

# Upgrading the Property Valuation System in Rural Areas in Greece

Deliverable 6: Project Final Report

**Technical Support Instrument**

*Supporting reforms in 27 Member States*



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*This document is based on the PM<sup>2</sup> project management methodology*

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v 0.3	08/03/2024	ATEPAA comments
v 0.2	09/02/2024	ATEPAA / DG REFORM comments
v 0.1	15/12/2023	Initial Submission

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## ABBREVIATIONS

Abbreviation	Definition
ΑΤΕΠΑΑ / ΑΤΕΡΑΑ	Independent Department of Valuation & Determination of Property Values
BIV	Basic Initial Value
BoG	Bank of Greece
DG REFORM	Directorate General for Structural Reform Support
GIS	Geographical Information System
GSISDG	General Secretariat for Information Systems & Digital Governance
IAPR	Independent Authority for Public Revenue
IPV	Initial Plot Value
MoEF	Ministry of Economy and Finance
ΟΡΕΚΕΡΕ	Greek Payment Authority of Common Agricultural Policy
PM	Project Manager
PM <sup>2</sup>	Project Management Methodology
RfI	Request for Information
RfS	Request for Service
SIV	Special Initial Value
SteerCo	Steering Committee
CAMA	Computer Assisted Mass Appraisal
KPI	Key Performance Indicator

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# 1. Introduction

This document is the closing part of the Activity 6, whose purpose is the conclusion of the Project entitled “*Upgrading the Property Valuation system in rural areas in Greece*”.

There are three outputs, namely Deliverable 6 – Project final report & 2-page summary, Deliverable 6 - Project Presentation and Deliverable 6 - Factsheet.

The purpose of the Project Final Report & Summary is to be used for the presentation of the results to stakeholders and might be shared with a wider stakeholder audience.

The Project Presentation is to provide to the Contracting Authority and the Beneficiary with a concise and coherent presentation of the Project’s outputs, key findings and lessons learned.

The Factsheet is to be used for communication purposes, summarizing the project’s context, scope and objectives, main activities carried out, outputs delivered, and results achieved.

The structure of this report is based on the following Sections:

- ▶ Project Overview
- ▶ Lessons Learned
- ▶ APPENDIX I – Summary
- ▶ APPENDIX II – Project Presentation (PowerPoint)
- ▶ APPENDIX III – FactSheet
- ▶ APPENDIX IV – Consolidated Table of Project Deliverables

# 2. Project Overview

The present report was developed as the final report of the Project “*Upgrading the Property Valuation System in rural areas in Greece*”, which is funded by the Directorate General for Structural Reform Support (DG REFORM) of the European Commission via the Technical Support Instrument (Regulation (EU) 2021/240) and is implemented under framework contract no. REFORM/SC2022/048 pursuant to Framework Agreement no. SRSS/2018/01/FWC/002.

EY comes as expert contractor to support the Independent Department of Valuation & Determination of Property Values (ΑΤΕΠΑΑ) under the General Secretariat of Economic Policy and Strategy of the Greek Ministry of Economy and Finance (MoEF) to upgrade the property valuation system in rural areas.

## 2.1 Objectives & Work Plan

The key objectives of this project are listed below:

- ▶ the transformation of the non-digitized zonal information to a digital form on a GIS background and
- ▶ the contribution to the design and implementation of a modern valuation system for rural areas.

This Work Plan below summarizes the deliverables timeline:

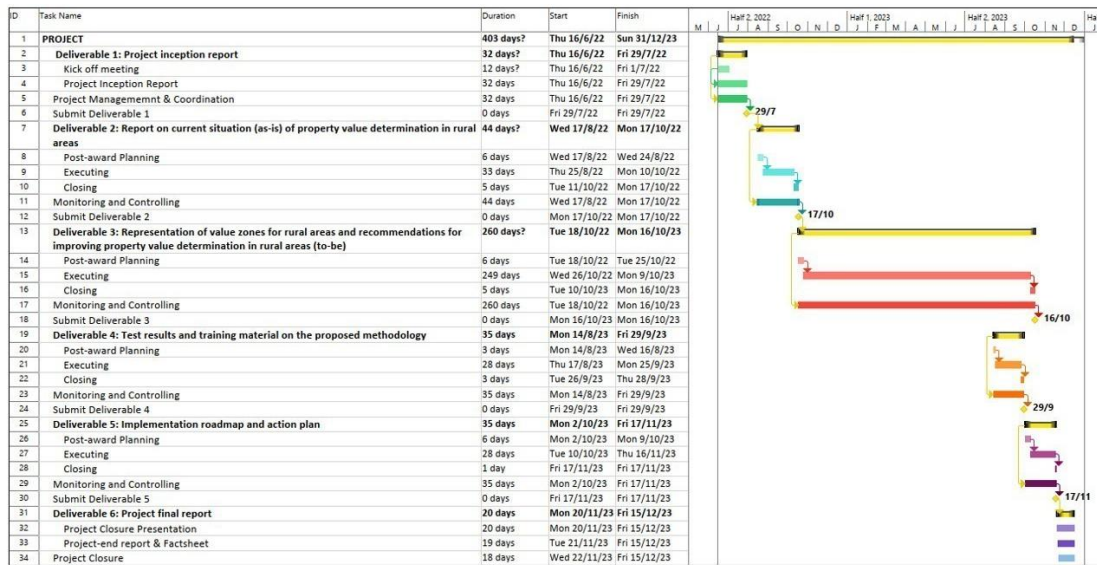


Figure 1 Work Breakdown and Deliverables

## 2.2 Stakeholders

This project had the following participants:

- ▶ Independent Department of Valuation & Determination of Property Values (ΑΤΕΠΑΑ) - Beneficiary
- ▶ DG REFORM – Contracting Authority
- ▶ EY Greece – Provider

Based on the project workings and activities, apart from the ΑΤΕΠΑΑ as the primary beneficiary, GSISDG had also a high share of interest and influence in the project.

Stakeholders Table		
Ministry of Finance	General Secretariat of Tax Policy	Interested Party
Other Public Stakeholders	Ministry of Digital Governance <ul style="list-style-type: none"> <li>▶ General Secretariat of Information Systems and Digital Governance</li> <li>▶ Hellenic Cadastre</li> </ul>	Interested Party/Data Provider
	Ministry of Rural Development and Food <ul style="list-style-type: none"> <li>▶ ΟΠΕΚΕΠΕ</li> </ul>	Data Provider
	Ministry of Environment and Energy <ul style="list-style-type: none"> <li>▶ e-poleodomia</li> </ul>	Interested Party
	Ministry of Culture (Archaeological Cadastre)	Data Provider
Independent Authorities / Entities	Independent Authority for Public Revenue (IAPR)	Interested Party

Some additional stakeholders in the broader environment that are impacted by the results of this project, once implemented, include:

## 2.3 Management Approach & Governance

For the effective management of this Project, we used the **PM<sup>2</sup> Methodology** of the European Commission.

Our approach was to manage the overall engagement coordinated by a Project Manager (PM) that ensures better cross project alignment, coordination, and management quality. This approach ensured the successful implementation of the reform.

To manage the Project, we used the management processes and artefacts of the PM<sup>2</sup> Methodology as described in the PM<sup>2</sup> Guide, and more specifically, as tailored in the Project Management Handbook.

The added value of our approach was the integrated and holistic method applied. Both the management method and the Project deliverables were tailored to the contractual requirements and beneficiary needs, following a needs analysis and requirements collection through dedicated workshops, consultations, and interviews. The collected information was then consolidated to form part of the updated project documentation.

For this project, the PM<sup>2</sup> life cycle was adopted as it is considered not only simple but also very effective, as it organizes the management activities in 4 consecutive and overlapping Phases (Initiating, Planning, Executing, Closing), as well as one overarching process (Monitor & Control).

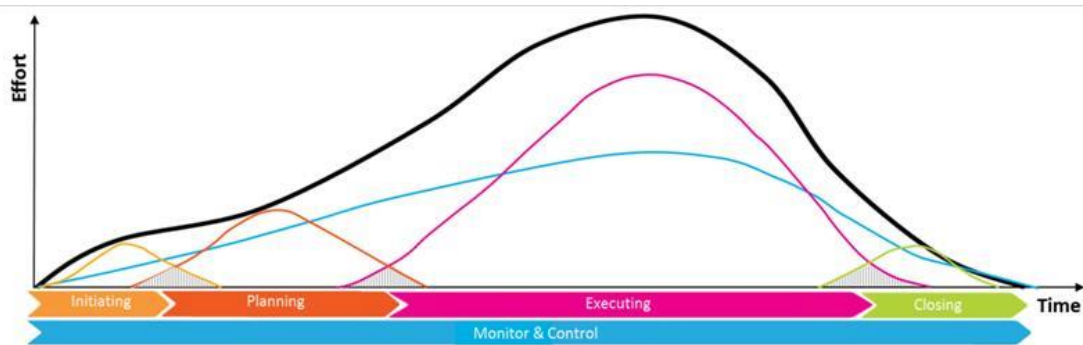


Figure 2 The Project Management Lifecycle

**Project governance** is the management framework within which all project management decisions are made. It defines the project roles and their associated responsibilities while also describing reporting and escalation lines.

