REGIONAL INFORMATION SOCIETY INITIATIVE

Project Name: **ATHINA**

Deliverable: D02

WORK PROGRAMME

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WORK PROGRAMME
ATHINA Project

1.   INTRODUCTION

Attica is the region in Greece where the Athens and Piraeus urban conglomeration belongs. It consists of the Attica basin (where the majority of the population lives) and the rural and island part. The proposed project concerns the Attica basin, thus here forth with the term Attica we imply this particular geographic location.

The major goal of the ATHINA project is to establish a permanent mechanism in order to promote commitment and close collaboration among key regional actors around a regional Information Society strategy for Attica. This will be achieved by the establishment of a Steering Committee - an open and committed forum - that will be responsible to draw regional partnership and consensus around an "Action Plan" . The committee taking into account the general guidelines of various National and European initiatives will try to apply and specialise them for the specific needs of the region of Attica.

The project targets to:

1. The creation of a realistic Action Plan for the urban conglomeration of Greater Athens and Piraeus in Greece, leading to the development of key components of the Information Society concepts, taking into account the particularities and the strengths of the said region.

2. The creation of an open forum, following the project end, which will provide high level assistance and guidance to the potential users and other actors, and will provide a permanent link co-ordination with other similar activities within EU.

2.   PHASES

In order to focus resources on the production of the main policy documents and the organisation of targeted events to promote awareness, to generate new ideas, to consult key regional players and to achieve consensus, the action will be implemented in three phases:

- Phase 1 : Organisation and Options
- Phase 2 : Strategy Development and Identification of Priorities
- Phase 3 : Action Plan & Dissemination

2.1.   Phase 1: Organisation and Options

2.1.1. Main activities

1. To establish an appropriate management structure
2. To provide recommendations on reporting, deliverables and reviews
3. To set the detailed activities and tasks of the project (Work Programme)
4. To align the Work Programme with the other RISI Projects Plans (final version of the Work Programme)
5. To create and organise working groups per technical activity.
6. To organise and develop partnership with the key regional players
7. To Identify key information for the assessment of the current status.
8. To draft an "Options Paper"
9. To prepare the dissemination and communication mechanism (announcements to the press, publications, public events, web site, etc.)

2.1.2. Description of Tasks

2.1.2.1.   TASK 1: Management Structure

Duration: 1/11/96 - 28/2/97

Objectives :   To identify the key elements of a workable and effective management approach and adopt a well-structured, efficient and harmonised management scheme

Technical Approach : In order to develop consensus in a regional level, promote partnership and commitment among key players, ensure inter-regional co-operation and perform tasks efficiently the next steps will be followed:
- First meeting of the Steering Committee: The main objectives of the RISI projects will be presented and the role and the responsibilities of the Committee will be explained to the members.
- Set-up the working procedures of the Steering Committee: meetings' schedule, submission review and adoption of documents, inter-regional co-operation etc.
- Steering Committee Extension: New members will be added according to specific needs, keeping its size to a manageable number of members.
- Organisation of Steering Committee Secretariat: Set-up of the executive unit and definition of its working procedures.
- Nomination of the Management Director within the Management Unit.
- Set-up of Project administration and communication procedures.
- Provision of Guidelines on reporting, deliverables and reviews.
- Approval of the management structure by the Steering Committee.
- Preparation and Approval by all partners of the consortium agreement

defining relations within the consortium and towards the Commission

Responsible Partners :   **DAEM,** UoA

Deliverables &   D01, "Management Structure", 28/2//97, Commission
Milestones: M01, "Consortium Agreement", 28/2/97, Consortium-Commission

2.1.2.2.   TASK 2: Detailed Work Programme

Duration: 1/1/97 - 28/2/97

Objectives :   To adopt an efficient Work Programme, coherent with the RISI objectives

Technical Approach :   The approach to be followed includes:
- Comparison of RISI framework for action with regional current status and needs
- Identification of the activities in order to promote partnership
- Identification of the procedures for public consultation and dissemination of results
- Determination of the detailed activities and time schedule
- Definition of Working Groups
- Alignment of the Project Plan to other RISI projects
- Adoption of the Work Programme by the Steering Committee

