

Multiple Framework Contract for the Support to Structural Reforms in EU Member States

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Final presentation: Technical overview of the Project
“Technical Support for the reform of the Hellenic Ministry for Foreign Affairs”



HELLENIC REPUBLIC
MINISTRY OF FOREIGN AFFAIRS



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Project's background and scope

Project's background and scope

Landscape at the beginning of the Project

- Law 4781/2021 on the organisation of the MFA had just been introduced to modernise MFA and support faster decision making
- Law 4781/2021 introduced SOP, 1st draft of which has been already developed
- Law 4622/2019 of Executive State called for structured target setting and development of Annual Action Plans

Challenges

- Improve the strategic planning capacity of the MFA
- Facilitate the implementation of law 4781/2021 in terms of organisational structure
- Improve the HR management of the MFA, introducing a more modern and efficient human resources development system



Technical Support Project



Expected Outputs



Improved strategic planning at the MFA

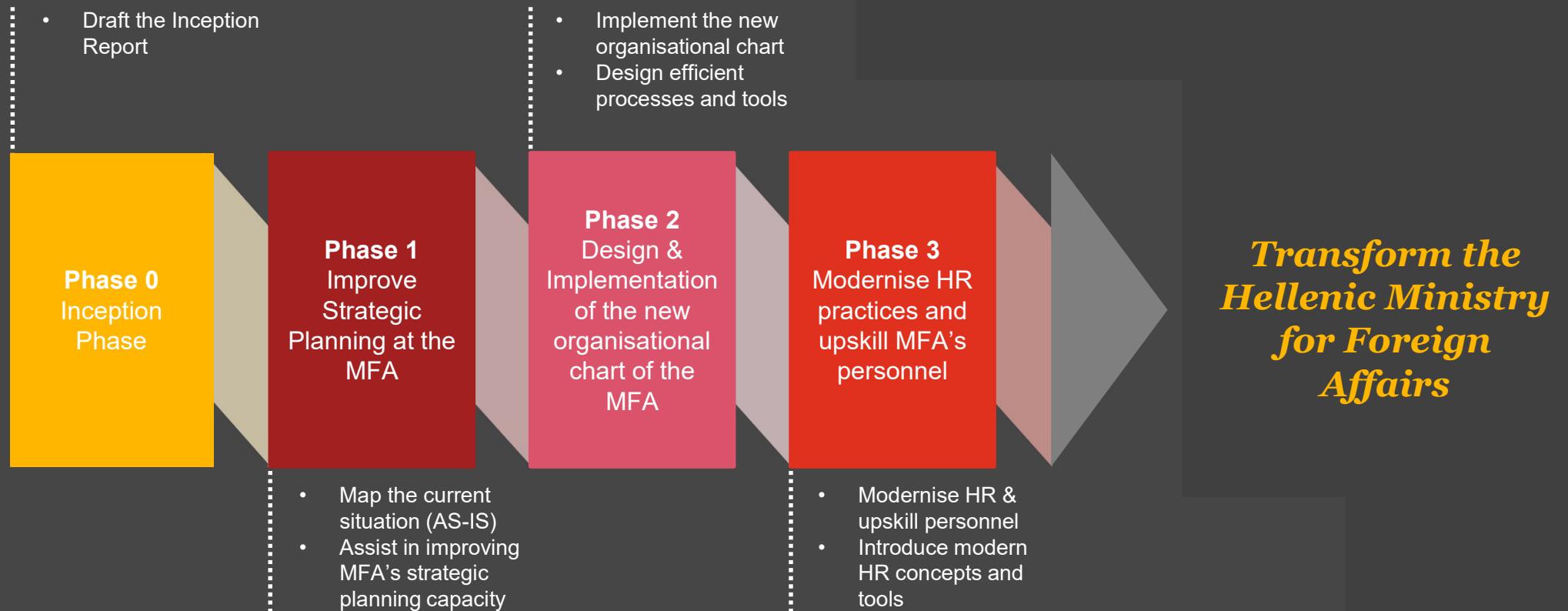


A new organisational chart of the MFA is designed and implemented



Modernised human resources practices and upskilled personnel of the MFA





Project Phases overview



2

Project Deliverables Overview

Deliverables Overview

1 Phase	 Phase 0	 Phase 1	 Phase 2	 Phase 3
2 Deliverables' Overview	Deliverable 0.1: Inception Report	Deliverable 1.1: Mapping of MFA Current Situation	Deliverable 2.1: SOP Directorate review	Deliverable 3.1: HR Development System "As-is analysis"
		Deliverable 1.2: Strategic Planning - Change Management	Deliverable 2.2: KESEP - Design Support	Deliverable 3.2: HR Development System Good-practices
		Deliverable 1.3: MFA's new strategic planning model Action Plan	Deliverable 2.3: Hellenic Aid - Design Support	Deliverable 3.3: HR Development System Recommendations
		Deliverable 1.4: Implementation report		Deliverable 3.4: HR Development System Transition & Allocation Plan
		Deliverable 1.5: Support the development of SOPs		

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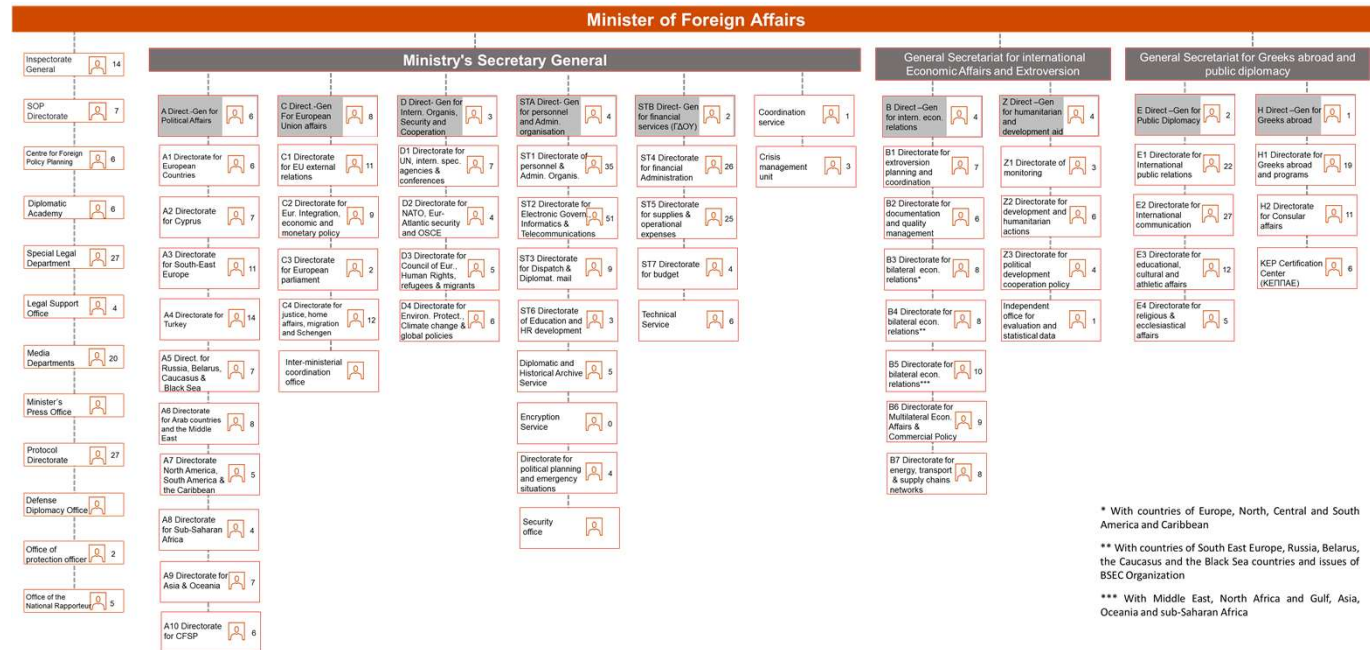
Phase 1 – Strategic planning at the MFA