It also defines the distribution of the management responsibilities to the various project roles, so it is known who has to do what in relation to all project management activities necessary for the management of this contract.

The chart below provides an overview of the project organisation, showing the relations between the various roles in the various governance layers. As a principle, we always aim to make effective decision at the lowest possible level, however, as each higher layer typically

holds stronger decision authority than the layers below, they are considered as an escalation point for decisions in the cases where issues, conflicts or risks cannot be resolved within a lower layer.

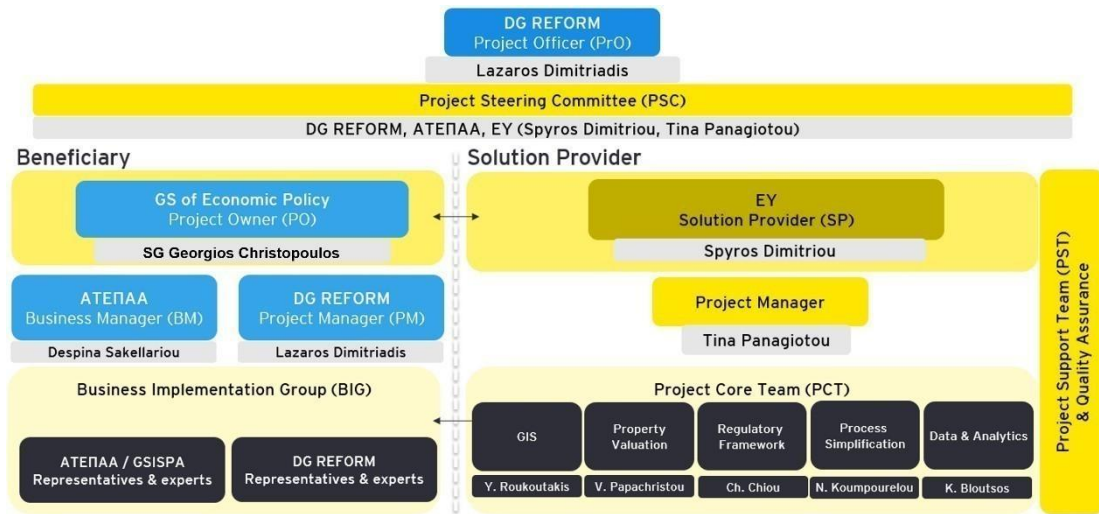


Figure 3 The Project Governance Model

## 2.4 Management Artefacts

The management of this project was facilitated by the use of a number of project artefacts. These are listed in the table below:

A/A	Key Artefact Name	Type
1	Inception Report	MS Word
2	Meeting Agendas	MS Word
3	Minutes of Meeting	MS Word
4	Project Progress Reports	MS Word

## 2.5 Project Meetings

This section presents the meetings that took place throughout the Project.

### 1) Kick-off Meeting

In the commencement of the Project, a kick-off meeting was held via videoconference (Microsoft Teams), where representatives from DG REFORM, ATEΠAA, GSISDG and EY Greece participated.

A/A	Meeting Type	Date	Documents
1.	Kick-off Meeting	July 1 <sup>st</sup> , 2022	Agenda, PPT, MoMs

During the meeting, the main points of discussion concerned the objectives of the project, its planning and management, the Governance and the participating *Roles*, the approach to be followed, the timetable and milestones, the parties participating, and the upcoming steps to be followed until the completion of the project. Additional points discussed were:

- ▶ The date of submission of the Inception Report and the RfI.
- ▶ Relevant material to be shared from previous projects.

