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BEST PRACTICE PROGRAMME IN GREEK LOCAL GOVERNMENT

A Guide for Sustainable Implementation

FINAL REPORT

EUROPEAN UNION – COUNCIL OF EUROPE TECHNICAL ASSISTANCE PROJECT ON INSTITUTIONAL ENHANCEMENT FOR LOCAL GOVERNANCE, GREECE

The present document was prepared by the Centre of Expertise for Local Government Reform
in co-operation with Mr. Jon Barber, Council of Europe Expert



CENTRE OF EXPERTISE FOR LOCAL GOVERNMENT REFORM

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1 OVERVIEW TO BEST PRACTICE IN LOCAL GOVERNMENT

1.1 BACKGROUND

Citizens deserve and expect services of good quality. By aiming at delivering efficient, effective and economic services local government needs to continuously strive to be innovative. Using the experience of other municipalities is not about searching for the ‘golden rule’ but for good, proven practices. There are local government institutions in every country that achieve the highest standards in some aspects of service delivery. Identifying and sharing this best practice with other local communities can lead to effective learning and improvement without external expertise. Best practice is therefore about learning and implementing change. It allows municipalities to seek out excellence.

Using “best practices” means creatively applying the experience of others to the development of one’s own community. It’s about adaption not adoption to drive improved outcomes, meeting citizen and community expectation, in a way that demonstrates value for money. First class municipalities will search out best practices for themselves because of their determination to improve their municipality and its services to the local community. However, only a systematic effort to create a forum for the exchange of proven experiences may bring real changes to local government and a national programme supports this.

The Best Practice Programme (BPP) applies a systematic approach where best practices in selected themes are identified, celebrated, and disseminated to other communities. It is designed to recognise municipalities that have implemented successful initiatives or model projects in key areas of their activity with significant impact on the local community. The Programme has been developed by the Council of Europe’s Centre of Expertise for Local Government Reform (hereinafter “Centre of Expertise”) and has been implemented successfully in a number of European countries¹.

More precisely, the Best Practice Programme can be used as a powerful tool to:

- raise standards by identifying and recognising innovative and excellent practices in service delivery;
- acknowledge and reward the best performing local authorities in key areas and to help them act as centres of excellence from which other authorities can learn;
- develop better public services, higher standards of service delivery and improved management;
- promote innovations in various areas of local government responsibilities;
- contribute to the creation of strong civil society through the promotion of effective democratic local government.

1.2 CATALYSTS OF INNOVATION

There are number of different models through which innovation can be driven:

- Policy-driven (central government, policy-makers) - “top-down”;
- Organisation-driven (meeting needs, expectations and aspirations of users and citizens) - “bottom-up”;

¹ The BPP was succesfully completed in Albania, Bosnia and Herzegovina, Croatia, Russian Federation, Hungary, Moldova, Montenegro, Serbia and in the “former Yugoslav Republic of Macedonia; currently rolled out in Ukraine, Bulgaria, Moldova, Hungary and Greece.

- Professional-driven (comparison with other organisations and sharing good practice) – “side-ways-in”;
- User-driven – provided by citizens and users of services.

In this respect, award schemes are widely used to improve quality of services and organisational effectiveness, increase trust, enhance reputation, boost innovation, and support public sector reform. There are different types of scheme:

- Threshold awards: an organisation that meets assessed standard gains the award
- Competitive awards: judging panel selects the ‘best’ from applications.

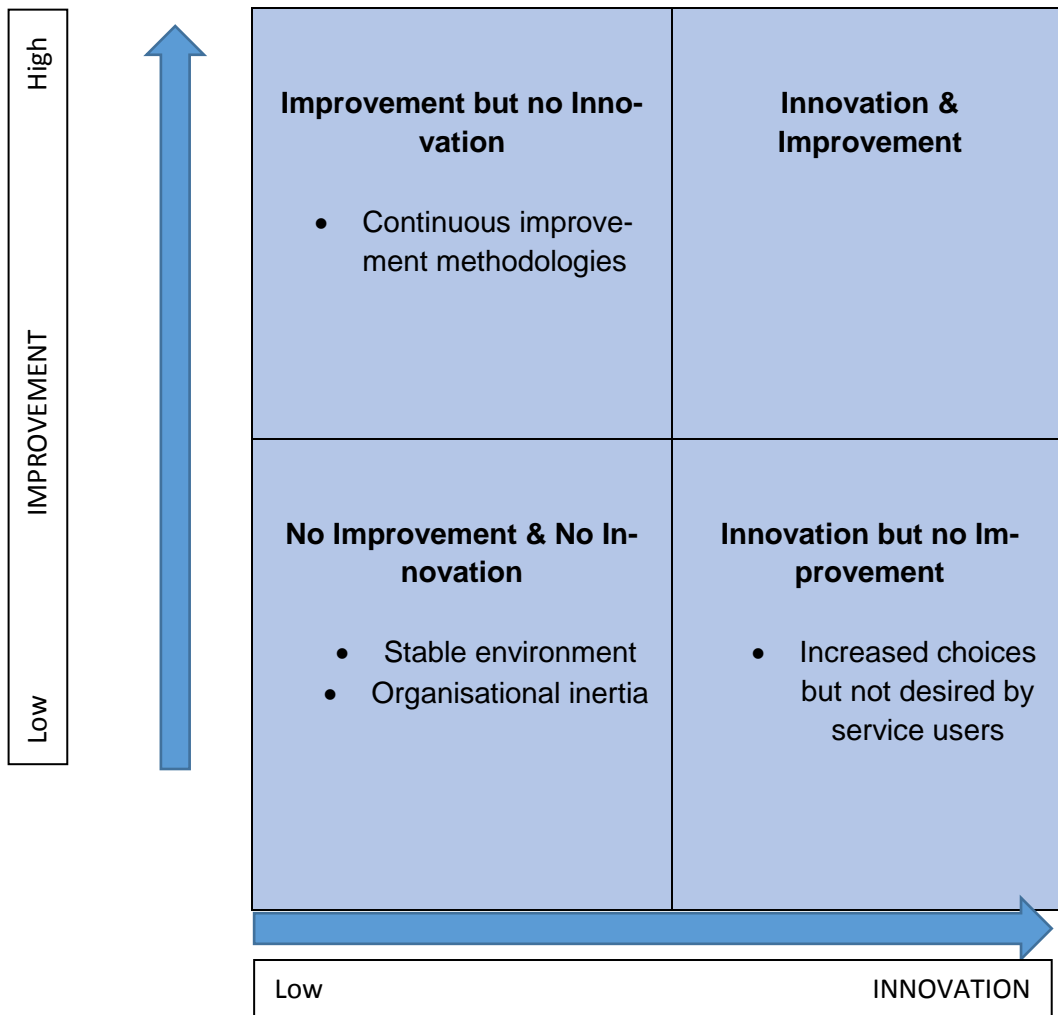
1.3 PRINCIPLES OF BEST PRACTICE

The most important elements of a Best Practice programme are:

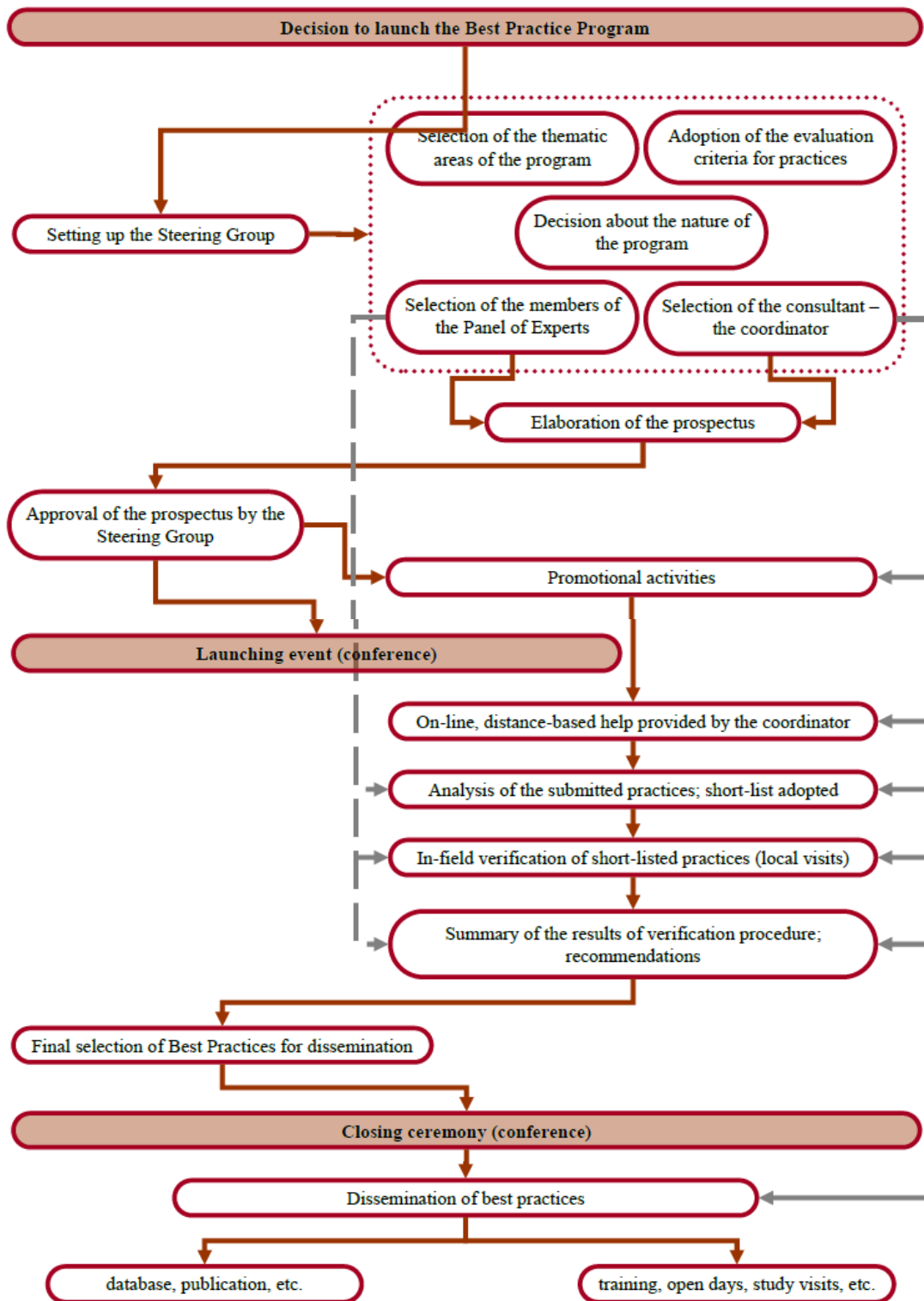
- the identification of good practices through a formal process,
- an evaluation of each of them against specific criteria,
- a standardised method of writing-up the practices,
- their dissemination to other municipalities, using a wide variety of methods, and
- a new programme every year with different themes.

The added value of the Best Practice Programme is that it provides national recognition to those authorities seen to be the best performing in terms of innovation and excellence and, by doing so, it creates the precondition for sharing good practice between public services. It therefore contributes to rising standards and the sustainability of improvements across the whole field of local public services.

The following sets out the links between improvement and innovation in public services.



2 THE BEST PRACTICE PROCESS FLOWCHART



3 THE KEY ASPECTS OF A BEST PRACTICE PROGRAMME

3.1 THE STEERING GROUP AND SELECTION PANEL

The role of the specially appointed Steering Group is to oversee the planning, management and evaluation of the BPP, the aim of which is to share Best Practice in local government management and service delivery among all municipalities. The principle responsibilities of the Steering Group are to monitor and evaluate the successful implementation of the programme; and the evaluation and selection of the best practice examples.

The Steering Group responsibilities will be to:

- Appoint an independent Panel of Experts.
- Select the themes for the Best Practice programme.
- Adopt the Prospectus setting out the BP themes and criteria, the application and selection procedures, the Award process and the training obligations.
- Select the Best Practices subjects
- Organise a high-level ceremony for municipalities selected for Best Practice awards.
- Adopt the dissemination programme (including internal study visits, specialised workshops, consultancies, articles and case studies for publication).

The Steering Group should be coordinated by a Project Manager and supported by a Selection Panel composed of independent experts selected by the Steering Group according to the themes at stake. The Selection Panel evaluates the bids and recommends the winning Best Practice local authorities to the Steering Committee through:

- Short-listing written evidence and documentation;
- Conducting verification visits to short-listed authorities and; with the Steering Group, listen to presentations of best practices;
- Participate in developing various dissemination mechanisms / exchange of experience for identified best practices.

3.2 THE BEST PRACTICE PROGRAMME PROSPECTUS

The Steering Committee is responsible for agreeing and signing off the annual BPP prospectus. The prospectus should cover the following:

- Introduction: summary of BPP / who's involved;
- Formal invitation: from the Ministry; importance of capacity building; why the annual themes have been selected (contribution to national priorities etc.);
- Expected goals and outputs of the programme;
- Scope: who can participate, and the categories for the BPP cycle;
- Detail of themes;
- Responsibilities of participants;
- Advise on preparation of case studies;
- Shortlisting arrangements: site visits by panel etc.;
- Awards ceremony details;
- Sharing best practice;
- Key dates and communication details.

3.3 THE APPLICATION PROCESS

- Through the application process the local council has to demonstrate good general performance, plans for effective dissemination and excellence in the selected service area, measured against: Vision and strategy
- Consultation with the public and stakeholders
- Partnerships
- Actions
- Outcomes
- User and community satisfaction with the service.

The expression of interest should be submitted by local authorities through application describing a structured case study that covers the following areas:

- Title - an abbreviated description of the best practice
- Executive Summary (one page)
- Summary of the practice / explain the nature of the problem which was solved and the solutions implemented. It should contain:
 - A problem statement – a description of the most important aspects of the problem (or challenge);
 - The historic response – brief information about how the problem had been handled beforehand and why it had not been fully resolved;
 - The project response – a brief description of the good practice and the changes that took place subsequently.
- Community Data
 - Basic information about the municipality where the good practice was implemented – its name, geographic location and a description of its characteristics (e.g. farming community etc.) etc.
 - Internal conditions –staffing, financial resources, technical capacity etc.
 - External conditions – a description of the economic, social and political situation.
- The 'challenge' addressed by the good practice
- The actions taken to meet this challenge
- A detailed description of the practice that has been implemented including

4 THE 2016 - 2017 BEST PRACTICE PROGRAMME IN GREECE

The Best Practice Programme for municipalities in Greece is part of the European Union – Council of Europe Technical Assistance Project on Institutional Enhancement for Local Governance in Greece.

The Centre of Expertise initiated this activity in 2016 with the support of the Hellenic Agency for Local Development and Local Government (E.E.T.A.A.) and the active involvement of a pool of independent experts: Mr. Jon Barber; Ms. Chiara Bianchizza; Mr. Rallis Gkegkas; and Mr. Konstantinos Karamarkos.