Phase 1 “Improve Strategic Planning at the MFA” - Objectives

Phase 1 Objectives

- Map MFA's current internal structure as per the law 4781/2021; (Deliverable 1.1)
- Facilitate communication events and workshops to ensure on-boarding of stakeholders in the SOP process; (Deliverable 1.2)
- Carry out consultations and workshops as necessary; (Deliverable 1.3 & 1.4)
- Provide day to day support for the development of the Operational Plan 2023; (Deliverable 1.4)
- Develop a communication plan/material; (Deliverable 1.2 & 1.4)
- Complete a final review and evaluation of the 1st SOP (Deliverable 1.5)

MFA's organisational Chart (as per law 4781/2021)



* With countries of Europe, North, Central and South America and Caribbean

** With countries of South East Europe, Russia, Belarus, the Caucasus and the Black Sea countries and issues of BSEC Organization

*** With Middle East, North Africa and Gulf, Asia, Oceania and sub-Saharan Africa

Phase 1 “Improve Strategic Planning at the MFA” - Recommendations (1/2)

Successful design and implementation of SOP process requires **wider collaboration and coordination between various stakeholders** within the Ministry. Aiming at improving Strategic Planning at the MFA, the Project team has drafted and/ or optimised **the following five (5) processes** (see also *Annex*):

1. Strategic Planning

- The Strategic Plan is developed as a concrete plan which incorporates the mission, values and vision of the Ministry and establishes the strategic pillars and goals that outline the Ministry’s strategy.
- The Strategic Plan is developed following an analysis of the Ministry’s internal and external environment and aims to support the transformation of the MFA to a more efficient, proactive and agile organisation.

Involved Stakeholders in the process

■ SOP Directorate ■ MFA Political Leadership ■ MFA General Secretaries

2. Operational Planning

- The Operational Plan is developed annually and promotes the implementation of the Strategic Plan and the achievement of its goals.
- The Operational Plan is developed according to the pillars and goals of the Strategic Plan as a set of projects, submitted from all the units of the Central Service and the Authorities of the External Service.

Involved Stakeholders in the process

■ SOP Directorate ■ MFA Political Leadership ■ Directors General ■ MFA’s External Service ■ MFA’s Central Service

Phase 1 “Improve Strategic Planning at the MFA” - Recommendations (2/2)

3. Prioritisation Process (Flagship Projects)

- Prioritisation process aims to identify projects of strategic importance to the MFA (Flagship Projects).
- Flagship projects should be selected by the MFA’s Civil Service (Directorates General) and approved by the MFA’s Political Leadership.

Involved Stakeholders in the process

■ SOP Directorate ■ MFA Political Leadership ■ MFA General Directorates ■ MFA’s External Service

4. SOP Monitoring and Update Process

- Monitoring is the process used in order to “keep track” of developments and progress, through collection and analysis of data and information.
- The main objective of this process is to monitor the progress in the implementation of the Operational Plan and update the submitted projects.

Involved Stakeholders in the process

■ SOP Directorate ■ MFA Political Leadership ■ MFA units

5. SOP Evaluation Process

- The aim of the evaluation process is to record the progress and assess the results that were generated at each strategic goal of the SOP.
- The recommended process is an ex-post evaluation, that will be carried out at the end of each year and prior to the initiation of the upcoming Operational Plan.