The below sub-deliverables were also produced:

- ▶ Kick-off Meeting Agenda
- ▶ Kick-off Meeting Presentation
- ▶ Kick-off Meeting Minutes of Meeting (MoMs)

## 2) Closing Meeting

- ▶ Closing Meeting Agenda
- ▶ Closing Meeting Presentation
- ▶ Closing Meeting Minutes of Meeting (MoMs)

## 3) SteerCo Meetings

The frequency of Steering Committee meetings was set to 4 months or as required. Therefore, four (4) SteerCo meetings took place during the Project.

A/A	Meeting Type	Date	Documents
1.	1 <sup>st</sup> SteerCo	09/11/2022	Agenda, PPT, MoMs, Progress Report
2.	2 <sup>nd</sup> SteerCo	01/03/2023	Agenda, PPT, MoMs, Progress Report
3.	3 <sup>rd</sup> SteerCo	09/06/2023	Agenda, PPT, MoMs, Progress Report
4.	4 <sup>th</sup> SteerCo	15/11/2023	Agenda, PPT, MoMs, Progress Report

## 2.6 Activities, Deliverables, Results

Deliverable	Deliverable Title	Deliverable Date
Deliverable 1	Inception Report	22/09/2022
Deliverable 2	Report on current situation (as – is) of property value determination in rural areas.	15/11/2022
Deliverable 3	Sub-Del 3.1 - Representation of value zones for rural areas.	16/11/2022-16/10/2023
	Sub-Del 3.2 - Recommendations for improving property valuation in rural areas (to-be)	23/06/2023
Deliverable 4	Test results and training material on the proposed methodology.	15/12/2023
Deliverable 5	Implementation roadmap and action plan.	15/12/2023
Deliverable 6	Project Final Report	15/12/2023

The sections below present a brief **description** of the deliverables:

### **2.6.1** Inception Report

Following the kick-off Meeting, with regards to the delivery of the first deliverable, “Inception Report”, various actions were taken to confirm the common understanding of the Project in relation to the purpose, planning, methodology, scheduling, management, quality assurance, key-parties that were involved, and following steps to be completed, as agreed with the Beneficiary and the Contracting Authority.

Priority was given to the perception and presentation of the context of the Project, the presentation of its framework, main objectives, structure, and content. This analysis comprised the first section of the Inception Report.

The second section of the Inception Report delineated the planning and management of the Project and the prerequisites of quality assurance during its execution. In addition, responsibilities of the distinct working groups (e.g., Project Governance) were defined. This section described the ways of communication and cooperation between the parties. During the Project planning, the selection of the specialized project team, that the Contracting Authority would cooperate with, was considered carefully, since the proper cooperation of the members was considered to be a vital factor for a successful final outcome. Finally, a list of stakeholders was produced.

The methodology followed throughout the Project, as well as the specific tasks and activities of each phase, were presented in detail in the following section of the Report.

The Inception Report identified some key assumptions and key risks in relation to the Project.

In addition, the work schedule, key milestones, and resources throughout the duration of the project were defined. In specific, its duration was defined for an 18-month period, including final reports, conducting workshops etc.

Subsequently, a PM<sup>2</sup> aligned progress report for the Steering Committee was proposed which recorded activities and milestones that were on schedule, needed attention or required corrective action.

### **2.6.2** Deliverable 2

This deliverable provided a critical analysis of the current (as-is) situation, including the description of the current regulatory framework, the identification of the external political, economic and technological environment of the reform, the examination of the division (zoning) of the rural areas, according to their characteristics and uses, the mapping of current processes and relevant valuation premises, the description of the governance and management models, existing technical architectures, issues of data availability, and related tools, as well as best practices from other European member-states (Portugal / Cyprus). AA-ΓΗΣ”, K1, K2 and K5 forms have been examined.

The collection of the relevant information for ‘Tasks 1,2,3,4,5,6’ included in the report of Deliverable 2 was structured for reasons of cohesion and coherence as follows:

- ▶ Analysis of the methodology used to determine property valuation in rural areas.
- ▶ Assessment of the external environment of the reform, covering the political, economic, social, technological, environmental, and legal dimensions.

- ▶ Mapping of current valuation processes to the level of individual processing steps, all process participants and stakeholders, and inputs and outputs description.
- ▶ Review and assessment of existing data / information of the rural areas sub-system (discrete areas with relevant values and coefficients), including the technologies and systems supporting the business processes.
- ▶ Identification of the actual key problems and risks of the current valuation approach.
- ▶ Benchmarking with other EU Member States to extract best practices that could be applicable in the Greek context.

