited from ERDF funding.

In the case of the ESF, the Ministry of Justice, Transparency and Human Rights was the beneficiary in all cases, except for the funding related to training, where the implementation was entrusted to the National School of Judges. In one case the Action Plan of the Ministry of Justice, Transparency and Human Rights for OP Public Administration of the Ministry of Justice, Transparency and Human Rights was entrusted to the Information Society SA (mentioned above) for its implementation.

**Table 5: Number of times the following entities were the beneficiary of a project supporting justice, by Fund**

	Relevant ministries	Courts and tribunals	National prosecution offices	Professional association of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>	8								1		<b>9</b>
<b>ERDF</b>	9										<b>9</b>
<b>Both</b>											
<b>TOTAL</b>	<b>17</b>								<b>1</b>		<b>18</b>

### ***Project activities undertaken related to support to justice***

The activities under both OPs, as well as the complementary funding from the regional OPs, included mainly the modernisation of the legal system through IT applications with a variety of aims and final beneficiaries: improvement of court procedures; enabling citizens to have easier access to the files and certificates needed and supporting bar associations. The beneficiaries themselves went through a change over time: the initial idea was to pool all justice-related IT projects under the public sector intermediary Information Society SA. Most projects included more than one activity as they needed hardware, software and/or initial training to start operating. However, at a later stage it was decided to have the Ministry of Justice, Transparency and Human Rights acting as beneficiary and only one minor project was implemented by Information Society SA. ERDF projects (co-funded by regional OPs) were mainly used by the Ministry of Justice, Transparency and Human Rights to organise civil, administrative and penal courts and procedures, as well as the Legal Council of the State. Conversely the ESF projects were mainly funding the School of Judges for initial and continuous training, a trainee programme and other smaller parallel activities to speed up procedures.

ESF projects were mainly focused on training of judges and civil servants and only to a minor extent was their budget dedicated to developing / upgrading business processes at courts and digitalisation of court services. Training referred both to initial training, for newly hired judges and court employees, as well as experienced judges retrained and updated. A special case was the hiring of trainees: young graduates learned a lot and helped clear the accumulated backlog in courts. Conversely, ERDF funds were used primarily for digitalisation of court services. The two bar associations' projects using IT support also addressed cooperation and communication relating to multiple activities.<sup>29</sup>

<sup>29</sup> The details of the projects were discussed in interviews with the corresponding beneficiaries, as indicated in the References Table.

**Table 6: Number of times a type of activity was undertaken as part of a project supporting justice, by Fund**

	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	No information available	Total
<b>ESF</b>	5		2			1				2					<b>10</b>
<b>ERDF</b>	1		1		1	6	2	5					2		<b>18</b>
<b>Both</b>															
<b>TOTAL</b>	<b>6</b>		<b>3</b>		<b>1</b>	<b>7</b>	<b>2</b>	<b>5</b>		<b>2</b>			<b>2</b>		<b>28</b>

**Project final recipient related to support to justice**

The final recipients of the projects supported were as follows:

ERDF-funded projects, in addition to the Ministry of Justice, Transparency and Human Rights itself, which has seen its work processes improved, also include the following final recipients:

- Practically the entire judiciary in the country benefited from optimisation projects in civil, penal and administrative processes. This included first instance courts, prosecutors, courts of appeal, supreme courts and the court of auditors. In regional terms this covered the whole territory of Greece, namely all 13 regions. The funding was proportionate to their workload.
- In the case of the Athens Bar Association and the Thessaloniki Bar Association final recipients were all the lawyers who are members of the two associations. Bar associations in the remaining prefectures of Greece were also final recipients, since the Athens Bar Association project also addressed peripheral associations, giving lawyers all over Greece the opportunity to use electronic services. Similarly the Thessaloniki Bar Association project facilitates access to information to all lawyers in the country, using its legal publications, which were digitised thanks to the projects. In particular the content of the Athens Bar Association project comprised ICT applications for internal organisation in order to provide services to the members of all bar associations in the country (all Greek lawyers) including interface with courts, the civil service and CCBE (the Council of Bars and Law Societies of Europe with one million members). The main target was to integrate all services of the

61 bar associations of the country, achieving interoperability and economies of scale. Conversely the Thessaloniki project consisted of the digitisation of the major services, namely: their *Armenopoulos* Journal covering 20 years of major jurisprudence (including not only the jurisprudence but also Journal Articles and Studies on each major Court Decision, classified by key words on a database), other publications of the Association (scanned Enopion and the *European Law Review*) and an App for the organisation of Law Offices made available to their members. The Athens Bar Association had the largest budget, as a representative of all bar associations in the country.

- Court personnel were the final recipients of the training courses that accompanied larger ERDF projects which included integrated digitisation processes/services and training in using the new services and assimilating the new processes.

The final recipients of ESF-funded projects were as follows:

- In most projects the final recipients were the judges who were the subjects of the training courses of the National School of Judges .
- Newly graduated students who received grants to act as trainee lawyers in the courts were the final recipients in the project on 'Speeding up of judicial time'.
- Single member courts of first instance in Attica, Thessaloniki and Piraeus and County Courts of Attica, Thessaloniki and Piraeus.
- Also, Council of State, civil and administrative courts of appeal, courts of first instance, prosecutors' offices, county and practically all bodies supervised by the Ministry of Justice and Human Rights were partly co-beneficiaries and ultimately final recipients.
- The registry office of penal law certificates.

**Table 7: Number of times the following entities were the final recipient of a project supporting justice, by Fund**

	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>	7	1			1			3		<b>12</b>
<b>ERDF</b>	4	1		4	2	2	1	2		<b>16</b>
<b>Both</b>										
<b>TOTAL</b>	<b>11</b>	<b>2</b>		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>5</b>		<b>28</b>

**Project outputs, results and impacts related to support to justice**

Greece is a country with a limited tradition in an evaluation culture and indicator-based public management. Hence, the indicators included in the various projects are general ones as reported in the Operational Programmes. Those that could be categorised in the study 'group indicators' are listed in Table 11.

In addition, several further indicators are used internally for monitoring, which are not standardised but respond to users' needs. The output indicators of the ERDF projects, which were organised around the digitisation of legal services and procedures, comprise:

- The number of Information Society projects in each case. In total nine new IS projects were completed during the 2007–2013 programming period.
- The number of public administration e-services created. Each project included the digitisation of a number of conventionally run services. In total 29 new services are reported as created, two of which mention explicitly that they address citizens directly. Seven more e-public services were created for corporate support.
- In the one case of the Information Society SA project, a fully computerised service is reported as the relevant output indicator; it was reported that it is a service 'outside the public administration'.

The ESF-funded projects were more specific in the output indicators achieved in terms of training participants (as reported in Table 11) and at the same time foresaw two studies or reports (see in Table 11 under 'evaluations undertaken'), as well as three action plans (not included in Table 8), which were concluded in the context of the projects.