Involved Stakeholders in the process

■ SOP Directorate ■ MFA Political Leadership ■ MFA General Secretaries

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Phase 2 – Reorganisation of Departments

Phase 2 “Reorganisation of Departments” – Objectives

Supported Departments under this Phase

Objectives

1

Strategic and Operational Planning Directorate

2

Centre for Foreign Policy Planning (KESEP)

3

Z' Directorate General - Hellenic Aid



Review the current situation of the Directorates



Analyse best practices of other European similar cases



Ensure stakeholder involvement during the analysis, also by organising workshops as necessary



Provide recommendations on the design and set-up of the Directorates



Design specialised processes and tools

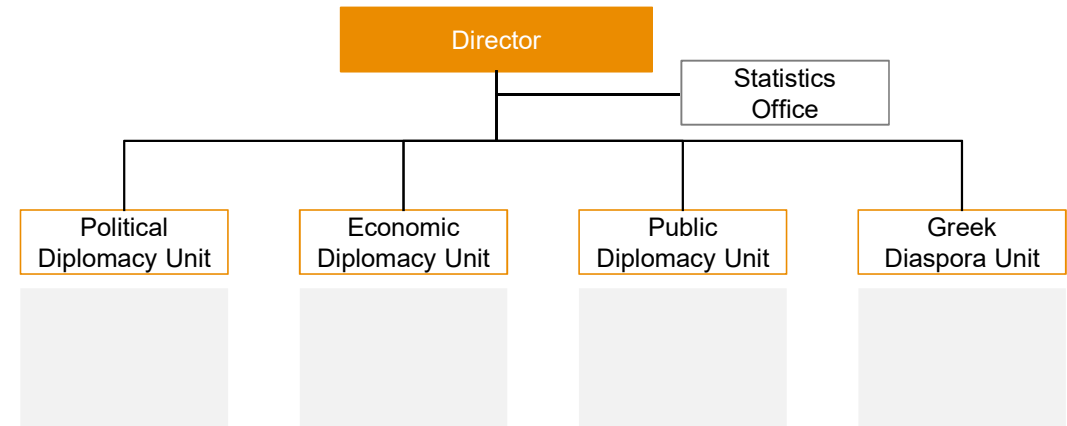
Deliverable 2.1: SOP Directorate – Recommendations

Proposed capabilities for SOP Directorate

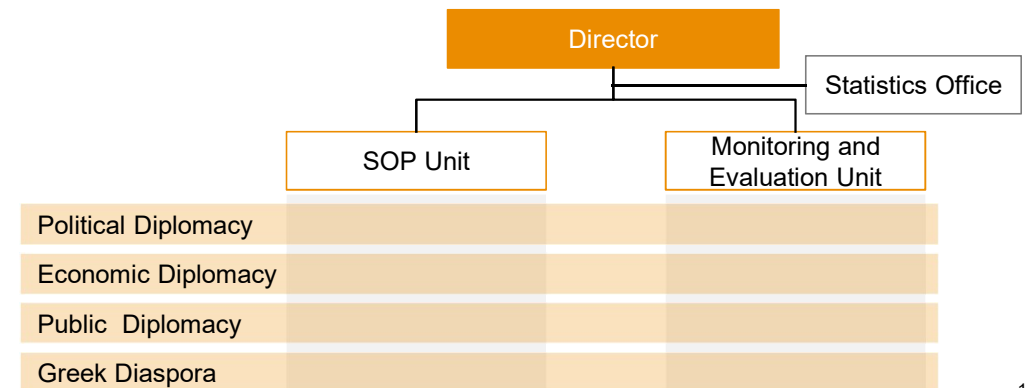
- ◆ **Internal Coordination**
 SOP Directorate facilitates and coordinates the collaboration of the Ministry's Political Leadership and Civil Service, towards common Strategic Pillars and Goals.
- ◆ **Executive State**
 SOP Directorate collaborates with the General Secretariat for Coordination securing the alignment of the MFA's Strategic Planning with Government's priorities.
- ◆ **PM Office**
 SOP Directorate monitors and evaluates the flagship actions of the MFA, acting as the Ministry's PM Office, developing relevant Project Management skills and expertise.
- ◆ **Change Agent**
 While collaborating with all Units of the MFA and monitoring/evaluating the flagship actions, SOP Directorate develops a broader understanding about the pain points in the Ministry's function.
 In this context, it can propose amendments in its organisational structure and processes (law 4781/2021), acting as a Change