The main findings of the report of Deliverable 2 are summarized as follows:

- ▶ the legislative and normative framework in force needs update to support institutionally the modernization of the valuation methodology.
- ▶ the property valuation in rural areas is interdependent with respective processes and methods applied for property in urban areas.
- ▶ a modernized approach to property valuation in rural areas is essential for the completion of the tax property reform in Greece.
- ▶ the most important processes of the beneficiary were depicted in respective decision trees and flowcharts.
- ▶ existing data/information for the determination of property value in rural areas seem inadequate and outdated.
- ▶ the systemic control of the spatial data coming from entities that use it, such as for example the IAPR or Municipalities, remains a challenge.
- ▶ certain toponyms cannot be fully identified because they refer to outdated information.
- ▶ many stakeholders are involved in the determination of initial values according to existing procedures.
- ▶ there are not easily accessible analysis and quantitative methods for value determination in rural areas.
- ▶ Greece could benefit from other member states' case studies such as Cyprus and Portugal.

## **2.6.3** Deliverable 3

### **2.6.3.1** Sub-Deliverable 3.1

Sub-deliverable's 3.1 main task was the complete digitization of the BIV and SIV zones for all 7 Decentralized Administrations of Greece to be set and function together with the already digitized IPV zones on a GIS platform and facilitate an automated calculation of the objective values of land outside town planning ("rural areas").

The digitization process can be described in four stages, which were followed in each Decentralized Administration. The most important data on which the digitization of the zones was based are the polygons of the Local Departments (LD) as given by the GSISDG and included their geometry, name, and encoding (ELSTAT) per LD. On the other hand, the tables of objective value zones followed a different administrative division, that of the Municipal Departments (MD), while they did not contain any encoding. The first stage was the comparison and matching of these MD with LD tables. Once this process was completed, the coding of the zones was carried out based on the ELSTAT code from the LDs, the type of zone [BIV ("ABA" in Greek), SIV coastline ("EBA" coastline in Greek), SIV of roads ("EBA" of roads), IPV ("TO" in Greek)], and

finally the ascending number of the zone per LD. An important factor that also had to be taken into account was the officially established coastline, mainly due to the EBA at a distance from the coastline. Therefore, the next stage was the adjustment of the LD polygons to the mentioned coastline. The last and most time-consuming stage was the interpretation of the verbally descriptive data and their translation into digitized zones.

### 2.6.3.2 Sub- Deliverable 3.2

The report of Sub-deliverable 3.2 includes specific suggestions for changes on the current property valuation system in rural areas in Greece and the improvement of the methodology for determining the objective value of selected properties (land parcel, residence/apartment, detached house and agricultural buildings/warehouses) in these areas. The report also includes a recommended IT Architecture that supports the operational efficiency of the involved parties, namely the beneficiary (ΑΤΕΠΑΑ) and GSISDG and contributes to the comprehensive upgrade of the objective value determination system bridging the transition to a fully digitized approach. A thorough analysis of the existing situation was carried out and risks and bottlenecks were identified. Building on relative findings, concrete suggestions for the modernization of the used forms and coefficients, leveraging a fair scale distribution approach, and the introduction of new coefficients with the objective of aligning with market value were submitted. Due to the upcoming digitization of the value determination approach, the proposals included in Sub-deliverable 3.2 structure a transitional solution for the value determination of properties in rural areas. They are complementarily based on the benchmarking exercise conducted under Deliverable 2, which outlined Cyprus as country of reference with similar characteristics with Greece and the outputs of previously conducted technical assistance project (DG REFORM/SC2020/088) on urban areas.

The report of Sub-deliverable 3.2, follows, for reasons of cohesion and coherence, the analysis of the existing valuation forms on the selected property types, namely the “ΑΑ-ΓΗΣ”, K1, K2 and K5 forms for land parcel, residence/apartment, detached house and agricultural buildings/warehouses respectively. The report is structured as follows:

- ▶ Outline of risks and bottlenecks of the current situation
- ▶ Recommendations for the design of a transitional system for the property valuation in rural areas
- ▶ Formulation and delivery of a ready-to-use excel-based tool, allowing the user to follow the flow of the process of the property value determination
- ▶ Presentation of use cases leveraging data from local real estate’s agencies in regards with the current market values of the properties under review. Regarding the data requirements, official requests were submitted for the following information to the BoG (e.g., PropertyId, PropertyType, PropertyLocation), the Ministry of Agriculture (e.g., address, postal code, region), and the IAPR (e.g., property number, address, zonal value).
- ▶ Analysis of the IT Architecture.  
Regarding the tasks to be delivered regarding the to-be IT architecture, the recommended conceptual data model was designed, according to the information provided by the Greek authorities and to current constraints with the lack of CAMA system.