4.1 THE THEMES

At the request of the Ministry of Interior (hereinafter “Moi”), the programme was focused on four specific areas, namely agriculture, tourism, renewable energy and new technology. Following the launch of the programme on 24 and 25 October 2016, 20 applications were submitted:

- 9 in new technology,
- 6 on tourism,
- 4 on “combination of themes“
- 1 on renewable energy.

However, two applications did not comply with the BPP terms of reference and could not be considered. The applications evaluated are therefore 18 (10 new technology + 8 tourism), out of which six were shortlisted for verification visits. An evaluation matrix was used for transparency (matrix in Appendix I, prospectus and application form in Appendix II). These are listed below, in alphabetical order:

- Climbing park, Notia Kynouria
- Digital Tour, Tripoli
- E-parking, Tripoli
- Oniropulis, Drama
- People, Thermi / Thessaloniki
- Reward, Chersonisos

During the verification visits conducted between 6-8 December 2016 it was found that the E-parking practice was not implemented yet.

4.2 SHORTLISTING OF APPLICATIONS

The tables below show the practices by theme along with final scores:

New technology		
Name of the practice	Municipality	Final score
Digital Tour	Tripoli	264
People	Thessaloniki	253,5
	Thermi	253,5
Tripoli	E-Parking	235

Easy Trip	Thermi	224.6
Management of everyday life	Iarapetras	218.6
Citify	Papagos	208.3
E-management	Paggaios	203
Central info system	Drama	190.3
Digital Guide	Pella	172

Tourism		
Name of the practice	Municipality	Final Score
Climbing park	Notia Kynouria	291,5
Reward	Chersonisos	282,5
Oniropulis	Drama	277,5
Oinoxeneia	Aigialeias	234
Land of Megara	Megara	216.6
Fabbrica	Notia Kynouria	207.3
Pella of taste	Pella	199.6
Mushrooms	Grevena	186.6

Following the Steering Committee held on 14 December 2016 the Council of Europe, the Ministry of Interior and the Structural Reform Support Service of the European Commission agreed in February to award four best practices, respectively the two best on tourism and on new technology (description of the finalist practices in Appendix III):

- Municipality of Thessaloniki and Municipality of Thermi, IMPROVE MY CITY/ PEOPLE
- Municipality of Notia Kynouria, LEONIDIO CLIMBING PARK
- Municipality of Tripoli, DIGITAL TOUR
- Municipality of Hersonissos, REWARD

4.3 AWARD CEREMONY AND FOLLOW-UP ACTIVITIES

A ceremony was held in Hersonissos, Crete, on 15 May 2017 where the selected municipalities were awarded for their innovative practices in the field of new technology and tourism.

The awarded municipalities are supported by the Centre of Expertise to share their best practices in Greece and abroad. This includes an Open Day in Tripoli on 27 June 2017 (agenda in Appendix IV) and a Study Visit in Dubrovnik from 19 to 22 June 2017 (agenda in Appendix V).

5 DEVELOPING A SUSTAINABLE BEST PRACTICE PROGRAMME FOR GREECE – GUIDELINES

The Council of Europe has found, in other countries where a Best Practice Programme has been rolled out, that the level of engagement and enthusiasm to take part has grown year-on-year. Not the award but the desire to share good practice, learn from others and deliver innovative, citizen centred services at pace has been the main driver.

The key steps in ensuring a sustainable approach is taken to promoting good practice in Greece are as follows:

- Retain the Steering Group as a long-term arrangement that determines an annual BPP through the identification of themes that address national priorities and those of the local communities. The main objectives of this Group are outlined in 4.1 above. A key function of the group, in addition to selection of themes, will be to ensure optimal representation on the Selection Panel. The success of any BPP is in determining what is truly innovative, and citizen focused, service delivery. This may necessitate representation from outside local government including from academia and the business community.
- Clarity of what's expected from applications must be stated in the Annual BPP Prospectus. It should highlight the outcomes from preceding years' so that it is clear that the main objective is about improved service delivery – not being in recipient of an award.
- The overall approach needs to evolve so that the approach learns from experience. A smooth and transparent process has much more likelihood of delivering a successful programme. This will include revising the Best Practice flowchart in section 3 above.
- An indicative timeline is suggested as follows:

Commence: Month 1

- define the themes,
- write the prospectus (agreed themes, assessment criteria confirmed)
- Agree the composition of the Steering Group (including experts in the themes selected)
- Appoint a project Manager
- Identify members of the selection panel for themes.
- Promote the event, develop templates for completion by participating councils
- Develop assessment matrix

Month 2

- Launching event with local authorities
- Local Councils complete templates support from local experts

Month 4

- Panel reviews and assesses applications using an evaluation matrix (see Appendix I)

Month 5

- Closing event / award ceremony
- 'Sharing plans developed'
- Best Practice website

APPENDIX I - Evaluation Matrix



BEST PRACTICES PROGRAMME - GREECE, November 2016

Evaluation Sheet

Evaluator	(name/surname)
Date of evaluation	
Municipality	
Title of evaluated project	

SCORES GRID	
1	insufficient
2	extremely poor
3	poor
4	inadequate
5	scarcely adequate
6	sufficient
7	good
8	very good
9	extremely good
10	excellent

Dimensions and variables	Scores	Notes
Relevance		
Identification of a specific problem		
Specificity of the initiative's objective		
Identification of a specific target group		
Adequacy of the actions in addressing the problem		
SUM	0	
Efficiency		
Cost/benefit ratio		
Impact on local economic development (employment & social cohesion)		
Adequacy of problem-solving strategy		

Adequacy of monitoring tools		
SUM	0	
Innovation		
Application of a new technology		
Application of a new procedure		
Application of a new funding scheme		
Inclusion of stakeholders new to the domain of action		
SUM	0	
Impact		
Implementation of evaluation process		
Adequacy of evaluation tools		
Direct impact on the affected target group		
Direct effect in the resolution of the problem		
SUM	0	
Sustainability		
Dependence of the initiative on economic resources (compared to skills/networks/citizens participation etc.)		
Integration of foreseen needs of future generation in the initiative's rationale		
Adequacy of the follow up strategy		
Integration of the initiative within a local strategy/programme/project		
SUM	0	
Replicability		
Possibility to identify the implementation steps of the initiative		
Potential geographical extension of the initiative		
Potential socio-economic relevance of the initiative for a different context		
Identification of lessons-learned		
SUM	0	
Integration		
Indirect impact on other beneficiaries (different from target group)		
Synergies with other strategies/initiatives		
Collaboration with other partners in the implementation of the initiative		
Level of involvement of diversified stakeholders within the local community		
SUM	0	
Capitalisation		
Adequacy of dissemination tools/means		
Dissemination of results targeted to experts		
Exploitation of results (enhancement plan) in place		
Existence of peer to peer exchange experiences		
SUM	0	
Overall evaluation score	0	

BEST PRACTICE PROGRAMME FOR LOCAL AUTHORITIES IN GREECE



HELLENIC REPUBLIC
Ministry of Interior
and Administrative Reconstruction

Funded
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BEST PRACTICE PROGRAMME FOR MUNICIPALITIES IN GREECE

European Union - Council of Europe
Joint Project:

“Technical assistance
for institutional enhancement
of local government in Greece”

Best Practice Programmes
in the Public Sector

PROSPECTUS and APPLICATION FORM



SEPTEMBER 2016

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On the initiative of the Ministry of Interior and Administrative Reconstruction, the European Commission - Council of Europe joint project entitled "Technical assistance for institutional enhancement of local government" is being launched in Greece with the active participation of local government agencies.

In this context, it is with great pleasure that I inaugurate one of the actions of the project, "the Best Practice Programme" which aims at helping municipalities increasing their capacity with a view to delivering efficient services, boosting citizens' participation, sharing experience and yielding fruitful results at the level of local economic development.