Organisational Structure

1st Option: Area-centric organisational structure



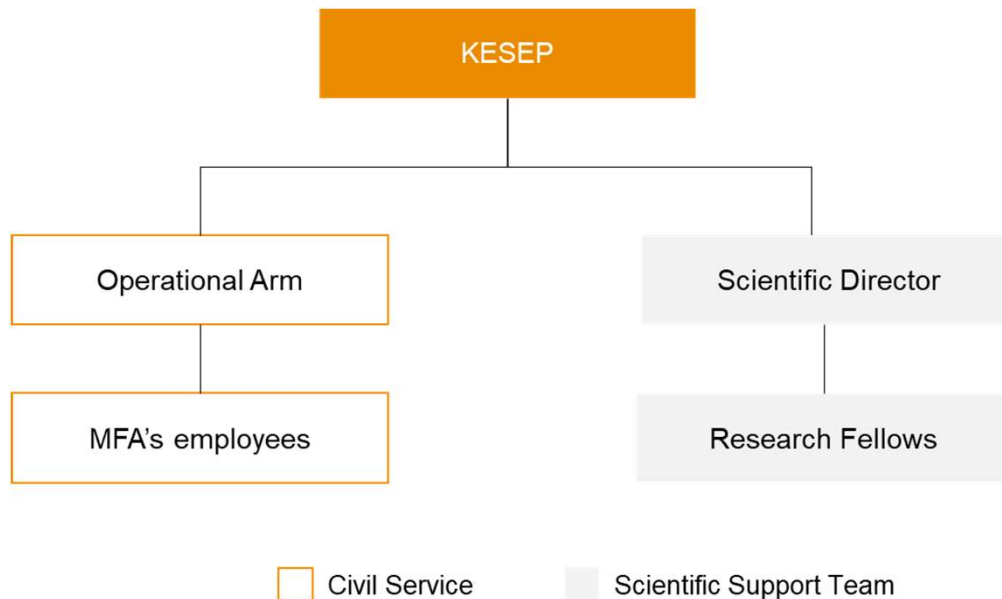
2nd Option: Matrix-structured organisational structure