The to-be IT architecture was based on the existing situation as well as the on possibility of interconnection with other systems. Regarding the connection with the CAMA



system (for which there are no operational and technical specifications), the design of the proposed architecture is based on microservices and API orchestrators to be able to cover the interface with the new system when it is completed. However, without specific technical specifications of the CAMA system, the proposal is based on assumptions and no interconnection details can be specified. The level of the proposed architecture is at a conceptual level so that it can capture the topology of the systems/subsystems, the flow of information as well as the flows that the agency will seek to develop in the future. Given the lack of specific data sources, it was not possible to analyze connection details (e.g., analysis of webservices) with third-party systems that will supply the planned system with the necessary data.

The main recommendations of the report of Sub-Deliverable 3.2 are summarized as follows:

- ▶ Improvement and rationalization of the existing forms (“AA-ΓΗΣ” and K1/K2/K5 forms) unifying the mandatory fields in a single item and creating an excel based tool, which simplifies the use of the forms.
- ▶ Introduction of new coefficients and tailored adjustments to current ones (based on the example of Cyprus and on the previous Project “Upgrade of the system for the Property Value determination” (DG REFORM/ SC2020/088), designing a “transitional” approach on the determination of property value.
- ▶ Modernization of rural areas zonal values, introducing progressive increase and decrease of certain coefficients for selected property types.
- ▶ Taxonomy of property types according to their construction material(s) based on the useful life of the property.
- ▶ Leverage constructability in a more precise approach.
- ▶ Design of the future IT Architecture, and recommendations for the adoption of recognized technological trends. Based on the current Architecture and the next activities which are scheduled with CAMA and other initiatives, it is proposed to use recognized technology trends for the future state IT Architecture. The proposed IT Architecture needs to be based on Micro services, due to the following arguments:
  - Organized around business capabilities.
  - Fast time to Market / Smaller development Life cycles.
  - Independently deployable & scalable.
  - Multiple Technologies / Data Sources.

Based on Orchestrator, as a result of the aforementioned arguments:

- Business consistency and automation.
  - Centralized business process (journey) management.
  - Ensures Data Consistency across multiple Data Sources.
- Services implement functionality, orchestrator about workflow sequence.

#### 2.6.4 Deliverable 4

Deliverable’s 4 main task was to test the proposed methodology of conducting property valuation in rural areas. This testing was conducted for a limited sample of properties based on the property types selected under Del. 3. The purpose of the testing phase was to verify the conditions and specifications of the proposed methodology, i.e., the theoretical premises and the related technical specifications result in a more effective valuation of property in rural areas for tax purposes, taking into due consideration aspects that should be reflected in the expected

results. At the same time, we compared the resulting values to the current approach by producing the KPIs when designing the methodology.

For the preparation of Deliverable 4, a set of data request was sent on behalf of the Contractor to the Beneficiary on 30.01.2023 to IAPR, Bank of Greece (BoG) and OPEKEPE. Following relevant consultations, a Data Confidentiality Agreement was signed on 28.11.2023 between the BoG on the one side and the Beneficiary and the Contractor on the other side. For the purpose of the complete anonymization of the data to be granted, the Contractor reformulated the request for granting to the minimum data required for the implementation of Deliverable 4.

### 2.6.5 Deliverable 5

Under Deliverable 5, EY produced an implementation roadmap that provides a visual representation answering to four basic questions: (a) “why” we have to upgrade rural property valuation; (b) “what” are the appropriate means to implement the reform; (c) “who” will have to be engaged according to the existing legislative framework and the relevant administrative processes in place; (d) “when” (roll-out of the reform). The development of the roadmap included the following steps:

Under Step 1, the roadmap clearly defined the reform’s vision and goals to grant the MoEF full capacity for effective implementation of the property tax reform and the updated methodology to perform property valuation in rural areas- to tie the strategy (“why”). It presented the work that needed to be done to implement the goals (“what”), and it defined the roles and responsibilities of ΑΤΕΠΑΑ, which is the primary beneficiary along with GSISDG that will perform the specific actions (“who”). In Step 2, we reviewed and evaluated the specific actions needed to achieve the goals together with the beneficiary. We assessed each activity using a scoring mechanism to identify the impact, the estimated cost, and the effort needed. In Step 3, we prioritized the actions according to the benefit, and subsequently, we created a list of activities. Under the final Step 4, we depicted the actions needed in a high-level timeline to organize the next steps meaningfully (“when”).