- A particular case with more detailed indicators was the 'Optimisation of criminal, civil and administrative court processes', which in addition to the studies used as an output indicator the quantification of the decrease in administrative burdens with a 25% target set.<sup>30</sup>

**Table 8: Project output indicators and data**

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available	N=
<b>OP Digital Convergence (plus co-funding from Regional OPs)</b>					
<i>PA2 ICT and Enhancement of Quality of Life (Digital Convergence 2007–2013); PA4 Digital Convergence and Entrepreneurship in the region of Central Macedonia (Macedonia-Thrace 2007–2013); PA5 Digital Convergence and Entrepreneurship in the region of Western Macedonia (Macedonia-Thrace 2007–2013); PA6 Digital Convergence and Entrepreneurship in the region of South Aegean (Crete and Aegean Islands 2007–2013); PA5 Sustainable Development and Quality of Life in the region of Continental Greece (Thessaly, Continental Greece, Ipeiros 2007–2013); PA2 Sustainable Development and enhancement of quality of Life (Attica 2007–2013)</i>					
No. of information society projects	Number	N/A	9	9	9
No. of provided fully computerised services for citizens (outside public administration)	Number	N/A	16	4	4
<b>OP Public Administration Reform</b>					
<i>PA4 Development of Human Resources of public sector in 8 convergence regions; PA5 Development of Human Resources of public sector in 3 phasing-out regions; PA6 Development of Human Resources of public sector in 2 phasing-in regions</i>					
<i>2.2. Improvement of the quality and the effectiveness of the education and training system, for the improvement of administrative capacity and the support of structural and instructional changes</i>					
No. of staff participating in training	Number	N/A	3,149	3,823	4

<sup>30</sup> [http://www.epdm.gr/Uploads/Files/AP\\_EDAXIS/PR45/2hTropAE\\_PR45\\_374036.pdf](http://www.epdm.gr/Uploads/Files/AP_EDAXIS/PR45/2hTropAE_PR45_374036.pdf)

No. of computers or licensed software purchased	Number	N/A	230	430	2
No. of training programmes	Number	N/A	29	30	4
No. of awareness and publicity activities	Number	N/A	3	1	3
<i>PA2 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 3 phasing-out regions</i>					
<i>1.1 Strengthening of design, implementation and audit of public policies</i>					
No. of evaluations undertaken	Number	N/A	2	1	2
No. of computers or licensed software purchased	Number	N/A	1	1	1
No. of Action Plans	Number	N/A	2		1
No. of concluded initiatives for the enhancement of the administrative capacity of courts	Number	N/A	1	1	1
<i>PA1 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 8 convergence regions; PA2 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 3 phasing-out regions; PA3 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 2 phasing-in regions</i>					
<i>1.1 Strengthening of design, implementation and audit of public policies</i>					
No. of Action Plans	Number	N/A	1	1	1
<i>PA1 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 8 convergence regions; PA2 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 3 phasing-out regions; PA3 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 2 phasing-in regions</i>					
<i>1.2 Promotion of the principles of transparency and accountability</i>					
No. of staff participating in training	Number	N/A	2038	2038	1
No. of actions to upgrade the administrative capacity of the courts	Number	N/A	1	1	1
<i>PA1 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 8 convergence regions; PA2 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 3 phasing-out regions; PA3 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 2 phasing-in regions</i>					
<i>1.4 Improvement in the quality of services provided to citizens and corporates transacting with public services</i>					
No. of actions to upgrade the administrative capacity of the courts	Number	N/A	1	1	1
No. of public institutions in which organisational and operational redesign and managerial restructuring is applied	Number	N/A	63	63	1

Information on result and impact indicators was not available in documents in the public domain. The management information system of the Central Managing Authority identified the following indicators after performing a dedicated search in its platform:

- Percentage of citizens who use the 'Fully Available Created Services that serve the everyday life of Citizens': This indicator contributes 100%<sup>31</sup> to completed justice projects. Full use was initially planned for the National Criminal Record;
- Upgrading of Court of Auditors digital services;
- Interactive pre-trial e-services for online support of lawyers, judges, citizens;
- Digitised support services to members of Thessaloniki Bar Association;
- Integrated Information System for the management of Judicial Cases for Criminal and Civil Process;
- Integrated Information System of Management of Judicial Cases of Administrative Justice;
- Digitalisation of archive material of court cases of regional offices of the Legal Council of State and staff training;
- Implementation of the Integrated Information System of the Legal Council of State.

The actual performance is well below average, although the numbers reported in the management information system do not coincide with the perception of the beneficiaries, as presented in the interviews. Beneficiaries feel that the awareness and use are higher.

Job creation was foreseen and actually achieved in two projects, namely 'Improvements in the upkeep of court proceedings of Multi-member Courts of first instance of the country and of regular proceedings of Single Member Courts of First Instance of Athens, Piraeus and Thessaloniki through the methods of recording and transcription' (38) and 'Speeding up of judicial time in implementation of article 33 I.3910/11' (1169.43)

In the case of the 'Integrated Information System of Management of Judicial Cases of Administrative Justice' the initial (and achieved) result indicator was 'Corporates that use the e-public services – excluding basic' (10) and 'Percentage of citizens who use the Fully Available Created Services that serve the everyday life of Citizens' (10).

**Table 9: Result/ impact indicators and data**

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available	N=
<b>OP Digital Convergence (plus co-funding from Regional OPs)</b>					
<i>PA2 ICT and Enhancement of Quality of Life (Digital Convergence 2007–2013); PA4 Digital Convergence and Entrepreneurship in the region of Central Macedonia (Macedonia-Thrace 2007–2013); PA5 Digital Convergence and Entrepreneurship in the region of Western Macedonia (Macedonia-Thrace 2007–2013); PA6 Digital Convergence and Entrepreneurship in the region of South Aegean (Crete and Aegean Islands 2007–2013); PA5 Sustainable Development and Quality of Life in the region of Continental Greece (Thessaly, Continental Greece, Ipeiros 2007–2013); PA2 Sustainable Development and enhancement of quality of Life (Attica 2007–2013)</i>					
Percentage of citizens who use the Fully Available Created Services that serve the everyday life of Citizens	Percentage	N/A	100	50*	8
<b>OP Public Administration Reform (ESF)</b>					
<i>PA1 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 8 convergence regions; PA2 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 3 phasing-out regions; PA3 Upgrading of the</i>					

<sup>31</sup> All completed justice projects contribute 100% to this result indicator but it is being measured by field research and shows a reported value of 29.5% of citizens nation-wide using services created by OP Digital that serve their everyday life in all areas of the public administration that OP Digital intervened (justice, health, economy, etc).

\*Half of the projects report 100%

<i>quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 2 phasing-in regions</i>					
<i>1.4 Improvement in the quality of services provided to citizens and corporates transacting with public services</i>					
No. of jobs created during the implementation of the operation (equivalent man-years)	Number	N/A	38	38	1
<i>PA1 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 8 convergence regions; PA2 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 3 phasing-out regions; PA3 Upgrading of the quality of public policies with the improvement of the institutional framework and the redesign of structures and processes in 2 phasing-in regions</i>					
<i>1.2 Promotion of the principles of transparency and accountability</i>					
No. of jobs created during the implementation of the operation (equivalent man-years)	Number	N/A	1169.43	1169.43	1

Beneficiaries' interviews suggested the following indicators:

Only the Thessaloniki Bar Association in an interview indicated as an impact the utilisation of its digitised content, which it measures implicitly as follows:

- *The Armenopoulos* Journal was sent to 6,500 subscribers by post; after 2014 the request for the paper version subscription fell to 700, with the rest using the electronic version
- *The Law Office App* was among the 10 top hits in the area in 2014 (950 App users and 700 Android users in November 2014)
- *The Portal* created has one of the highest single visitors score in Northern Greece (25,000).