Deliverable 2.2: KESEP – Recommendations

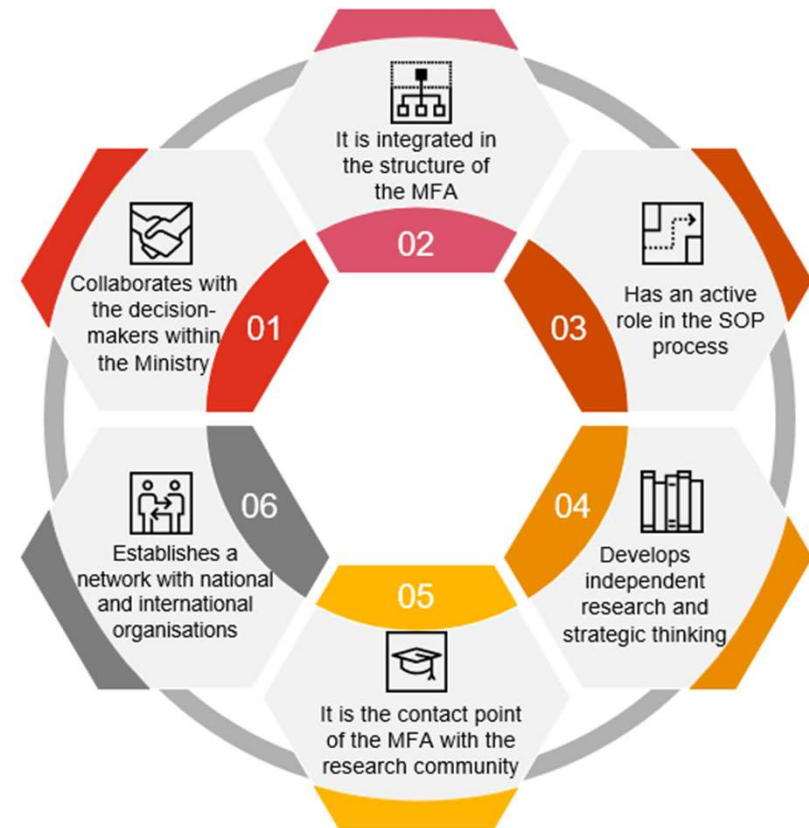
Organisational Structure of KESEP

KESEP maintains an operational arm, which is staffed with MFA's employees, and it is supported by a Scientific Support Team, which consists of a Scientific Director and Research Fellows, as it is presented in the following graph.



Proposed competences for KESEP

In order to fulfil its mission, KESEP will be responsible for the following proposed competences.