Specific KPIs were produced to evaluate the implementation of the roadmap.

Building on the roadmap, we produced a detailed action plan containing all the necessary steps to implement it. We used a prioritized list of actions, and we connected them with the timeline produced, while identifying the critical milestones. A risk assessment was performed. We also created a table with proposals both for problems and risks already identified and those risks that raised during the reform. A detailed timeline was created to include all information as per the priority action, the risk, the deadline, and the responsible stakeholder.

## 3. Lessons Learned

This section summarises the lessons learnt from the implementation of the Project as well as pitfalls and suggestions to issues identified.

## 3.1 Methodology & Governance

- ▶ The **Methodology** used was PM<sup>2</sup> of the European Commission<sup>1,2</sup> which is a lean and easy-to-use methodology that captures the experience EU Institutions have gained from managing thousands of projects, change initiatives, programmes, tenders, and grants. It was custom developed to fit the specific needs, culture and constraints of EU Institutions and Public Administrations, but also incorporates elements from a wide range of globally accepted project management and agile best practices, standards, and methodologies.
- ▶ **PM<sup>2</sup> was selected** based on multiple advantages, such as ease of use, tailor ability and scalability, low total cost of ownership, and adaptability to various environments and needs, while also satisfying strategic criteria such as reusability, sponsorship by EU and the Greek Public Sector, prior investments made, open-source licensing, and other.
- ▶ **The Governance Roles** of Business Manager (BM), Solution Provider (SP) and Project Manager (CPM) played an important role in the overall project coordination and the resolution of risks and issues.
- ▶ PM<sup>2</sup> methodology **training** was conducted to the whole contractor's team prior to the implementation of the project. This had a positive effect to the project and helped with executing adequately the project management activities.

## 3.2 Project Design and Implementation

- ▶ It was important for the beneficiary team members to participate as much as possible in the definition of the **technical support request**, the preparation of the RFS and the definition of the project or at the least to be internally and thoroughly debriefed before the beginning of the project so that their expectations are aligned with the goals of the RFS, and that productivity and collaboration are high from early in the project.
- ▶ **Flexible Meeting formats**: : Due to the COVID-19 persistent concerns, most of the Steering Committee meetings and technical meetings were conducted via videoconferencing. Only one physical meeting was held in the premises of the provider. These conditions deprived the project of the possibility to benefit from more physical meetings, which could set the proper framework to facilitate technical discussion and workings.
- ▶ Clearly defined **Meeting Agendas**, meetings presentations, and **Minutes of Meeting** with clear **Decision Log** with a review and acceptance process was critical to the **communication and alignment** of all the engaged parties.
- ▶ It was observed that the beneficiary and contractor teams needed to **work closely** from the very beginning of the project, in order to identify the needs of the beneficiary and the clear scope of the project.
- ▶ Active involvement of the ΑΤΕΠΑΑ's and GSISDG staff was critical to the effective implementation of the key **Sub-Deliverable 3.1**, consisting of very complicated tasks and multiple identified technical issues. To illustrate, the most significant difficulties in interpreting and mapping the zones mainly lay in descriptions based on data that were not mapped (such as Land Regions, distances from agglomeration limits for which there was no planning graph or no General Development Plan), descriptions related to

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<sup>1</sup> <https://europa.eu/PM2>


<sup>2</sup> <https://www.PM2alliance.eu>

points of interest that change (gas stations, hotels, etc.), and finally general descriptions (a "provincial road" without further clarification, or an "area" around an agglomeration or point). To solve these issues, assumptions were made in consultation with the ΑΤΕΠΑΑ.

- ▶ **Allocation of resources:** The problem of using data from different sources increased complexity both for the GIS activity and the pilot valuation exercise of **Deliverable 4**. The signing of the Data Confidentiality Agreement and the data supply by the BoG for the tasks of Deliverable 4 were achieved through the active engagement of the senior management (office of Secretary General) and the close co-operation with the provider. Although the ΑΤΕΠΑΑ has highlighted, from the onset, the difficulty of the data supply and submitted requests to their respective owners, early, abundant and more comprehensive supply of data would have guaranteed a proper implementation of the pilot exercise of Deliverable 4. Also, an early provision of a Data Confidentiality Agreement, from the onset of the project, would have facilitated all relevant subsequent requests to the competent public authorities.