Relevant local authorities through out the country could also adopt best practices, according to their needs in order to increase confidence and support among their local peoples.

In Greece, the cradle of democracy, we believe that strengthening the local authorities' operational capacity is the only way forward. In this respect, enabling the design and use of standard tools to help achieve coherent results can play an important role in enhancing sustainable economic growth in the country.

I wish to thank you all for supporting this effort and contributing to its success.

Panagiotis Kouroumplis

Minister of Interior and Administrative Reconstruction

On behalf of the Council of Europe, it is my pleasure to launch the selection procedure for the Best Practice Programme in Greece, in the framework of the joint programme of the European Union and the Council of Europe "Technical assistance for institutional enhancement of local government in Greece".

The Council of Europe's Best Practice Programme proved to be an excellent tool to raise standards of local governance by identifying, promoting and disseminating innovative and successful actions undertaken at local level and by encouraging positive competition among municipalities in delivering better services to citizens.

We strongly encourage Greek municipalities to participate in the programme and bring to the attention of others their good practices in local economic development in the fields of tourism, agriculture, renewable energy and new technology. We are convinced that good examples exist and only wait to be unearthed!

The Centre of Expertise for Local Government Reform of the Council of Europe stands ready to support this initiative and more generally to assist Greek municipalities in delivering good democratic governance at local level and beyond.

Alfonso Zardi

*Head of Democratic Institutions and Governance Department,
Council of Europe*

Description of the Best Practice Programme

There are local communities in every country that achieve the highest standards in some aspects of their work. Identifying and sharing this best practice with other local communities can lead to effective learning and improvement without external expertise. Therefore, **best practice is about change and learning**. It allows to seek out excellence and to contribute to improving the quality of local government as a whole.

Best practice can be defined as the optimal method of solving a given problem or accomplishing a certain goal that can be shared and used by others.

The **Best Practice Programme** applies a systematic approach where best practices in selected themes are identified, celebrated, and disseminated to other communities. It is designed to recognise municipalities that have implemented successful initiatives or model projects in key areas of their activity with significant impact on the local community.

The Programme has been developed by the Council of Europe's Centre of Expertise on Local Government Reform and has been implemented successfully in a number of European countries. The Best Practice Programme for Municipalities in Greece was initiated by the Council of Europe in 2016, as a part of other actions of a joint project with the EU, that were asked for technical assistance by the Greek Ministry of Interior and Administrative Reconstruction. It is aimed at identifying, publicly recognising and disseminating best practices among municipalities in Greece.

Municipalities demonstrating best practices will be awarded with Best Practice Status for a period of one year. This will give the municipality the status of delivering quality / innovative public services. There will also be the opportunity for representatives of the municipality to undertake a study visit to other award winning municipalities in different countries that have demonstrated quality services. 'Best Practice' municipalities will be expected to share their best practice with the wider local government community through presentations to other interested municipalities, individual dissemination activities, open days and study visits.

Objectives of the Best Practice Programme in Greece are as follows:

- To raise standards in municipalities by identifying and recognising innovative and excellent practices in citizen engagement and service delivery by municipalities;
- To acknowledge and reward the best performing municipalities in key areas of local government work and to help them act as centres of excellence from which other municipalities can learn;
- To promote better public services, higher standards of service delivery, citizen participation and improved local government management;
- To promote innovations in various areas of local government responsibilities;
- To share ideas among central government institutions about how they might encourage good management practices in local government;
- To contribute to the creation of strong civil society through the promotion of effective de-

mocratic local government;

- To promote synergies among the different actors of local community and enhance dissemination among other municipalities;
- To assist municipalities self-assess their experience in order to detect possible good lessons or deficiencies that can improve in their next attempt.

Who is involved?

The Best Practice Programme for Municipalities in Greece is implemented with the help of the **Steering Committee**, which oversees the overall implementation of the Council of Europe Project "Technical assistance for institutional enhancement of local government in Greece" and a **Selection Panel** which is specifically composed for this purpose.

The **Steering Committee** includes representation of the Council of Europe, the Government of Greece (Ministry of Interior and Administrative Reconstruction) and Local Government Associations in Greece. The Steering Committee has a role of monitoring and evaluating the successful implementation of the programme, and of controlling the evaluation and selection of the best practice examples.

The **Selection Panel** is a group of independent experts recommended and selected by the Steering Committee of the Project. The role of the Selection Panel is to evaluate and to recommend the winning Best Practice municipalities to the Steering Committee by:

- Short-listing a small number of applicant municipalities to whom the Best Practice status could be awarded on the basis of a written evidence and documentation;
- Conducting verification visits to short-listed municipalities and, together with the Steering Group, listen to their presentations of Best Practices;
- Participate in developing various dissemination mechanisms and exchange of experience for identified best practices.

The Programme will be supported by:

- Hellenic Agency for Local Development and Local Government (E.E.T.A.A.) S.A.
- 4 Council of Europe International & National Experts
 - Mr Jon Barber, Great Britain
 - Mrs Chiara Bianchizza, Italy
 - Mr Rallis Gkekas, Greece
 - Mr Konstantinos Karamarkos, Greece

Theme of Best Practice for 2016

The applications for the best practice status - 2016 will be for the following theme:

Local Economic Development in the fields of;

- agriculture;
- tourism;
- renewable energy;
- new technology

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation.

Local economic development, in a world of fast technological evolution, is not based on big projects from international companies, but is rather rooted on the principle that sustainable economic activity:

- Involves private and/or public local actors
- Engages local stakeholders
- Implies a sustainable use of local resources, through an efficient use of financial as well as human and natural capital
- Is based on the actual local resources and values the human capital that support it
- Is based on innovation.

Local economic development (LED) offers local government, the private and not-for-profit sectors, financial institutions and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED encompasses a range of disciplines including physical planning, economics, financial engineering and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance.

The practice of local economic development can be undertaken at different geographic scales. A municipality pursues LED strategies for the benefit of its jurisdiction, and individual communities and areas within a municipality's jurisdiction can also pursue LED strategies to improve their economic competitiveness. Such approaches are most successful if pursued in partnership with local government strategies. LED is thus about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include:

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;

- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups;
- Enhancing social cohesion;
- Efficient environmental protection.

With this definition in mind, the sectors of economic development chosen for the identification of best practices (agriculture, tourism, renewable energies and new technologies) are all linked and could potentially intersect with each other.

Examples of outcomes municipalities should use while describing their practices:

- Sustainable agricultural practices (in terms of energy or water efficiency);
- Use of new technologies deployed as means as water use efficiency in agriculture;
- Promotion of one specific agricultural local product that significantly supports the local economy;
- Re-introduction of traditional agricultural productions and/or of practices that result effective in terms of reduction in the use of fertilizers/pesticides;
- Existence of thematic routes for cultural/gastronomic/mountain tourism (also beyond the summer season);
- Public Private Partnership (PPP) schemes for the use of energy from renewable sources in public buildings;
- Innovative new technologies applied in the sustainable production of energy from renewables;
- PPP schemes for the provision of energy from renewable resources to cooperatives of consumers;
- Public incentives for the production of energy from renewables.

Examples of good practice could include;

New technology and tourism

The use of new technology in order to facilitate tourists and visitors by offering information concerning areas of interest and promote local culture and attraction e.g. Applications for smartphones or tablets, e-guides with city maps, suggested routes and weather forecast, on line tools for booking hotels or tickets for local events, connection to free Wi Fi networks.

New Technology

Automated road transport systems to achieve reduced emissions and energy consumption.

Intelligent Transportation System that includes digital information boards providing information about parking places and monitoring the vehicle fleet while offering data concerning the city's traffic.