Similarly, in the interview with the Ministry of Justice, Transparency and Human Rights it was indicated that the impact can be seen in the absence of queues at various counters, but neither quantitative nor qualitative indicators were reported.

The same absence of concrete expectations of impact indicators is observed. The two Bar Associations in the respective interviews indicated as impacts:

- The Athens Bar Association used data from Google Analytics to check the frequency of citizens using the new portal for information. Although there is no formal report, their informal statistics were considered satisfactory.
- Internal record-keeping of the Bar Associations Registry has facilitated the identification of active lawyers when needed.
- The electronic issuance of certificates is heavily used and the automatic system of collection and payment of taxes, social security and other mandatory levies has significantly reduced levels of bureaucracy and foregone revenue for the state.
- The success has encouraged Thessaloniki Bar Association to update the databases and portal systematically with own funds.
- Other Bar Associations from Northern Greece have asked to join (the process on the flow and way of implementation is pending but it is expected that eventually the system will open up to interested Bar Associations).

No evaluations have been carried out.

## 2.4. Relevant programme output and result indicators

### 2.4.1. Programme indicators

The only available indicator in the AIR for the OP Public Administration Reform<sup>32</sup> was the number of initiatives for the upgrading of the administrative capacity of courts. There was no progress through 2007–2012 and in the last AIR the target was revised from five to three.

**Table 10: Result indicators and data**

Code	Indicator name	Baseline value	Target value	Last reported value
7 (AIR 2012), 7071 (AIR 2013)	Number of initiatives for the upgrading of the administrative capacity of courts	0	3	0
7111 (AIR 2013)	Number of public sector activities for which the institutional framework (Laws, presidential decrees, etc.) concentrates in a common administrative code in public domain	2	10	0

**Table 116: Summary table programme indicators**

Relevant justice Indicator	Unit of measurement	OP it relates to (ICC)

### 2.4.2. Annex XXIII data

Annex XXII indicators are included in the Final Implementation Reports, which are not in the public domain. No OP had an entire priority axis on justice.

**Table 12: Annex XXIII output indicators and data**

Annex XXXIII output indicator	Project (or OP) indicator relates to	Priority axis indicator relates to	Reported value
Total number of participants	N/A	N/A	N/A
Employed participants	N/A	N/A	N/A
Participants with tertiary education (ISCED 5 and 6)	N/A	N/A	N/A

<sup>32</sup> GR\_2008\_AIR\_AIRPublicAdministration\_Reform\_06\_2009\_GR.pdf, GR\_2009\_AIR\_AIRPublicAdministration\_Reform\_05\_2010\_GR.pdf, GR\_2010\_AIR\_AIRPublicAdministration\_Reform\_05\_2011\_GR, GR\_2011\_AIR\_AIRPublicAdministration\_Reform\_2012\_GR, GR\_2012\_AIR\_AIRPublicAdministration\_Reform\_06\_2013\_GR.pdf



## 2.5. Budget information

Overall budget information for projects supporting the justice system funded through the ESF and ERDF was generally available. However, there is no universally accepted taxonomy for project budget owners to classify budgets according to type of activity or final recipient. Moreover, many projects involve multiple activities and/or multiple final recipients. Whether and how budgets for these complex projects are analysed by activity or final recipient varies across project owners and countries. This militates against using reported data to make meaningful comparisons between projects and Member States.

For the purpose of this study, the researchers have therefore created a high-level taxonomy in order to enable an analysis of budget allocations for activities and final recipients for projects funded through the ESF and ERDF supporting the justice system. Information from interviews and documents has been used to apply this taxonomy and allocate budgets based on the main focus of the projects as well as the final recipients.

In cases where it has not been possible to determine budget allocations for projects with **multiple final recipients**, these have been classified as 'multiples' (further details and explanations have been provided in the text below). Where a project had **multiple activities** and/or included activities which did not fall under one of the focus categories, the categorisation of that project reflects its aim and not necessarily all individual activities undertaken in the context of this project. This approach is further explained in the Final Report.

**Table 13: Budget spent in thousand EUR by project focus category undertaken**

	Improving internal processes	Digitalisation & ICT	Training & Raising awareness	Research and evaluation	Activities related to ADR/ODR	Upgrading physical infrastructure	No information available
ESF	4,213.64	32.99	21,556.19	121.10			
ERDF	5,687.26	23,825.67					
Both							
<b>TOTAL</b>	<b>9,900.89</b>	<b>23,858.66</b>	<b>21,556.19</b>	<b>121.10</b>			

During the programming period 2007–2013, the main activities funded through the ESF were in relation to training and awareness raising, while the ERDF funded primarily digitalisation and ICT activities.

**Table 14: Budget spent in thousand EUR by final recipient category**

	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple
ESF	15,986.73							32.99		9,904.20
ERDF	698.90	3,067.97			7,964.96	3,286.71				14,494.39
Both										
<b>TOTAL</b>	<b>16,685.62</b>				<b>7,964.96</b>	<b>3,286.71</b>		<b>32.99</b>		<b>24,398.59</b>

The main final recipients of the funded activities fall under the category 'Courts and Tribunals', supported mainly through the ESF. Under the ERDF, final recipients under the category 'National Public Prosecution offices' received most funding, alongside professional bar associations in different regions, and 'Relevant Ministries'. Of the 18 projects, 8 included multiple final recipients. No real pattern can be identified in terms of a possible connection between the focus of the projects and the number and types of final recipients that benefit, however.

### 3. Funding Period 2014–2020

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#### 3.1. The needs of the Member State relating to the national justice system

In Greece, Country Specific Recommendations have been 'replaced' by the Memorandum of Understanding between the creditors (EU, IMF) and Greece (debtor).

The needs of Greece related to the national justice system in the programming period 2014–2020 are principally identified in the 2012 and 2015 Memoranda of Understanding between the Creditors (EU, represented by the European Commission, the European Central Bank, ESM, and IMF) and Greece (Debtor) referring to the need to improve the codification and speed of the justice system and to train judicial clerks and judges.<sup>33</sup> There is also a need for improved communication through the release of dedicated statistics with respect to the operation of administrative courts, courts of appeal and supreme courts.<sup>34</sup>

The Partnership Agreement (PA) refers to the need for speeding up court decisions through the creation of a National Penal Registry, digital storage of the minutes of court decisions and an integrated management system for penal, civil and administrative procedures.<sup>35</sup>

The ex-ante evaluation of the Operational Programme Public Sector Reform 2014–2020 (OP PSR) revealed the need for simplification of the institutional and legislative framework. With respect to IT modernisation, there is a need for improvement in the e-justice system, e-monitoring and e-registration in all courts, which is expected to speed up and simplify procedures.<sup>36</sup>

In terms of organisational and procedural improvement, the OP PSR also points out the need for harmonising Greek judicial practices with international best practices with respect to the management of judicial cases, the release of judges from duties not directly related to judicial tasks, out-of-court settlement, foreclosures, imposition of regulatory deadlines for court proceedings especially in cases of interlocutory proceedings, forced collections and insolvency. Changes to the provisions related to fair trial and the denial of justice are needed, and there is also a need for a new legislative framework for the reorganisation of municipal courts, providing a better allocation of human resources.<sup>37</sup>

Finally, according to the OP Competitiveness, Entrepreneurship and Innovation 2014–2020 (OP CEI), there is an identified need for enhanced legislation in various sectors of economic activity (health, services, energy, commerce), the adoption of a legislative framework for the enhancement of legislative practice, better functioning of arbitration and the provision of certification to arbitrators, and measures to facilitate access to justice of vulnerable groups of people.<sup>38</sup>

There are no other justice-specific needs assessments and official stakeholder consultations.