#### 4. APPENDIX I– Summary

This Appendix presents as an attachment the 2-Page Summary of the Project:

Document Title	Type
2-page Summary	 2-page Summary Word


## 5. APPENDIX II – Project Presentation (PowerPoint)

This Appendix presents as an attachment the presentation of the project as delivered in the final meeting with the Contracting Authority and the ΑΤΕΠΑΑ.

Document Title	Type
Project Presentation	PPT

## 6. APPENDIX III – FactSheet

This Appendix presents as an attachment the FactSheet of the Project.

Document Title	Type
Project FactSheet	 FACTSHEET.pptx PPT

## 7. APPENDIX IV – Consolidated Table of Project Deliverables

WBS	Work Name
PM-	Project Management
Del-	Project Implementation
Deliverable 1	Deliverable 1 – Inception Report.
	Task 1-Organise a kick-off meeting.
	Task 2-Draft the Inception Report.
	Task 3-Produce a visual summary fiche/factsheet for communication purposes.
	Task 4- Plan three tweets for communicating purposes.
	Task 4.1 1 <sup>st</sup> Tweet
	Task 4.2 2 <sup>nd</sup> Tweet
	Task 4.3 3 <sup>rd</sup> Tweet
Deliverable 2	Deliverable 2 – Report on current situation (as – is) of property value determination in rural areas.
	Task 1–Analyse the methodology used to determine property valuation in rural areas.
	Task 2– Assess the external environment of the reform.
	Task 3– Map current valuation processes until the level of individual processing steps, all process participants and stakeholders, and inputs and outputs description.
	Task 4– Review and assess existing data/information
	Task 5- Identify the actual key problems and risks of the current valuation approach.
	Task 6- Benchmark with other EU Member States to extract best practices.
	Task 7- Draft and submit deliverable 2.
Deliverable 3	Deliverable 3 - Representation of value zones for rural areas and recommendations for improving property value determination in rural areas (to-be)
Sub-Deliverable 3.1	<b>Sub-Deliverable 3.1- Representation of value zones for rural areas</b>
	Task 1 – Representation of the decentralized Administration of Crete
	Task 2 – Representation of the decentralized Administration the Aegean
	Task 3 – Representation of the decentralized Administration of Peloponnese, Western Greece and the Ionian
	Task 4 – Representation of the decentralized Administration of Attica
	Task 5 – Representation of the decentralized Administration of Central Greece
Sub-Deliverable 3.2	<b>Sub-Deliverable 3.2 - Recommendations for improving property value determination in rural areas (to-be).</b>
	Task 1-Identify and analyse gaps and identify areas for improvement in property valuation methodology.
	Task 2– Elaboration of the desired situation ('to-be' analysis)
	Task 3- Draft and submit deliverable 3.2.
Deliverable 4	Deliverable 4 - Test results and training material on the proposed methodology.



WBS	Work Name
	<b>Task 1-</b> Test the recommended approaches on a representative selection of properties.
	<b>Task 2-</b> Revise the processes as needed, following this testing exercise.
	<b>Task 3.2-</b> Provide the related material.
	<b>Task 4-</b> Draft and submit Deliverable 4, including an excel template with test results of the proposed methodology for the selected representative rural area properties
Deliverable 5	<b>Deliverable 5 - Implementation roadmap and action plan.</b>
	<b>Task 1-</b> Develop an implementation roadmap
	<b>Task 2-</b> Develop a detailed action plan
	<b>Task 3-</b> Perform a relevant indicative financial evaluation and impact analysis for each action suggested in the roadmap.
	<b>Task 4-</b> Present the implementation roadmap and action plan in a report.
	<b>Task 5-</b> Draft and submit deliverable 5.
Deliverable 6	<b>Deliverable 6 - Project final report</b>
	<b>Task 1-</b> Produce an updated visual summary fiche/factsheet
	<b>Task 2-</b> Prepare a presentation of the project
	<b>Task 3-</b> Run a closing meeting in the premises of the Ministry of Finance
	<b>Task 4-</b> Draft and submit the Project final report



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