Responsible Partners :   **UoA**, DAEM

Deliverables &   D02, "Work Programme", 28/2/97, Commission
Milestones:

2.1.2.3.   TASK 3: Working Groups

Duration: 1/2/97 - 31/3/97

Objectives :   To organise and co-ordinate Working Groups addressing specific issues

Technical Approach :
- Indicate the Working Group Leaders
- Involve individuals, from all participating organisations, with expertise and knowledge relevant to the Working Group tasks
- Adopt a detailed work plan and time schedule from each Working Group
- Define working methodologies
- Organise internal collaboration and transfer of expertise

Responsible Partners :   **PoP**, all partners

Deliverables &   M02, "Working Groups' Work Plans", 31/3/97, Internal
Milestones:

2.1.2.4.   TASK 4: Networking with Key Regional Players

Duration: 1/2/97 - 31/7/97

Objectives :   To establish a network of key regional players.
                               To organise the exchange of ideas, strategies, experiences and resources among regional players.

Technical Approach :   − Identify key regional players and establish contacts
                               − Define an interaction procedure
                               − Interview key actors and identify common issues for discussions
                               − Involve Steering Committee to the partnership building
                               − Ensure feedback from all meetings
                               − Keeping informal personal contacts with key actors
                               − Provide a co-ordination procedure in the region

Responsible Partners :   **DAEM**, all partners

Deliverables &   M03, "Participating Players Contact List", 31/7/97, Internal
Milestones:

2.1.2.5.   TASK 5: Identification of Background Information

Duration: 1/2/97 -31/5/97

Objectives :   To identify and acquire the relevant information for the " Options Paper"

Technical Approach :   − Determine requested information on:
                               　　　∗ Information Society & E.U.
                               　　　∗ Telecom infrastructure in the region
                               　　　∗ existing data services
                               　　　∗ extent and nature of ICT use and users in the region
                               　　　∗ ICT-related qualification holders
                               　　　∗ applications
                               　　　∗ extent of awareness of ICTs
                               　　　∗ planning capabilities
                               − Acquire information from major anticipated sources, such as:
                               　　　∗ EU documents
                               　　　∗ Greek Telecom (OTE)
                               　　　∗ The Manpower Organisation of Greece (OAED)
                               　　　∗ Eurostat and National Statistics Service
                               　　　∗ The Greek Technical Chamber etc.
                               − Organise and distribute information

Responsible Partners :   **OTE,** DAEM, OAED, UoA, INTELLSERVE

Deliverables &   M04, "Index of background Information", 31/5/97, Internal
Milestones:

2.1.2.6. TASK 6: Options Paper

Duration: 1/2/97 - 31/5/97

Objectives :   To identify the main problems and opportunities for developing the Information Society in the regional context
To draft a problems and opportunities paper (Options Paper) based on existing information for extensive dissemination.

Technical Approach :
− Identify the relevant issues
− Define the appropriate context
− Identify the relevant actors
− Identify and evaluate the regional needs and demands in relevant sectors (tourism, industry and SMEs, public services, administration, users, the general public)
− Assess the technological developments (relevant applications and services, needed infrastructures and generic services, research development and innovation)
− Assess the institutional capabilities and barriers (human resources, education and training, social dialogue, awareness and attitudes of key players, public/private partnership)
− Perform comparative assessment of the regional situation
− Explore and analyse the scope for action
− Create the "Options Paper"
− Submit the "Options Paper" to the Steering Committee for adoption

Responsible Partners :   **ANDIP-APEX**, all partners

Deliverables &   D03, "Options Paper", 31/5/97, Commission-Public
Milestones:

2.1.2.7. TASK 7: Dissemination and Communication Mechanism Set-up

Duration: 1/2/97 - 31/7/97

Objectives :   To set in place specific mechanisms for ensuring promotion of awareness, widespread consultation and effective consensus building.
To establish a common electronic communication platform providing efficient documentation and communication tools in regional and inter-regional level.