National Reform Programmes do not mention needs, objectives, expected outputs or results, beneficiaries and target groups related to justice.

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<sup>33</sup>[http://www.fa3.gr/nomothesia\\_2/nomoth\\_gen/mnimonio/mnimonio-2.pdf](http://www.fa3.gr/nomothesia_2/nomoth_gen/mnimonio/mnimonio-2.pdf);  
<http://taxcoach.gr/wp-content/uploads/2015/08/%CE%A6%CE%95%CE%9A-94%CE%91-4336.pdf>

<sup>34</sup> GR\_2012\_\_MoU\_MoUAppendix\_02\_2012\_GR

<sup>35</sup> GR\_2014\_PA\_Partnership Agreement\_05\_2014\_GR

<sup>36</sup> GR\_2014\_Ex-Ante\_Ex Ante Evaluation Public Sector Reform\_11\_2014\_GR

<sup>37</sup> GR\_2014\_OP\_OP Public Sector Reform\_12\_2014\_GR

<sup>38</sup> GR\_2014\_OP\_OPCompetitiveness Entrepreneurship Innovation\_12\_2014\_GR

### 3.2. **Planning stage:** The extent to which the Member State programmed support to the justice system through ESF and ERDF

#### 3.2.1. High-level objectives related to justice set in the programming documents

The PA refers to the **objective** of simplifying the administrative and judicial systems through:

- TO2: Modernisation of the justice system through IT integrated management, recording of minutes and digitalisation of judicial services;
- TO11: Horizontal processes for improved operation of the public administration system and judicial reform in civil courts, improvements in the legislative framework for businesses.

The **expected results** are:

- The modernisation of the justice system: ESF;
- Increase in the percentage and number of e-services provided to citizens and enterprises: ERDF.

The PA does not refer to expected outputs, expected impacts, beneficiaries or target groups related to justice.

#### **OP Public Sector Reform – ESF and ERDF**

The OP Public Sector Reform 2014–2020 includes provisions for the justice system, namely:

<b>OP name</b>	<b>OP Public Sector Reform</b>
CCI	2014GR05M2OP001
Relevant funds for the OP	ESF, ERDF
Total OP budget (EC and national contribution) EUR million	EUR 486.9 million
PA1 – PA3 Administrative and Organisational Reform for the enhancement of efficiency and effectiveness of the Public Sector PA1 – 11 Convergence regions of Greece PA2 – Continental Greece PA3 – South Aegean	EUR 108.2 million*

\* Budget allocation of TO11 with no specific reference to A.1.1.2, A.2.2, B.2.1, C.2.1

Note: The activities for the three PAs are the same, but each priority axis covers a different type of region in terms of funding.

The OP Public Sector Reform 2014–2020, funded by both the ERDF and the ESF, aims to strengthen the organisational, institutional and operational capacity of public administration, promote e-government in the public sector and develop human resources in the public sector.

The **planned activities** of OP PSR fall under investment priorities 2 and 11 as follows:

2c (B.2.1): Initiatives for the upgrading, development and operation of ICT tools for the provision of e-services

11i (A.1.1.2): Initiatives for the codification of legislation and the reduction of complexity and malpractice

11i (A.2.2): Initiatives for the reduction of administrative burdens and standardisation of services to citizens and enterprises – optimisation of criminal, civil and administrative processes

11i (C.2.1): Initiatives for the development of knowledge, capacities and skills of human resources – training of court clerks

**Proposed beneficiaries** are the General Secretariat of Government, Ministries, Greek Parliament, Public Sector Legal entities (A.1.1.2, B.2.1, C.2.1), Municipalities (B.2.1), National School of Civil Clerks (C.2.1), while public administration, citizens, enterprises (A.1.1.2, B.2.1, C.2.1) and public sector employees (C.2.1).

The **expected output** is the number of projects for the codification of institutional and legislative framework and is principally associated only with improvements in the legal framework.

Priority Axes	Activities planned	Beneficiaries
1-3	Provision of an Integrated Management System for court cases for civil and criminal proceedings (B Phase)	General Secretariat of government, Ministries, Greek Parliament, Public Sector Legal entities, Municipalities, National School of Civil Clerks
1-3	Optimisation of criminal, civil and administrative proceedings, upgrading of training system and infrastructure of the National School of Court Clerks	General Secretariat of government, Ministries, Greek Parliament, Public Sector Legal entities, Municipalities, National School of Civil Clerks

Even though the OP Competitiveness and Entrepreneurship identified generic needs related to the justice system (e.g. codification), it did not explicitly plan for justice support.

Action Plans, Annual work Programmes, evaluation plans and Monitoring Committee documents for this OP are not publicly available on official sites.

### 3.2.2. Planned projects listed in the programming documents aiming to support justice

There are no planned projects listed in the programming documents with the objective to support justice.

## 3.3. Implementation stage: Support to the justice system through ESF and ERDF

### 3.3.1. Support to the justice system: reported at programme level

The justice-related projects in the current programming period are all funded by the OP Public Sector Reform. The general selection criteria include: Clarity and Completeness of the envisaged project; Maturity; and Purpose and Compliance with National and EU rules,<sup>39</sup> complemented by specific criteria reported in the section below.

In this programming period, the OP Public Sector Reform refers explicitly to the justice system and used funding from both the ERDF and the ESF. In total five projects are under implementation: two of them, funded by the ESF, related to the training of judges (introductory and continuous training), which are the responsibility of the National School of Judges; and three with the Ministry of Justice, Transparency and Human Rights as beneficiary: one funded by the ESF and two by the ERDF. All three projects are directed to the use of information technologies (IT): in the two ERDF cases they address infrastructural gaps with large budgets, while the ESF project, with a smaller budget, envisages an optimisation initiative to improve and optimise civil, penal and administrative court processes. Their progress is smooth; there are no documents envisaging changes, and no complaints were expressed during the interviews. None of the projects is complete. The

<sup>39</sup> [https://www.espa.gr/el/Pages/SDE\\_Diadikasies.aspx](https://www.espa.gr/el/Pages/SDE_Diadikasies.aspx)

Ministry of Justice is expected to submit more proposals in the future, as indicated in the interview conducted in the Ministry.