New Technology and Agriculture

The installation and use of teleoperation / telemetry and leakages control system in water supply network.

Renewable energy and Agriculture

The production, management and processing of biomass in cooperation with farmers who have agricultural holdings which produce biomass. Used directly via combustion to produce heat, or indirectly to various forms of biofuel.

Agriculture (Gastronomy and wine Festivals)

Statutory annual city festivals that combine the promotion of local agri-food products, gastronomy and occasionally wine, associated with a strong brand name of the city.

Agriculture

Implementation of an Action Plan by the municipalities participants relating to the emergence of fine cuisine with recognized, certified and gourmet products from the region, aimed at highlighting the culinary tradition for the benefit of the rural economy and tourism.

Criteria for selecting Best Practices

In order to be eligible for Best Practice Status, the best practice should fulfil the following criteria:

- Relevance
- Efficiency
- Innovation
- Impact
- Sustainability
- Replicability
- Integration
- Capitalisation

- **Relevance:** the initiative has solved an important problem for the community;
- **Efficiency:** the activity had good results/costs ratio;
- **Innovation:** a new creative approach to the problem addressed has been found and applied;
- **Impact:** practical and clearly identifiable results have been recorded;
- **Sustainability:** the initiative prescribes into a broad and long-term perspective on the future of the local community along with a sense of what is needed for local development;
- **Replicability:** has the possibility to be implemented also in other communities;
- **Integration:** the initiative has created synergies that can result to multiplier effects;
- **Capitalisation:** the dissemination of the initiative aims to enhance, exchange and diffuse its achievements.

Besides the innovative practice, municipalities have to prove excellence by fulfilling the criteria and confirm their willingness to disseminate their best practice to other municipalities.

Application procedure

All municipalities in Greece are invited to apply for **Best Practice Status** in the theme presented above, where they believe they are performing well according to the criteria set out in the Prospectus.

All municipalities interested in taking part in the competition should fill out the application form which is a part of this Prospectus and send the completed form back by mail or e-mail to the Hellenic Agency for Local Development and Local Government (E.E.T.A.A.) S.A., no later than **15 November 2016**.

The applications should be submitted exclusively by persons who are authorised to represent the municipality.

There is no limit to the topics in which one local self-government unit can apply, i.e. **one municipality can apply for Best Practice Status in one or two subthemes**. However, the application for each sub theme should be sent separately. If a best practice covers two themes (such as new technology and agriculture) then one application should be submitted.

Please note that the best practice must have been implemented during **2010-2016** to be eligible for Best Practice Status.

Why should you apply?

Any municipality that believes it meets the criteria for Best Practice Status detailed in this Prospectus should apply.

Some of the benefits of local authorities applying for Best Practice Status are:

- opportunity to review current performance;
- opportunity to obtain feedback on performance;
- opportunity for local achievements to receive public recognition by publicity and official status;
- exchange experiences with other Greek municipalities;
- Opportunity for national recognition for being a best practice municipality;
- Opportunity to be involved in an international study trip.

In addition, the project will result in many valuable best practice examples that deserve to be disseminated on national and international level. Therefore, the awards for the best practice municipalities are primarily aimed at the acknowledgment and support of their work and at disseminating the information on their best practice among other municipalities, professionals and citizens.

All municipalities which apply for Best Practice Status and which fulfil the general criteria of the programme, will receive a **Certificate of Participation in the Programme**. The examples of best practice from all short-listed municipalities shall be described in the publication on best practice in local self-government.

Selection process and Awarding

On the basis of an evaluation of the application forms in the light of the criteria explained in this Prospectus, the Selection Panel will prepare a short-list of municipalities for further assessments. During the months of **November - December 2016**, the representatives of the Project's Selection Panel will visit the short listed municipalities for an on-site review of the functioning of their best practices and an assessment of the relevant documentation.

Based on their applications shortlisted and the conclusion of verification visits, the Selection Panel shall select 3 local authorities to be awarded the status of "Best Practice Municipality" in the area where they applied for. The decision on the final list of 3 award-winning municipalities will be endorsed by the Project's Steering Committee in December 2016. Other municipalities on the short-list will receive Certificates of Good Practice.

All municipalities that apply for Best Practice Status will be informed by mail of their results and of the short-listed municipalities in January 2017 and will be invited to attend the **Project's Awards Ceremony**.

The Best Practice municipality will be recognised at an **Awards Ceremony** with the presence of the representatives of the Government of Greece, the Council of Europe, the EU, Steering Committee members, municipalities and municipality staff who were personally responsible for the best practice, local government associations and other local and international organisations supporting the programme, press and electronic media.

The ceremony will take place in **February 2017** and will be an outstanding opportunity for all municipalities to inform the public about their achievements and raise significant media and public attention.

The winners of the Best Practice Programme will be offered a study tour to other internationally recognised municipalities.

Dissemination of Best Practices

The Best Practice municipalities will be provided with various opportunities for disseminating their best practices. The dissemination events will depend partially upon the demands from other municipalities for specific training, consultancy support and information, but also on the willingness and capacities of Best Practice municipalities.

Each Best Practice municipality will be encouraged, and assisted to, organise a number of best practice events. These events should be intensive learning processes for both the visitors and the host municipalities. They would allow open exchange of ideas and information. Visitors would benefit from new ideas and approaches that they could put into practice when they return to their own communities. Host municipalities should benefit from their visitors and receive feed-back. Dissemination activities will also consist of online publications and promotional events.

Should you be interested to participate in the Best Practice Programme

Please complete and submit the online Application Form which is available online:

<http://web3.eetaa.gr/quest/kalespraktikes>

and also send the completed Application Form by post with the official stamp and signature of legal representative of the Municipality by **15th November 2016**

to:

Hellenic Agency for Local Development and Local Government (E.E.T.A.A.) S.A.

Address: 73-77 Myllerou St, 104 36 Athens

The electronic version of the application form is also available on the website of EETAA:

www.eetaa.gr

For further information please contact us at the following telephone number:

2131320669-631

**GREECE BEST
PRACTICE
PROGRAMME**

**APPLICATION
FORM**

**Best Practice Programme
for Municipalities in Greece
2016 / 17**

I. GENERAL INFORMATION ABOUT THE MUNICIPALITY

A) Name of the municipality:.....

B) Type of community: urban rural

C) Size: Population (number of residents)..... Territory (km2).....

D) Number of employees in the municipality:.....

E) Name of the Mayor:.....

F) Address (street, city, zip code).....

G) Tel:..... Fax:.....

H) E- mail:..... Web Page:.....

I) Contact person with reference to the practice presented (if different from above):

Name:..... Position:.....

Tel.:..... Email:.....

J) The theme in which the good practice is being presented (select one area):

Local Economic Development;

agriculture;

tourism;

renewable energy;

new technology

Combination of above themes

Hereby, I confirm that the information in this application form is correct.

Name

Signature

.....

Stamp

Date

Please submit the Application Form until 15-11-2016

II. DESCRIPTION OF PRACTICE

1. Name of the practice.....

2. Month and year in which the practice started to be implemented

.....

3. Summary of the practice (describe the essence of the practice) [1000 words limit]

.....

4. Please describe the issue addressed by the practice:

■ What was the issue you intended to solve/work on through this practice? [500 word limit]

.....

■ How much impact did the good practice impact have (all the community / part of the community / geographical area etc.)? [200 word limit]

.....

■ Any other information relevant to the description of the problem [500 word limit]:

.....

5. Please describe the practice:

■ Who has benefited from the practice? How many? Include direct and indirect benefits. [200 word limit]

.....

■ What were the main activities carried out as part of the practice? [1000 word limit]

.....