Technical Approach :
− Make the initial press releases
− Schedule the interviews, seminars, workshops, colloquia and press conferences
− Organise a Delphi survey
− Broaden the Working Groups
− Design, establish and maintain a regional Web server for internal network communication and dissemination of information (project library, Discussion Forum, project presentation, links to other projects)

          − Define standards for exchanging information and documents in electronic format
          − Prepare the publication of the project newsletters (in printed and electronic format)

Responsible Partners : **UoA,** DAEM, ANDIP-APEX, INTELLSERVE

Deliverables &   M05, "The ATHINA Web Site", 31/7/97, Public
Milestones: M06, "The ATHINA Newsletter", 31/7/97, Public

2.2.   Phase 2: Strategy Development and Identification of Priorities

2.2.1. Main activities

1. To organise seminars, workshops and colloquia in order to extend and enrich the discussion on "Options Paper"
2. To involve the key regional players and committed experts in the consultation process in order to build an effective consensus on the main regional problems, opportunities and impact of ICT services and applications
3. To take into account comments and recommendations on the "Options Paper" from other regions and external experts
4. To review "Options Papers" from other regions
5. To submit the observations and proposals on the "Options Paper" to the Steering Committee for adoption
6. To publish the final version of the "Options Paper" including conclusions from the consultation process
7. To draft an outline "Strategy and Priorities for Action" document
8. To prepare a mid-term Progress Report
9. To participate in the mid-term review organised by the Commission
10. To find additional funds

2.2.2. Description of Tasks

2.2.2.1.   TASK 1: Dissemination and Evaluation of the "Options Paper"

Duration: 1/7/97 - 30/9/97

Objectives :   To discuss the "Options Paper" in order to promote awareness, generate new ideas, involve and consult the regional players and achieve consensus

Technical Approach :
- Organise seminars, workshops and colloquia, in order to extend and enrich the discussions on "Options Paper"
- Interview regional key actors
- Accomplish the Delphi survey
- Take into account comments and recommendations from other regions on the "Options Paper"
- Engage external experts in order to assist the evaluation of the "Options Paper"
- Collect and appreciate the results of the consultation

Responsible Partners : **DAEM,** all partners

Deliverables &   M07, "List of Events for Options Paper", 30/7/97, Public
Milestones:

2.2.2.2.   TASK 2: Mid-term Progress Report

Duration: 15/6/97 - 15/7/97

Objectives :   To prepare a mid-term progress report and to submit this to the Steering Committee for approval

Technical Approach :
− Describe the activities carried out
− Report on the methodologies applied
− Mention the achievements obtained
− Give a detailed account of the resources employed
− Evaluate the results of the first phase of the projects
− Point out the deviations from the schedule of the Work Programme
− Submit the mid-term progress report to the Steering Committee for adoption

Responsible Partners : **UoA,** DAEM, INTELLSERVE
Deliverables &   D04, "Mid-term Progress Report", 15/7/97, Commission
Milestones:

2.2.2.3.   TASK 3: Review of "Options Papers" from Other Regions

Duration: 1/8/97 - 31/8/97

Objectives :   To review a minimum of two "Options Paper" from other regions

Technical Approach :
− Designate the Reviewers for each "Options Paper"
− Individual reporting
− Common report for each "Options Paper" from the Reviewers
− Discussions within the RISU and final Peer Review Document

Responsible Partners : **ANDIP-APEX,** all partners

Deliverables &   D05, "Peer Review Options Documents", 31/8/97, Commission-Public
Milestones:

2.2.2.4.   TASK 4: Publication and Dissemination of the Consultation Results on "Options Paper"

Duration: 1/9/97 - 30/9/97

Objectives :   To publish the results of the consultation together with the response of the Steering Committee.
To disseminate the Consultation Document

Technical Approach :
 – Produce a Consultation Document of the "Options Paper", containing the observations and the proposals obtained from the public consultation
 – Submit the Consultation Document to the Steering Committee for adoption
 – Draft a response to the observation and proposals of the Consultation Document (by the Steering Committee)
 – Provide a final version of the "Options Paper"
 – Publish and diffuse the "Options Paper", the Consultations Document and the Steering Committee response (in printed and electronic format)