### 3.3.2. Support to the justice system: reported at project level (Task 2)

The total budget allocated so far to the support of the justice system is EUR 24.9 million, but more projects are envisaged by interested parties and are expected to be incorporated at a later stage during the current programming period, as suggested during interviews (e.g. Strategic Executive Plan of the Ministry of Justice). Only EUR 8.5 million has been spent already, because for two of the projects there is no contract signed, so the budget spent is not available.

As in the previous period, the projects were selected under the OP Public Sector Reform. In this period, as yet, only this OP has launched calls that are suitable for the justice system. They fall under the thematic priority 'Development of digital services for the Public Administration'. None of the projects has been completed yet.

In more detail, following the logic of the modernisation of public administration, the projects currently being implemented include:

- The two training projects are repeating similar projects supported in the previous programming period, which were considered successful. Training judges is an activity which needs to be repeated annually as new judges are appointed. Similarly, continuous training is necessary not only for judges, but also for all court employees. As initial curricula were developed under the previous programming period, the funding under the current projects is used less for curriculum development and more for the training itself.
- Infrastructure for the digitalisation, storage and distribution of court proceedings refers to speeding up and facilitating access to court proceedings. It includes procurement of hardware and software, the development of a home page, etc. Through this process the Ministry of Justice, Transparency and Human Rights expects to significantly improve the procedures in all courts and thus speed up the system.
- The Integrated Information System for the management of Judicial Cases for Criminal and Civil Process is the second part (Part B) of the project under the same name that designed the processes (Part A) in the Programming Period 2007-13. The first part was completed in 2015 and consisted mainly of studying and analysing the digital services' needs. Part B involves the implementation of the identified needs via hardware and software purchasing and development of the corresponding services.
- The 'Optimisation of criminal, civil and administrative court processes' is an effort to organise the whole process of each case in such a way that it can be followed electronically not only by the judicial system but by citizens as well. It includes an electronic register of insolvencies, and links to the corresponding European system.

The selection criteria (in addition to the generic ones mentioned above) have been more detailed in this programming period compared to the previous one, and they relate to the output indicators expected:

- In the case of the training projects, Proposals should meet the following indicators: Number of public sector employees in education and training programmes (target – 70); Number of executives who followed fast learning programmes and are now occupied by the public sector (515); Number of executives following distance learning programmes (2004); Number of training programmes for medium/high-level executives of the public administration (287); Number of education programmes/packages which are created or upgraded (122). Similarly for the continuous training criteria linked to indicators included that Proposals should meet the following indicators: Number of public sector employees in education and training programmes (70); Number of executives who followed fast learning programmes and are now employed by the public sector (515); Number of executives following distance learning programmes (2004); Number of training programmes for medium/high-level

executives of public administration (287); Number of education programmes/packages which are created or upgraded (122)

- The ERDF Infrastructure project for Court Proceeding was selected based on the criteria that 'Proposals should meet the following indicators: Number of projects for the developing or upgrading of basic public administration services offered electronically (1); Number of ICT projects supporting operational upgrading of OP priority sectors for the provision of services to citizens (1).' There are no additional explicit criteria for the Integrated Information System for the management of Judicial Cases for Criminal and Civil Process (Part B).

Finally, for the Optimisation project the criteria used were the Reform priority which was being served and the regular coherence and maturity of the initiative proven by the existence of Tender Document and/or Contract approved by the appropriate body.

**Table 7: Overview of projects supporting justice 2014–2020**

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
<b>OP Public Sector Reform 2014GR05M2OP001 (ESF)</b>							
Initial education and continuous training of judges Προεισαγωγική Εκπαίδευση και Συνεχιζόμενη Κατάρτιση Στελεχών Δικαστικού Σώματος 2014–2018	2014	2018	4	12,695.00	7,013.00	5,456.11	The National School of Judges seeks to continue and upgrade the initial education programmes for the judiciary, with a view to improve education and develop the knowledge and skills of human resources in the field of justice, as well as to promote a modern perception of the functioning of justice and its related administrative services. This perception aims at adapting the judiciary to the rapid development of new technologies in order to respond directly to the need for both transparency, legal certainty and abolishment of corruption, as well as speed of justice, with the aim of serving the citizens and eliminating of bureaucracy. The project will fund 4 rounds of educational sessions of a duration of 16 months per session, as well as the digitisation of educational material for the period 2014-2016.
Education and continuous training of judges 2014-2018 Εκπαίδευση και Συνεχιζόμενη	2014	2018	4	2,094.39	737.79	574.00	The National School of Judges seeks to continue and upgrade the initial education programmes for the judiciary, with a view to improve education and develop the



Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Κατάρτιση Στελεχών Δικαστικού Σώματος 2014-2018							knowledge and skills of human resources in the field of Justice, as well as to promote a modern perception of the functioning of justice and its related administrative services. This perception aims at adapting the judiciary to the rapid development of new technologies in order to respond directly to the need for both transparency, legal certainty and abolishment of corruption, as well as speed of justice, with the aim of serving the citizens and eliminating of bureaucracy. The project will fund 4 rounds of educational sessions of a duration of 16 months per session, as well as the digitisation of educational material for the period 2014-2016.
Optimisation initiatives of criminal, civil and administrative court processes  Δράσεις Βελτιστοποίησης ροής πολιτικής, ποινικής και διοικητικής διαδικασίας	2015	2017	2	745.86	745.86	745.86	The project includes the design, including the purchase of necessary hardware, of a complete and integrated system of Criminal, Civil and Administrative process and the support of all courts and prosecutors' offices, the improvement of system administration and management processes, the introduction of innovative technologies in courts for the enhancement of provided services and the promotion of

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							the necessary legal amendments which will encompass changes to the award of justice as well as the administrative support of courts. The aim of the project is to reduce unnecessary bureaucracy in the justice process, expand the rule of law and ultimately enhance the sense of transparency of public administration operations.
<b>OP Public Sector Reform 2014GR05M2OP001 (ERDF)</b>							
<p>Infrastructure for the digitalisation, storage and distribution of court proceedings<sup>40</sup></p> <p>Υποδομές για την ψηφιακή καταγραφή, αποθήκευση και διάθεση πρακτικών συνεδριάσεων δικαστηρίων</p>	2015	2021	6	5,649.93	737.79	574.00	The project refers to 1. the creation of an IT system for the digitisation, storage and distribution of court proceedings of criminal and civil courts produced through the system of recording and transcription; 2. the provision of recording and transcription services of court proceedings. The project will be implemented through a Public-Private Partnership. The supporting equipment required for the project will be provided under the responsibility of the private operator. This partnership is a contractual relationship between the Ministry of Transparency and Human Rights and the Private

<sup>40</sup> This is a PPP contract transferred from the Operational Programme Digital Convergence 2007–2013

Project name (in EN)*	Start of project (year)	End of project (year)	Duration of the project	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							Sector and concerns the installation of infrastructure and the provision of services. In particular, the Private Partnership will undertake the study, implementation, maintenance, and technical management and support of the operation of the system in order to ensure the complete, continuous and uninterrupted availability of the system.
Integrated Information System for the management of Judicial Cases for Criminal and Civil Process (Part B) <sup>41</sup>  Ολοκληρωμένο Σύστημα Διαχείρισης Δικαστικών Υποθέσεων (ΟΣΔΔΥ) για την Ποινική και Πολιτική Διαδικασία (Φάση Β)	2015	2021	6	3,744.09	737.79	574.00	The project relates to the development, installation and implementation of an Integrated Information System for the management of Judicial Cases for Criminal and Civil Process throughout the country.