■ What actors participated in the planning and implementation (e.g. NGOs, businesses, media, universities, financial institutions, international cooperation schemes, etc) [200 word limit]

.....

■ What unexpected problems were encountered during the implementation of the practice? How did you solve those problems? [300 word limit]

.....

■ Can this initiative be considered as an integrated solution? What kind of synergies were applied and created during its implementation? [200 word limit]

.....

■ Any other information relevant to the description of the practice [500 words max]

.....

6. Changes observed at the community or local economy level:

■ Has the practice produced measurable results at the community level in regard to employment, new sources of income, reduction in emissions, resources and energy saving? (any quantitative indicators, figures, or statistics are welcome) [400 word limit]

.....

■ What are the qualitative changes/results produced by the practice at the community level in regard to entrepreneurship, social cohesion and quality of life? [300 word limit]

.....

7. Financial implications of the practice:

■ What were the costs of this practice? (include direct and indirect costs)

.....

■ Who has contributed resources in addition to municipal spending? And what share of the costs was co-financed by external actors?

.....

8. The sustainability of the project:

■ Has the practice taken into account the needs of future generations or does it fit into the community's longer-term development perspective? Has the practice proven to be viable since its implementation? [1000 words]

.....

■ How did any previous experience in managing and implementing similar actions assist in the implementation of the proposed one and it will have an added value (capitalization)? [200 word limit]

.....

9. What are the innovative elements of this practice? [300 word limit]

.....

10. Can this experience be useful to other Municipalities/local authorities in Greece and/or internationally? If so please indicate if you have already diffuse it to other Municipalities or how can it be shared with other municipalities. [500 words max]

.....

11. What are the lessons learned from this practice? (positive or negative lessons that might be useful to consider in the future) [500 words max]

.....

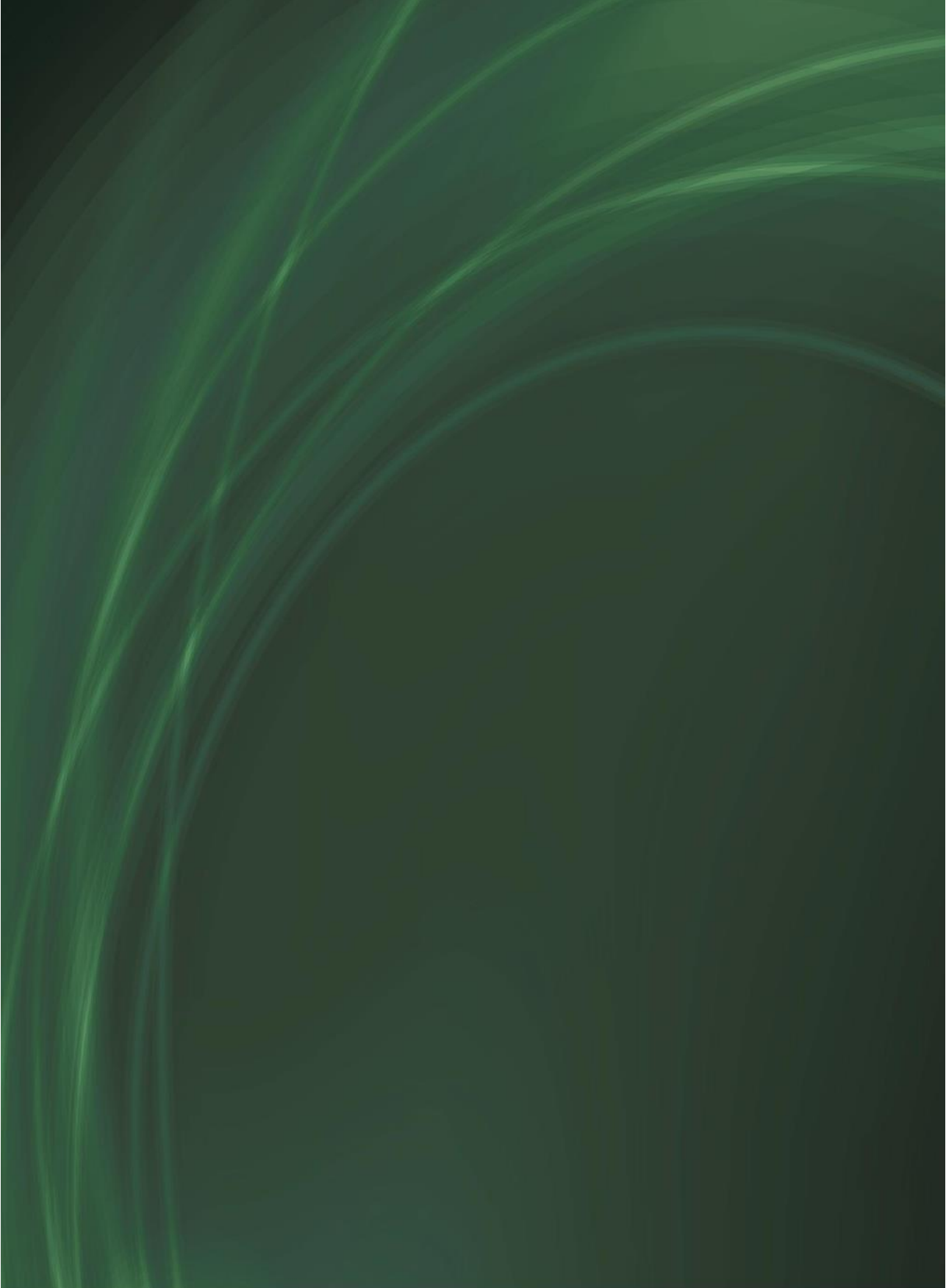
12. Has the practice been transmitted to other communities? And how do you think your experience can be shared with other municipalities? [200 word limit]

.....

13. What other kind of support would you require in order to initiate a new Best Practice or to expand or update this one? [300 word limit]

.....

Applicants are welcome to attach one or two photos if they feel this can help explain the practice or its impact for the community.



HELLENIC REPUBLIC
Ministry of Interior
and Administrative Reconstruction

Funded
by the European Union
and the Council of Europe



COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

Implemented
by the Council of Europe



APPENDIX III - Summary of finalist entries in 2017

NOTYA KYNOURIA - Climbing Park

Name of municipality: Notia Kynouria

Name of practice: Leonidio Climbing Park

Year of implementation: 2013

Relevance: the climbing park has valorised the geo-morphological characteristic of the municipality to attract a specific type of tourism all year round. Leonidio climbing park is in fact beautifully located on the sea and next to the mountains, it is accessible also during winter due to warm weather, near a town with many cultural initiatives. Indirect positive effect of this good practice is that climbers also became promoters of Leonidio as a town of culture (Easter celebrations, music festivals, gastronomy, etc.).

Efficiency: hotels now open during the all year. New hotels opened in Leonidio (where previously there was none). Increase in tourism and in potential for cultural activities and exchanges. Number of attendees to the yearly climbing festival is registered as well as number of rooms booked at hotel all year round.

Innovation: local authorities have successfully leveraged the vicinity of the municipality to a climbing area of amazing naturalistic relevance. This is seen as a plus by climbers, who can climb and then enjoy cultural/gastronomy activities in town. The most innovative part of the project is the way it has used the attraction to a unique climbing area to increase the visibility and popularity of other events (for instance the Easter celebrations of Leonidio that are famous all over Greece but were not internationally known). The involvement of local stakeholders is an additional positive factor, which ensures good maintenance of the climbing park, sustainability of the project and sponsoring of climbing festival (see "integration").