Responsible Partners : **OAED,** all partners

Deliverables &
Milestones: D06, "Consultations Document for Options Paper and Steering Committee response", 30/9/97, Commission-Public
D07, "Options Paper - Updated version" 30/9/97, Commission - Public

2.2.2.5. TASK 5: Participation in the Mid-term Review

Duration: 1/9/97 - 31/10/97

Objectives :   To participate to the mid-term review procedure and to perform the necessary modifications to the work content of the project

Technical Approach :
 – Analyse the Reviewers' comments and to prepare the involved partners for the mid-term review
 – Participate the mid-term review
 – Perform any adequate modifications to Work Programme and
 – Consider restructuring of the partnership

Responsible Partners : **DAEM,** all partners

Deliverables &
Milestones: M08, "Modifications to the Work Programme due to the mid-term review", 31/10/97, Internal

2.2.2.6. TASK 6: Strategy and Priorities for Action - Draft Version

Duration: 1/9/97 - 30/11/97

Objectives :   To draft an outline "Strategy and Priorities for Action" document

Technical Approach :
 – Analyse the results of the "Options Paper"
 – Interview the key regional actors
 – Analyse and discuss the Delphi survey results within the RISU
 – Use of relevant documents and information sources
 – Evaluate the outputs of the Working Groups
 – Establish a internal agreement for the strategies and priorities
 – Finalise the Table of Contents of the "Strategy and Priorities for Action" document

          − Create a draft version of the document
          − Submit the "Strategy and Priorities for Action" document to the Steering Committee for adoption

Responsible Partners :   **DAEM**, all partners

Deliverables &   D08, "Strategy and Priorities for Action - Draft Version", 30/11/97,
Milestones: Commission - Public

2.2.2.7. TASK 7: Quest for Additional Funds

Duration: 1/6/97 - 30/11/97

Objectives :   To search for additional funds and political sponsors

Technical Approach :   − Gain the support of a high level political sponsor
                    − Specify and evaluate any alternative source of funding
                    − Initiate the appropriate actions
                    − Convince for the worthiness of the investment

Responsible Partners :   **DAEM,** OTE, ANDIP-APEX, Prefecture of Piraeus
Deliverables &   M09, "Report on the undertaken actions for additional funding", 30/11/97,
Milestones: Internal

2.3. Phase 3: Action Plan and Dissemination

2.3.1. Main activities

1. To organise seminars, workshops and colloquia in order to extend and enrich the discussion on "Strategy and Priorities for Action"
2. To involve the key regional players and committed experts in the consultation process in order to build an effective consensus on the regional "Strategy and Priorities for Action"
3. To take into account comments and recommendations from other regions, external experts and the mid-term review
4. To present the Strategy document to other regions and at an inter-regional RISI conference
5. To hunt for new partners
6. To carry out a feasibility study of key applications
7. To submit the final version of Strategy document to the Steering Committee for adoption
8. To publish and disseminate the final "Strategy and Priorities for Action" document including an overall assessment of the project experience
9. To prepare the final report
10. To ensure legacy

2.3.2. Description of Tasks

2.3.2.1. TASK 1: Dissemination and Evaluation of the "Strategy and Priorities for Action" - Draft version

Duration: 1/11/97 - 31/1/98

Objectives :   To discuss the "Strategy and Priorities for Action" in order to generate new ideas, involve and consult the regional players and achieve consensus

Technical Approach :
- Organise seminars, workshops and colloquia, in order to extend and enrich the discussions on "Strategy and Priorities for Action"
- Take into account comments and recommendations from other regions on the "Strategy and Priorities for Action"
- Exploit the results of the mid-term review
- Collect and appreciate the results of the consultation

Responsible Partners : **DAEM**, all partners
Deliverables & Milestones: M10, "List of Events for Action Plan", 31/1/98, Public

2.3.2.2. TASK 2: Review of "Strategy and Priorities for Action" from Other Regions and Inter-regional Co-operation

Duration:	1/1/98 - 31/1/98
Objectives :	To review a minimum of two Action Plans from other regions. To present the Strategy document to other regions and to an inter-regional RISI conference