<sup>41</sup> In tendering process. This is Phase B of a phased project of the Operational Programme Digital Convergence 2007–2013

Unlike the previous programming period, in the current period the funding foreseen by the ESF is almost twice the funding foreseen by the ERDF.

**Table 8: Number and budget allocated (in thousand EUR) of projects supporting justice, funded by ESF and ERDF in the programming period 2014–2020**

Fund	Number of projects supporting justice	Budget allocated in thousand EUR	Actual EU contribution in thousand EUR
ESF	3	15,535.24	6,775.97
ERDF	2	9,394.02	0.00
<b>Both (ESF and ERDF)</b>			
<b>TOTAL</b>	<b>5</b>	<b>24,929.26</b>	<b>6,775.97</b>

### **Project beneficiaries**

Projects had one beneficiary each: the project beneficiaries are the National School of Judges and the Ministry of Justice, Transparency and Human Rights. They were the respondents to calls launched in the context of the modernisation of the public sector. The final recipients are judges and the general public. Descriptions of the projects are available in the public domain.

The National School of Judges' training programmes benefit from the ESF. The Ministry of Justice benefits from both funds, namely from the ESF for the Optimisation Project, which targets the general public, and from the ERDF for the Infrastructure for the court proceedings as well as Part B of the Integrated Information System.

**Table 9: Number of times the following entities were the beneficiary of a project supporting justice, by Fund**

	Relevant ministries	Courts and tribunals	National prosecution offices	Professional association of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Other	No information available	Total
ESF	1						2				3
ERDF	2										2
<b>Both (ESF and ERDF)</b>											
<b>TOTAL</b>	<b>3</b>						<b>2</b>				<b>5</b>

The budget is distributed between the Ministry of Justice and the National School of Judges, which receives the highest share.

### **Activities of projects in tendering process and of ongoing projects related to support to justice**

The National School of Justice is using the ESF funds mainly for training, both at introductory level (new entrants in the profession) and for continuous training of experienced judges. Hardware and software are used for the training, which was conceived in the 2007–2013 period and is continuing on an annual basis. The funding has helped make provision for the reform of the system in the sense that judges are being trained in new technologies. As there are no formal evaluations, this finding is based on the interviews conducted.

Conversely, the Ministry of Justice, Transparency and Human Rights is using ERDF using digitalisation in order to facilitate the flow of information, increase transparency and speed up the whole process, which was notoriously slow, as indicated by the MoUs and the interviews conducted. In addition, it is using IT for facilitating communication and access to legal documents, as described in the projects.

The Optimisation Project has used a large share of its funds for a study on alternative ways to optimise procedures and the selection of the best alternatives. For the 'Integrated System of penal and civil procedures', the contract with the provider has not yet been signed, so it is premature to classify expenditures.

**Table 18: Number of times a type of activity is foreseen/ongoing as part of a project supporting justice, by Fund**

	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/ upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	No information available	Total
<b>ESF</b>	<b>2</b>		<b>1</b>				<b>1</b>				<b>1</b>				<b>5</b>
<b>ERDF</b>					<b>1</b>	<b>2</b>									<b>3</b>
<b>Both</b>															
<b>TOTAL</b>	<b>2</b>		<b>1</b>		<b>1</b>	<b>2</b>	<b>1</b>				<b>1</b>				<b>8</b>

**Project final recipient related to support to justice**

The training projects are benefiting judges (and future judges), while the integrated systems benefit all actors involved, namely courts, prosecution offices and the general public. This is highly valued and, as stated by the Ministry of Justice, Transparency and Human Rights; it generates hopes of speeding up the justice system, which is one of the major challenges for the modernisation of the Greek economy.

**Table 19: Number of times the following entities were the final recipient of a project supporting justice, by Fund**

	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>	3									<b>3</b>
<b>ERDF</b>	2			1	1					<b>4</b>
<b>Both</b>										
<b>TOTAL</b>	<b>5</b>			<b>1</b>	<b>1</b>					<b>7</b>

The final recipients of the training courses are judges (both newly appointed and experienced ones). In the case of Infrastructure and the Integrated Information System the final recipients fall under the category 'Courts and Tribunals'. For the Integrated Information System, additional final recipients fall under the category 'Regional Administrations'.<sup>42</sup> Regarding the Optimisation Initiative, courts' administration and prosecutors were explicitly mentioned in interviews and it was stated in addition that all bodies operating the justice system will eventually benefit.

<sup>42</sup> [http://www.epdm.gr/Uploads/Files/Epitropes\\_Parakolouthisis/EPPA\\_MDT/EEEE6hEpik.pdf](http://www.epdm.gr/Uploads/Files/Epitropes_Parakolouthisis/EPPA_MDT/EEEE6hEpik.pdf)

### **Project outputs, results and impacts related to support to justice**

The training programmes have a set of output indicators, which are as yet partly achieved, but more progress is expected to be made. The indicators (and their targets) for the two training programmes are listed in Table 20.<sup>43</sup> Actually achieved indicators in summer 2017 are<sup>44</sup>:

For initial training:

- Number of public sector employees in education and training programmes (target: 487 / achieved: 454<sup>45</sup>);
- Number of education and training programmes (target: 1 / achieved: 1);
- Number of executives who followed fast learning programmes and are now employed by the public sector (target: 487 / achieved: 454);
- Number of executives following fast learning programmes (target: 532/ achieved:0);

For education and continuous training:

- Number of public sector employees in education and training programmes (target: 4,202/ achieved: 0);
- Number of education and training programmes (target: 59/ achieved: 31);
- Number of public sector employees who followed training programmes on capacity building (target: 5,202/ achieved: 2,954<sup>46</sup>);
- Number of public sector employees who were certified after they followed training programmes for capacity building (target: 5,202/ achieved: 2,954).

Thus, as can be see above, the first years of the programme achievements are progressing towards their target values in most cases, with the exception of the 'Number of executives following fast learning programmes'.

For the three projects of the Ministry of Justice, Transparency and Human Rights, the following indicators were considered meaningful:

Number of IT projects for the support of the upgrading of priority sectors of OP Public Sector Reform for the provision of services to citizens (1 and 2 respectively for the Infrastructure for Court Proceedings and the Optimisation) and one for the facilitation of processes and standardisation of services to citizens for the latter. The Integrated Information System for civil, penal and administrative law devised a large and detailed number of indicators:

- Number of courts of first instance providing recording and de-recording services (target: 63);
- Number of courts of appeal providing recording and de-recording services (target: 19);
- Number of county courts providing recording and de-recording services (target: 155);
- Number of rooms/ audience/ judges' offices with recording/de-recording services (target: 617).