Impact: there were no hotels in Leonidio. Since the climbing park started being promoted and the climbing festival being implemented some 'boutique hotels' were opened in town. In addition, the hotels on the seaside, previously open only in summer, are now open all year long and booked throughout November. Valorisation of the climbing spaces is seen as a way to promote all seasons' tourism while at the same time avoiding mass tourism. Climbers are generally a specific type of tourists, careful of the environment and the nature. The sustainable tourism generated by the climbing park has the double positive effect of improving local economic development by preserving local tradition and environment for future generations.

Sustainability: the whole community of Leonidio supported the realisation and maintenance of the climbing park (see "integration").

Replicability: the replicability is not related to the climbing park itself (whose conception lies in the geographic position of Leonidio) but to the principle of valorisation of a geo-morphological characteristic to promote tourism and therefore local economic development of a specific community.

Integration: the project is linked to the main strategy of the municipal administration to promote Leonidio as a destination of 'sustainable tourism', valorising its landscape, culture and gastronomy, beyond the summer season (when the town is a sea-holiday destination). The municipality based the idea of the climbing park on the interest demonstrated by international climbers visiting Leonidio regularly and keen on building new climbing routes themselves, for free. These climbers promoted the destination to other climbers. The local stakeholders (owners of hotel, restaurant, shops etc.) support the practice too. Indeed, during the climbing festival in November international climbers are hosted for free by hotels and restaurants. Furthermore, the citizens prepare climbing signs and local economic operators actively publicise and sponsor the climbing festival.

Capitalisation: very cost-effective dissemination. The international climbers visiting Leonidio take pride in writing articles which are published on European climbing magazines. The destination was easily promoted among climbers as well as among tourists passionate about nature and/or cultural activities. The climbing park is advertised on social networks and on a dedicated website. An interesting initiative regards the climbing competition performed in November: prizes are awarded to participants based on the registration of achievement of key-points along climbing routes on a dedicated app. A lottery for non-climbers is also organised. Prizes for the climbing competition and for the lottery are chosen so to further increase the promotion of Leonidio's attractions and include local products, free meals at local restaurants, free weekend packages in Leonidio for the Easter celebrations, etc.

CHERSONISSOS - Reward

Name of municipality: Hersonissos

Name of practice: REWARD

Year of implementation: 2014

Relevance: the practice was conceived to foster touristic potential of Hersonissos. It aims at reinforcing ties with tourists that are particularly loyal to the municipality and keep coming back for holidays (so called 'repeaters'). They are awarded with symbolic prizes (a medal, flowers, etc.) on the occasion of the award ceremony which takes place every year in September. Many tourists attend the celebration so they come back twice a year. The practice triggers a 'caring tourism' approach where tourists feel a sense of belonging and are keen in promoting their 'usual' destination even further.

Efficiency: the practice costs approximately 20.000 euro per year, of which 50% is funded by the municipality and 50% by economic operators (hotel, restaurants, bar, shops, etc).

Innovation: the practice implies a new approach to tourism creating ties of 'affection' toward the community. Citizens participate as sponsors and volunteers, taking care of the organization of the ceremony and award event.

Impact: loyal tourists (including families) participate in the ceremonies every year, even if off- season. In Hersonissos approximately 3000 accommodations for tourists are created every year. Thus, quality relationship with the tourists proves to be a very successful strategy to strengthen local economy.

Sustainability: the project runs thanks to the effort of stakeholders and citizens that actively contribute to the organisation of the ceremony and to the identification of 'repeaters' to be awarded. As a follow-up, the municipality will create a special 'passport' next year, on which hotels and restaurants will put stamps for 'repeaters' to collect. After a certain number of stamps, discounts in shops, restaurants, hotel, bus tickets etc. will be granted. Therefore, the loyalty of tourists is rewarded not only with the 'care' of the community but also with economic benefits.

Replicability: the practice is potentially replicable to many tourism destinations in Greece. Some municipalities already established contacts with Hersonissos (especially Cretan municipalities) to enquire on the costs, procedures, stakeholders' involvement and efficiency of the practice, so to replicate it in their towns.

Integration: all economic operators (hotel owners, restaurant/bar owners, car rental agencies, etc.) participate in the initiative by identifying their most loyal customers to be included in the annual list of repeaters; and by contributing economically (restaurants and hotels for instance offer dinners during the award celebration, other operators contribute as sponsors supporting the organisation of award ceremony).

Capitalisation: ‘repeaters’ are involved in many different initiatives. For example, when the local representatives attend international tourism fairs, the repeaters from that country are invited too. On this occasion, repeaters receive small gifts such as local products and other gadgets from the municipal administration. Loyal tourists were also interviewed to share their experiences in Chersonissos and to explain the reasons for coming back for 10, 20, 30 years. This material was collected in a video, now part of the touristic promotional material of Hersonisos.

TRIPOLI - Digital tour

Name of municipality: Tripoli

Name of practice: Digital guide

Year of implementation: 2014

Relevance: the project aimed at creating an online archive of historical documents. The platform provides a private access area to historians and experts, and a user-friendly website for tourists to experience digital tours of two museums and one cave in the area of Tripoli, and to obtain information on cultural attractions of the city and its surroundings.

Efficiency: the digital tours open up the two museums and the cave to people who cannot visit them in person (people with economic issues or disabilities).

Innovation: the innovation factor of this practice consists in strengthening cultural identity by reaching out disadvantaged citizens through e-tools.

Impact: so far 70.000 visitors consulted the website. There is no evidence of the impact of the platform on the visits to museums or cultural attractions of the area.

Sustainability: the follow up plan includes the extension of this database and digital guide to the whole Arcadia region.

Replicability: easily replicable (it was put in place in other municipalities too).

Integration: the website platform is now managed by volunteers (sense of ownership of the project). In the future the practice could be part of EU-funded initiatives on culture and digitalisation of archives.

Capitalisation: managers of the platform are seeking support of private investors. The platform is also expected to become a window on local products and services.

THESSALONIKI & THERMI - People (same practice)

Name of municipality: Thessaloniki/Thermi

Name of practice: app for citizens to report to municipality

Year of implementation: 2015

Relevance: the project stems from the need to improve the delivery of services by engaging citizens. Thanks to this practice citizens can report on delay/disruptions of services and suggest possible improvements to local authorities. The action seems appropriate in addressing the need identified.

Efficiency: very cost effective. The action was originally implemented in the frame of a EU project. Following the EU pilot activity, the practice is now managed by civil servants. The main impact of the project is on citizens' participation in public life - no direct economic impact except employment of experts directly involved in the development of the app and its upgrade. Impact is monitored through Google Analytics tools (web analytics service that provides statistics and basic analytical tools for search engine optimization and marketing purposes) which collect data on number of downloads, reports sent by citizens, solved issues etc.

Innovation: the project consists in a PC programme and a smartphone app to send non-emergency reports/pictures of disrupted services or damages to infrastructures. Citizens are involved as "city monitors" to increase their sense of ownership of the city. For instance, users can vote online services/repairs which should be priorities by the local administration and can suggest possible improvements/activities.

Impact: more detailed statistics on users (demographic data such as age and sex) are lacking and might be useful to define a profile of the users and to enhance the dissemination of the app to citizens' categories not yet involved in the initiative.

Sustainability: the sustainability of the project mainly depends on willingness of citizens to participate. At date, the number of citizens participating has increased in both municipalities. It is part of a SMART city approach. Indeed, other apps and digital tools were developed by the 2 cities, which provide platforms for shopping online, control of air pollution, exchange of information with citizens on cultural events, etc. The idea is that the use of dedicated apps can optimise communication and involve younger generations in the life of their community.

Replicability: easy replicability (open source software). Cost for setting up the app is roughly 6-7.000 euros (Logotech S.A.) but the system would then be operated by civil servants.