Technical Approach :
- Designate the Reviewers for each Strategy document
- Individual reporting
- Common report for each Strategy document from the Reviewers
- Discussions within the RISU and final Peer Review Document
- Present the ATHINA Strategy document to other regions
- Present the ATHINA Strategy document at an inter-regional RISI conference

Responsible Partners : **UoA,** all partners

Deliverables & Milestones: D09, "Peer Review Strategy Documents", 31/1/98, Commission-Public

2.3.2.3. TASK 3: Broadening the Partnership

Duration:	1/10/97 - 31/1/98
Objectives :	To enlarge the number of the participating regional players in order to enhance consensus

Technical Approach :
- Consider recommendations from mid-term review
- Reconsider status of partnership, needs, problems, priorities and benefits
- Bring in a high level political sponsor
- Gain support from decision makers
- Exploit the results obtained

Responsible Partners : **PoP**, all partners

Deliverables & Milestones: M11, "List of new partners", 31/1/98, Internal

2.3.2.4. TASK 4: Definition Phase for Action Plan

Duration:	1/1/98 - 31/3/98
Objectives :	To carry out the feasibility of priority actions

Technical Approach :
- Involve external experts, key actors of the regional players' network and qualified personnel of the project partners to assess:
  - ∗ technical feasibility

       ∗ financial viability
       ∗ economic value-added
       ∗ social acceptance and benefits
       ∗ identification and securing of funding sources
     for the defined priority actions
   − Evaluation of the assessments and incorporation of the results in the Strategy document

Responsible Partners :   **ANDIP-APEX**, DAEM, OTE, Prefecture of Piraeus, INTELLSERVE

Deliverables &   D10, "Report on Feasibility of Priority Actions", 31/3/98, Commission-Public
Milestones:

2.3.2.5. TASK 5: Final Version and Diffusion of "Strategy and Priorities for Action" document

Duration: 1/3/98 - 30/4/98

Objectives :   To publish and disseminate a final "Strategy and Priorities for Action" document

Technical Approach :   − Revise the Strategy document taking into account the observations and the proposals arising from the public consultation
        − Taking into account the results from the Definition phase for priority actions
        − Consider the remarks of the other regions reviewers
        − Prepare the Final version of the Strategy document
        − Include to the document the methodology applied, the process developed and the lessons learnt by the RISI.
        − Submit the Document to the Steering Committee for adoption
        − Publish and diffuse the "Strategy and Priorities for Action" document (in printed and electronic format)

Responsible Partners :   **DAEM,** all partners

Deliverables &   D11, "ATHINA Strategy and Priorities for Action", 30/4/98, Commission-Public
Milestones:

2.3.2.6. TASK 6: Final Report and Legacy

Duration: 1/4/98 - 31/5/98

Objectives :   To prepare the final report of the project
        To define actions ensuring the legacy

Technical Approach :   − Prepare the final report of the project describing:
         ∗ the methodologies applied
         ∗ the experience obtained
         ∗ the activities and processes developed
         ∗ the lessons learnt from the RISI and from the inter-regional co-operation

        ∗ the partnership process implemented
      − Define actions and roles to ensure the legacy of the ATHINA

Responsible Partners : **DAEM,** UoA
Deliverables &   D12, "Final Report", 31/5/98, Commission -Public
Milestones:

3.   List of Deliverables and Milestones

D01	**"Management Structure"**	**28/2/97**	**Commission**
M01	"Consortium Agreement"	28/2/97	Consortium-Commission
D02	**"Work Programme"**	**28/2/97**	**Commission**
M02	"Working Groups' Work Plans"	31/397	Internal
M03	"Participating Players Contact List"	31/7/97	Internal
M04	"Index of background Information"	31/5/97	Internal
D03	**"Options Paper"**	**31/5/97**	**Commission-Public**
M05	"The ATHINA Web Site"	31/7/97	Public
M06	"The ATHINA Newsletter"	31/7/97	Public
M07	"List of Events for Options Paper"	31/7/97	Public
D04	**"Mid-term Progress Report"**	**15/7/97**	**Commission**
D05	**"Peer Review Options Documents"**	**31/8/97**	**Commission-Public**
D06	**"Consultations Document for Options Paper and Steering Committee response"**	**30/9/97**	**Commission-Public**
D07	**"Options Paper - Updated version"**	**30/9/97**	**Commission - Public**
M08	"Modifications to the Work Programme due to the mid-term review"	31/10/97	Internal
D08	**"Strategy and Priorities for Action - Draft Version"**	**3011/97**	**Commission - Public**
M09	"Report on the undertaken actions for additional funding"	31/1/98	Internal
M10	"List of Events for Action Plan"	31/1/98	Public
D09	**"Peer Review Strategy Documents"**	**31/1/98**	**Commission-Public**
M11	"List of new partners"	31/1/98	Internal
D10	**"Report on Feasibility of Priority Actions"**	**31/3/98**	**Commission-Public**
D11	**"ATHINA Strategy and Priorities for Action"**	**30/4/98**	**Commission-Public**
D12	**"Final Report"**	**31/5/98**	**Commission - Public**

4.   Time Schedule

	1st			2nd			3rd			4th			1st			2nd			3rd			4th		
Phase 1	■	■	■	■	■	■	■	■	■															
Management Structure	▓	▓	▓	▓																				
Detailed Work Programme			▓																					
Working Groups				▓																				
Networking with Key Regional Players				▓	▓	▓	▓	▓																
Identification of Background Information				▓	▓	▓																		
Options Paper				▓	▓	▓	▓																	
Dissemination and Communication Mechanism Set-up				▓	▓	▓	▓	▓																
Phase 2										■	■	■	■	■	■									
Dissemination and Evaluation of the "Options Paper"										▓	▓	▓												
Mid-term Progress Report										▓														
Review of "Options Papers" from Other Regions												▓												
Publication and Dissemination of the Consultation Results on "Options Paper"													▓											
Participation in the Mid-term Review													▓	▓										
Strategy and Priorities for Action - Draft Version													▓	▓										
Quest for Additional Funds										▓	▓	▓	▓											
Phase 3																■	■	■	■	■	■			
Dissemination and Evaluation of the "Strategy and Priorities for Action" - Draft version																▓	▓							
Review of "Strategy and Priorities for Action" from Other Regions and Inter-regional Co-operation																		▓						
Broadening the Partnership																▓	▓							
Definition Phase for Action Plan																		▓	▓					
Final Version and Diffusion of "Strategy and Priorities for Action" document																				▓	▓			
Final Report and Legacy																					▓	▓		

5.   List of Leading Organisations by Task

Phase 1   Organisation and Options
Task 1.1 Management Structure ....**DAEM**
Task 1.2 Detailed Work Programme ....**UoA**
Task 1.3 Working Groups ....**PoP**
Task 1.4 Networking with Key Regional Players .... **DAEM**
Task 1.5 Identification of Background Information .... **OTE**
Task 1.6 Options Paper ....**ANDIP**
Task 1.7 Dissemination and Communication Mechanism Set-up .... **UoA**

Phase 2   Strategy Development and Identification of Priorities
Task 2.1 Dissemination and Evaluation of the "Options Paper" .... **DAEM**
Task 2.2 Mid-term Progress Report ....**UoA**
Task 2.3 Review of "Options Papers" from Other Regions .... **ANDIP**
Task 2.4 Publication and Dissemination of the Consultation Results
                on "Options Paper" ....**OAED**
Task 2.5 Participation in the Mid-term Review .... **DAEM**
Task 2.6 Strategy and Priorities for Action - Draft Version .... **DAEM**
Task 2.7 Quest for Additional Funds .... **DAEM**

Phase 3   Action Plan Dissemination
Task 3.1 Dissemination and Evaluation of the
                "Strategy and Priorities for Action" - Draft version .... **DAEM**
Task 3.2 Review of "Strategy and Priorities for Action" from
                Other Regions and Inter-regional Co-operation .... **UoA**
Task 3.3 Broadening the Partnership .... **PoP**
Task 3.4 Definition Phase for Action Plan .... **ANDIP**
Task 3.5 Final Version and Diffusion of
                "Strategy and Priorities for Action" document .... **DAEM**
Task 3.6 Final Report and Legacy .... **DAEM**