Summarising the indicators for all projects above we see that **so far**:

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<sup>43</sup> Detailed data provided by the National School of Justice during an interview

<sup>44</sup> Data provided by the interview with the National School of Justice

<sup>45</sup> This reported value has been included in Table 20.

<sup>46</sup> This reported value has been included in Table 20.

- a total of 3,408 staff<sup>47</sup> have been trained during the 2014–2020 period, all benefiting from ESF funding; at the same time one new project has been developed through ESF funding
- ERDF funding has created two new projects based on which 174 courts and 617 offices received improved facilities.

**Table 20: Project output indicators and data**

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available	N=
<b>OP Public Sector Reform</b>					
<i>Priority axis 'PA7 Improvement of the management and development of human resources of the public sector in 11 regions of Greece; PA8 Improvement of the management and development of human resources of the public sector in Continental Greece; PA9 Improvement of the management and development of human resources of the public sector in South Aegean</i>					
No. of staff participating in training	Number of people		10,387	3,862 <sup>48</sup>	4
No. of education and training programmes	Number	N/A	60	32	2
No. of public sector employees who were certified after they followed training programmes for building capacities	Number of people	N/A	5,202	2,954	1
No. of executives following fast learning programmes	Number of people	N/A	532	0	1
<i>Priority axis 'PA4 Strengthening of e-governance in 11 regions; PA5 Strengthening of e-governance in Continental Greece; PA6 Strengthening of e-governance in South Aegean</i>					
No. of ICT projects for the support of the operational upgrading of priority sectors of OP Public Sector Reform for the provision of enhanced services to citizens	Number	N/A	3		2
No. of rooms/audience/judges' offices with recording/transcription services	Number	N/A	617		1
No. of courts providing recording and transcription services	Number	N/A	237		3
<i>Priority axis 'PA1 Administrative and organizational reform for the enhancement of efficiency and effectiveness of the Public Sector in 11 regions of Greece; PA2 Administrative and organisational reform for the enhancement of efficiency and effectiveness of the Public Sector in Continental Greece; PA3 Administrative and organisational reform for the enhancement of efficiency and effectiveness of the Public Sector in South Aegean</i>					
No. of projects for the facilitation of processes and standardisation of services to citizens	Number	N/A	1		1

<sup>47</sup> As the indicators as described above include the same participants several times, we have included one indicator per project, namely the Number of public sector employees in education and training programmes (454) and the Number of public sector employees who followed training programmes for capacity building (2,954).

<sup>48</sup> As the indicators as described above include the same participants several times, we have included one indicator per projects, namely the Number of public sector employees in education and training programmes (454) and the Number of public sector employees who followed training programmes for capacity building (2,954).



Result indicators are explicit only in the case of 'Infrastructure for the digitalisation, storage and distribution of court proceedings', foreseeing that the implementation of the project would speed up the award of justice and strengthen the security and trust of citizens in the Greek justice system, upgrade the quality of services provided to citizens, decrease the administrative burden of citizens and the Greek State, clear the case backlogs in courtrooms, and maximise the preservation and accessibility of related files.

In addition, one result indicator related to the training projects, namely the 'Number of public sector employees who were certified after they followed training programmes for capacity building', which was 2,954 as of summer 2017.

As these indicators did not fit the study result and impact group indicators, the table below is not filled in.

No evaluations have been carried out.

**Table 2110: Result/ impact indicators and data**

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available	N=
<b>OP Public Sector Reform</b>					
N/A	N/A	N/A	N/A	N/A	0

### 3.4. Relevant programme output and result indicators

#### 3.4.1. Programme indicators

OP Public Sector Reform 2014–2020, AIR 2015 Public Sector Reform

**Table 22: Programme indicators**

Code	Indicator name	Baseline value	Target value	Last reported value
T4618	Number of projects for the codification of institutional and legislative framework – less developed regions	0	7.4	4.31
	Number of projects for the codification of institutional and legislative framework – regions in transition	0	1.93	1.13
	Number of projects for the codification of institutional and legislative framework – developed regions	0	1.95	1.14 <sup>49</sup>

### 3.5. Budget information

Overall budget information for projects supporting the justice system funded through the ESF and ERDF was generally available. However, there is no universally accepted taxonomy for project budget owners to classify budgets according to type of activity or final recipient.

<sup>49</sup> The indicators are not whole numbers, possibly attributed to the fact that an average was taken across the different areas. This must be checked with the MA.

Moreover, many projects involve multiple activities and/or multiple final recipients. Whether and how budgets for these complex projects are analysed by activity or final recipient varies across project owners and countries. This militates against using reported data to make meaningful comparisons between projects and Member States.

For the purpose of this study, the researchers have therefore created a high-level taxonomy in order to enable an analysis of budget allocations for activities and final recipients for projects funded through the ESF and ERDF supporting the justice system. Information from interviews and documents has been used to apply this taxonomy and allocate budgets based on the main focus of the projects as well as the final recipients.

In cases where it has not been possible to determine budget allocations for projects with **multiple final recipients**, these have been classified as 'multiples' (further details and explanations have been provided in the text below). Where a project had **multiple activities** and/or included activities which did not fall under one of the focus categories, the categorisation of that project reflects its aim and not necessarily all individual activities undertaken in the context of this project. This approach is further explained in the Final Report.

For the 2014–2020 programming period it is also important to note that the majority of projects are still ongoing. The tables below therefore only provide an overview of the **budget allocated** for project activities and final recipients.

**Table 23: Budget allocated in thousand EUR by project focus category foreseen**

	Improving internal processes	Digitalisation & ICT	Training & Raising awareness	Research and evaluation	Activities related to ADR/ODR	Upgrading physical infrastructure	No information available
<b>ESF</b>		745.86	14,789.39				
<b>ERDF</b>		9,394.02					
<b>Both</b>							
<b>TOTAL</b>		<b>10,139.87</b>	<b>14,789.39</b>				

The ongoing activities during the current programming period funded by the ESF are related primarily to training and awareness-raising activities. Activities funded by the ERDF mainly fall under the category 'Digitalisation & ICT'.

**Table 24: Budget allocated in thousand EUR by final recipient targeted**

	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple
<b>ESF</b>	15,535.24									
<b>ERDF</b>	5,649.93									3.744.09
<b>Both</b>										
<b>TOTAL</b>	<b>21,185.17</b>									<b>3.744.09</b>

The main final recipients of the ongoing activities fall under the focus group of 'Courts and tribunals'.