Integration: the project could have an indirect impact on tourism (the aim of the app is a cleaner/more efficient/more citizen-shaped city). This applies more to Thessaloniki than to Thermi. In both cases this initiative aims at turning the city into a SMART city. In Thermi citizens and stakeholders were involved in the development of the app (this did not happen in Thessaloniki). Citizens using the app or the programme on PC are approximately 8.500 in Thessaloniki and 1.000 in Thermi.

Capitalisation: promotion of the practice is made by TV/radio spots and during events/festivals in Thessaloniki; while in Thermi through word of mouth. In the original EU pilot project, peer to peer discussions were held with other municipalities involved in the activity (the project was implemented in Greece, Spain, Germany, and France).

APPENDIX IV – OPEN DAY AGENDA



European Union – Council of Europe Joint Project

“Technical Assistance on Institutional Enhancement for Local Governance in Greece”

With the support of:



BEST PRACTICE PROGRAMME

OPEN DAY

27 June 2017

“P. Alexopoulos” Room, Cultural Centre of the Municipality of Tripoli

10.30 – 11.00	Welcome to participants Mayor of Tripoli, Mr. Dimitris Pavlis
11.00 – 11.30	Council of Europe Best Practice Programme Mr. Jon Barber, CoE Expert
11.30 – 12.00	Digital Tour – Best Practice Tripoli Ms. Katerina Siampou, Head of Programming Division
12.00 – 12.30	E-Parking – Best Practice Tripoli Mr. Manolis Wallace, ICT Professor, University of Peloponnese
12.30 – 13.00	Climbing Park – Best Practice Notya Kinouria Mayor Mr. Charalambos Lysikatos
13.00 – 13.30	European Label of Governance Excellence Mr. Jon Barber, CoE Expert
13.30 – 14.30	Open debate



Κοινό Έργο Ευρωπαϊκής Ένωσης - Συμβουλίου της Ευρώπης
για τη Θεσμική Ενίσχυση της Τοπικής Αυτοδιοίκησης

Με την υποστήριξη:



ΠΡΟΓΡΑΜΜΑ «ΚΑΛΕΣ ΠΡΑΚΤΙΚΕΣ ΣΤΟΥΣ ΔΗΜΟΥΣ ΤΗΣ ΕΛΛΑΔΑΣ»

ΗΜΕΡΙΔΑ

27 Ιουνίου 2017

Αίθουσα Πνευματικού Κέντρου Δήμου Τρίπολης «Π. Αλεξόπουλου»

10.30 – 11.00	Καλωσόρισμα Δήμαρχος Τρίπολης, κ. Δημήτρης Παυλής
11.00 – 11.30	Πρόγραμμα Καλών Πρακτικών του Συμβουλίου της Ευρώπης κ. Jon Barber, Εμπειρογνώμονας του Σ.Ε.
11.30 – 12.00	Digital Tour – Καλή πρακτική Δήμου Τρίπολης κα Κατερίνα Σιάμπου, Επικεφαλής του Τμήματος Προγραμματισμού, Ανάπτυξης και Οργάνωσης
12.00 – 12.30	E-Parking - Καλή πρακτική Δήμου Τρίπολης κ. Εμμανουήλ Γουάλλες, Καθηγητής Πληροφορικής, Πανεπιστήμιο Πελοποννήσου
12.30 – 13.00	Climbing Park – Καλή πρακτική Δήμου Νότιας Κυνουρίας Δήμαρχος Νότιας Κυνουρίας κ. Χαράλαμπος Λυσικάτος
13.00 – 13.30	Ευρωπαϊκό Σήμα Αριστείας στη Χρηστή Διακυβέρνηση (ELoGE) κ. Jon Barber, Εμπειρογνώμονας του Σ.Ε.
13.30 – 14.30	Ανοιχτή συζήτηση – Ερωτήσεις

APPENDIX V – STUDY VISIT AGENDA



European Union – Council of Europe Joint Project

“Technical Assistance on Institutional Enhancement for Local Governance in Greece”

COUNCIL OF EUROPE BEST PRACTICE PROGRAMME IN GREECE

STUDY VISIT

From 19 to 22 June 2017

Hotel Valamar Lacroma

Iva Dulčića street no.34

Babin Kuk area

With the participation of:



PROGRAMME

Monday, 19 June 2017

// *Arrival*

19:00 Dinner

Tuesday, 20 June 2017

9:30 Meeting of all participants

10.00 – 12.30 City Tour

13.00 – 15.00 Lunch

15.00 – 17.00 Best Practice Academy – Strategic thinking

20.00 Dinner

Wednesday, 21 June 2017

10.00 – 13.30 Best Practice Academy - Vision development

13.30 – 15.00 Lunch

15.00 – 18.00 Best Practice Academy - Strategic planning

20.30 Dinner

Thursday, 22 June 2017

10.00 – 13.00 Best Practice Academy - Presentation of the strategic plan

13.00 – 15.00 Lunch

// *Departure*

AGENDA

Best Practice Academy

DURA premises, Branitelja Dubrovnika 15, ground floor

Tuesday, 20 June 2017

- | | |
|---------------|--|
| 09.30 – 10.00 | Registration and welcoming coffee |
| 10.00 – 12.30 | City tour – Old Town area
<i>Dubrovnik projects: https://cityos.io/dubrovnik</i> |
| 13.00 – 15.00 | Lunch |
| 15.00 – 17.00 | Best Practice Academy – Strategic thinking |
| 20.00 | Dinner |

Wednesday, 21 June 2017

- | | |
|---------------|---|
| 10.00 – 11.30 | Best Practice Academy – Vision development |
| 11.30 – 12.00 | Coffee Break |
| 12.00 – 13.30 | Best Practice Academy – Vision development |
| 13.30 – 15.00 | Lunch |
| 15.00 – 16.30 | Best Practice Academy – Strategic planning |
| 16.30 – 17.00 | Coffee break |
| 17.00 – 18.00 | Best Practice Academy – Strategic planning |
| 20.30 | Dinner |

AGENDA

Best Practice Academy

DURA premises, Branitelja Dubrovnik 15, ground floor

Thursday, 22 June 2017

10.00 – 11.30	Best Practice Academy – Presentation of the strategic plan
11.30 – 12.00	Coffee break
12.00 – 13.00	Wrap-up
13.00 – 15.00	Lunch
//	Departure

PARTICIPATION LIST

CENTRE OF EXPERTISE FOR LOCAL GOVERNMENT REFORM, COUNCIL OF EUROPE

Ms Claudia Piferi

Email: Claudia.piferi@coe.int

Ms Katerina Chaztipetrou

Email: Katerina.CHATZIPETROU@coe.int

CITY OF DUBROVNIK DEVELOPMENT AGENCY - DURA

Ms Andrea Novaković

Mr Niksa Niksa Vlahusic

Mrs. Marijana Puljas

EETAA (Hellenic Agency for Local Development and Local Government)

Ms Georgia Gonou

Mr Thanasis Bisbikis

CHERSONISSOS

Mr. Ioannis Mastorakis, Mayor

Mr. Efthymios Mountrakis, Vice Mayor

NOTIA KYNOURIA

Ms Maria Papavasileiou, Municipal Councilor

THERMI

Ms Ioanna Pantelidou, Head of Programming Division

Ms Evgenia Papanikolaou, Contributor of Programming Division

THESSALONIKI

Mr. Emmanouil Mimilidis, Head of e-Government Division

Mr. Charalampos Chatzis, Director of e-Government Division

TRIPOLI

Ms Aikaterini Siampou, Head of Programming Division-Municipality of

Ms Aikaterini Svolou, Director of Programming Division