## 4. Overview of existing national and regional data and documentation related to the ESF and ERDF

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### 4.1. Ex-ante evaluations and needs assessments

Ex ante evaluation of OP Public Sector Reform, March 2007

Ex ante evaluation of OP Public Sector Reform 2014–2020, November 2014

### 4.2. Programming documents

OP Public Administration Reform, September 2007

OP Public Sector Reform 2014-2020

### 4.3. Implementation reports

AIR Public Sector Reform, May 2016

AIR Public Sector Reform, June 2017

AIR Public Administration Reform 2007, June 2008

AIR Public Administration Reform 2008, June 2009

AIR Public Administration Reform 2009, May 2010

AIR Public Administration Reform 2010, May 2011

AIR Public Administration Reform 2011, June 2012

AIR Public Administration Reform 2014

### 4.4. Interim and ex-post evaluations

Interim Evaluation OP Administrative Reform, February 2013

Draft Evaluation Plan OP Public Sector Reform, October 2016

### 4.5. Other non-project level documents

National Strategic Reference Framework (NSRF) 2007–2013

Partnership Agreement 2014–2020

Memorandum of Understanding between the Creditors (EU) and Greece (Debtor), May 2010

Memorandum of Understanding between the Creditors (EU) and Greece (Debtor), February 2012 (appendix)

Memorandum of Understanding between the Creditors (EU) and Greece (Debtor), August 2015

Greek National Reforms Programme 2013

#### 4.6. Project-level data sources

1st Amendment of Act Ongoing training of employees in the justice system and MIS code 291569 of OP Public Administration Reform 2007–2013

1st Amendment of Act Introductory education and continuous training of judges (ID, IE, IST series) and MIS code 291572 of OP Public Administration Reform 2007–2013

1st Amendment of Act Improvements in the upkeep of court proceedings of Multi-Member Courts of first instance of the country and of regular proceedings of Single-Member Courts of First Instance of Athens, Piraeus and Thessaloniki through the methods of recording and derecognition and MIS code 398165 of OP Public Administration Reform 2007–2013

1st Amendment of Act Subsidisation of the National School of Judges for the ongoing training of judges and MIS code 398937 of OP Public Administration Reform 2007–2013

2nd Amendment of Act Optimisation of criminal, civil and administrative court processes and MIS code 374036 of OP Public Administration Reform 2007–2013

2nd Amendment of Act Subsidisation of the National School of Judges for the ongoing training of judges and MIS code 398937 of OP Public Administration Reform 2007–2013

3rd Amendment of Act Action Plan Action Plan of the Ministry of Justice for OP Public Administration Reform and MIS code 224671 of OP Public Administration Reform 2007–2013

3rd Specialisation of the Implementation of OP Public Sector Reform

5th Amendment of Act Introductory education and continuous training of judges and MIS code 380142 of OP Public Administration Reform 2007–2013

6th Specialisation of the Implementation of OP Public Sector Reform

Annual Report of National School of Judges 2015

Call for the submission of proposals in OP Public Sector Reform (01 C1.1 C2.2 0001 C1.1 C2.2 00)

Call for the submission of proposals for funding of Initiatives for the Implementation and the Reorganisation and Simplification of Processes of Public Sector organisations – Phase A as amended (02 A2.1 A2.2 00)

Call for the submission of proposals in OP Public Sector Reform (11 B.2.1-00)

Contract 16063/2014 for the Project Integrated Management System of judicial Cases of Criminal and Civil Justice

Inclusion of Horizontal Act Interactive pre-trial e-services for online support of lawyers, judges, citizens MIS code 298825 to OP Digital Convergence, Macedonia-Thrace, Crete and Aegean islands, Thessalia-Continental Greece-Ipeiros, Attica

Inclusion of Horizontal Act Digitised support services to members of Thessaloniki Bar Association and MIS code 299744 to OP Macedonia Thrace

Inclusion of Horizontal Act Upgrading of Court of Auditors digital services and MIS code 299865 to OP Digital Convergence, Macedonia-Thrace, Crete and Aegean islands, Thessalia-Continental Greece-Ipeiros, Attica

Inclusion of Horizontal Act National Criminal Record and MIS code 300244 to OP Digital Convergence, Macedonia-Thrace, Crete and Aegean islands, Thessalia-Continental Greece-Ipeiros, Attica

Inclusion of Horizontal Act Digitalisation of archive material of court cases of regional offices of the Legal Council of State and staff training and MIS code 300282 to OP Digital Convergence, Macedonia-Thrace, Crete and Aegean islands, Thessalia-Continental Greece-Ipeiros, Attica

Inclusion of Horizontal Act Implementation of the Management Information System of the Legal Council of State and MIS code 300701 to OP Digital Convergence, Macedonia-Thrace, Crete and Aegean islands, Thessalia-Continental Greece-Ipeiros, Attica

Inclusion of Horizontal Act Speeding up of judicial time in implementation of article 33 I.3910/11 and MIS code 350366 to OP Public Administration Reform 2007–2013

Inclusion of Horizontal Act Action Plan for the decrease of delays in pending tax cases in courts-Study report and MIS code 374510 to OP Public Administration Reform 2007–2013

Inclusion of Horizontal Act Management Information System for the management of Judicial Cases for Criminal and Civil Process and MIS code 383639 to OP Digital Convergence, Macedonia-Thrace, Crete and Aegean islands, Thessalia-Continental Greece-Ipeiros, Attica

Inclusion of Horizontal Act Management Information System of Management of Judicial Cases of Administrative Justice and MIS code 385684 to OP Digital Convergence, Macedonia-Thrace, Crete and Aegean islands, Thessalia-Continental Greece-Ipeiros, Attica

Inclusion of Horizontal Act Subsidization of the National School of Judges for the ongoing training of judges and MIS code 398937 to OP Public Administration Reform 2007–2013

Inclusion of Act Infrastructure for the digitalisation, storage and distribution of court proceedings and MIS code 5001755 into OP Public Sector Reform 2014–2020

Inclusion of Act Introductory education and continuous training of judges and MIS code 5000232 into OP Public Sector Reform 2014–2020

Inclusion of Act Optimisation initiatives of criminal, civil and administrative court processes and MIS code 5000372 into OP Public Sector Reform 2014–2020

National Strategic Reference Framework 2007–2013

Open call for proposals 10 in the context of OP Digital Convergence 2007–2013

Open call for proposals 11 of the OP Public Administration Reform 2007–2013

Open call for proposals 15 Digital Services Justice, Transparency and Human Rights of the OP Digital Convergence 2007–2013

Open call for proposals 15.2 Digital Services Justice, Transparency and Human Rights of the OP Digital Convergence 2007–2013

Open call for proposals 21 in the context of OP Public Administration Reform 2007–2013

Open Call 21- Selection Criteria of OP Public Administration Reform 2007–2013

Open call for proposals 45 in the OP Public Administration Reform 2007–2013 for initiatives for the upgrading of the administrative capacity of courts

Open Call 45- Selection Criteria of OP Public Administration Reform 2007–2013

Open call for proposals 66 in the context of OP Public Administration Reform 2007–2013

Open Call 66- Selection Criteria of OP Public Administration Reform 2007–2013

Open International Call 61409/5-7-2013 for sub project 1 «Optimisation of Criminal, Civil and Administrative Court Process» of the Act «Optimisation of Criminal, Civil and Administrative Court Process»

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=300244&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=299865&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=298825&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=299744&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=383639&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=385684&wnd=x&dnnprintmode=t>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=300282&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=300701&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=398937&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=291569&wnd=x&dnnprintmode=true>

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<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=291572&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=398165&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=350366&wnd=x&dnnprintmode=true>

<http://2013.anaptyxi.gov.gr/ergopopup.aspx?mis=374510&wnd=x&dnnprintmode=true>

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<http://www.digitalplan.gov.gr/portal/resource/section/elibrary>

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