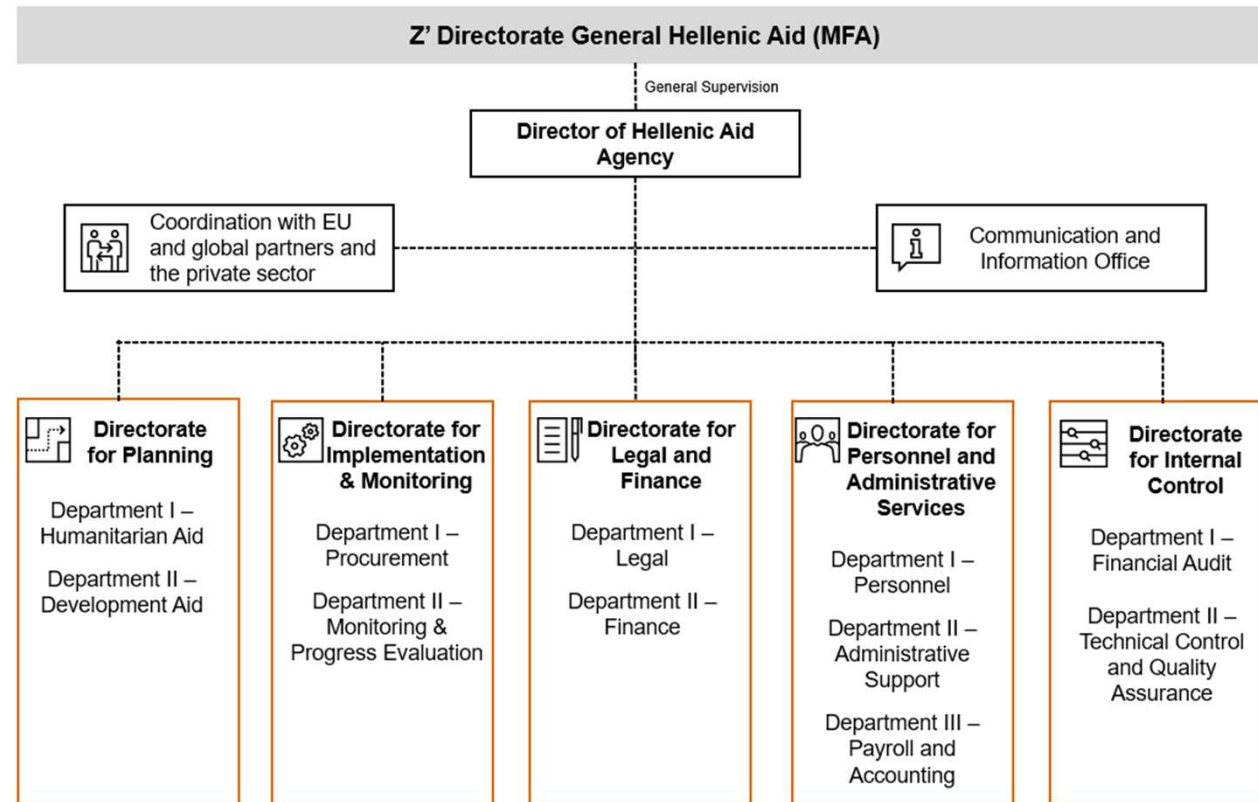


Deliverable 2.3: Hellenic Aid – Recommendations

Main Outcomes

- Hellenic Aid in its current form and structure implements development and humanitarian aid programmes solely with national funds.
- In order to manage EU funds, it has to meet the requirements set by the European Commission to **successfully pass the Pillar Assessment process**.
- Given this, it is of great importance to design and establish Hellenic Aid as a distinct entity (**Hellenic Aid Agency**), following international best practices.
- The proposed legal form for Hellenic Aid Agency is an **S.A**, under the **direct supervision of the MFA**.

Proposed organisational structure of the Agency



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Phase 3 – HR Development System

Phase 3 “Modernise HR practices and upskill MFA’s personnel” - Objectives

Objectives of Phase 3

- Review the current situation of the MFA’s HR Development System
- Review good practices from similar European Ministries and perform a gap analysis between the current situation and good practices
- Conduct workshops with relevant HR stakeholders
- Describe the new human resources development system and provide relevant recommendations
- Develop the Action Plan for the transition to the new HR Development System

Involved stakeholders in Phase 3

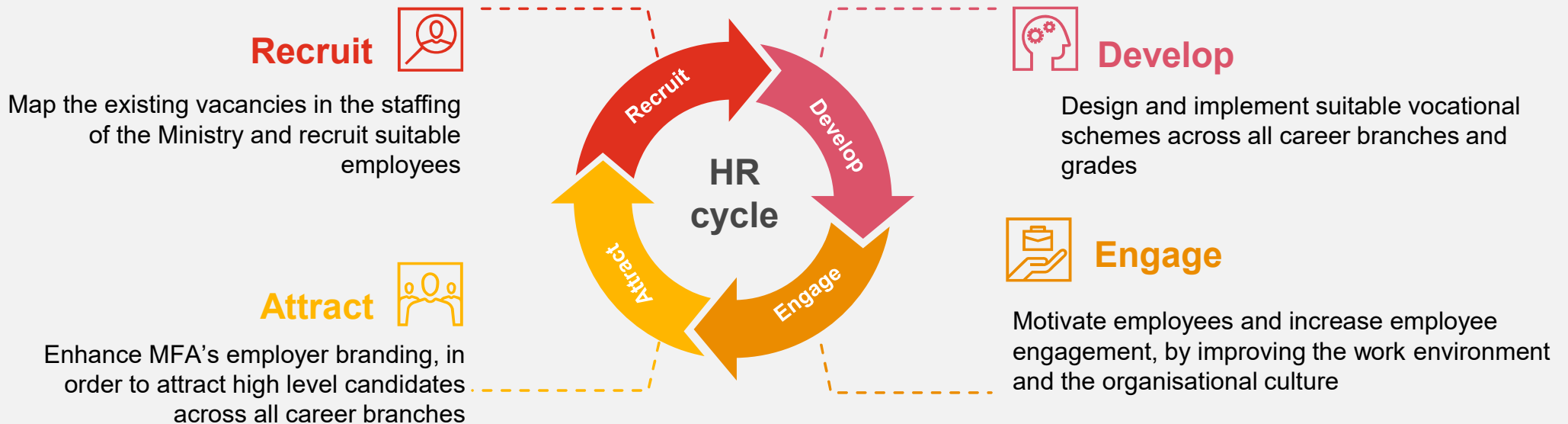


Phase 3 “HR Development System” - Recommendations (1/2)

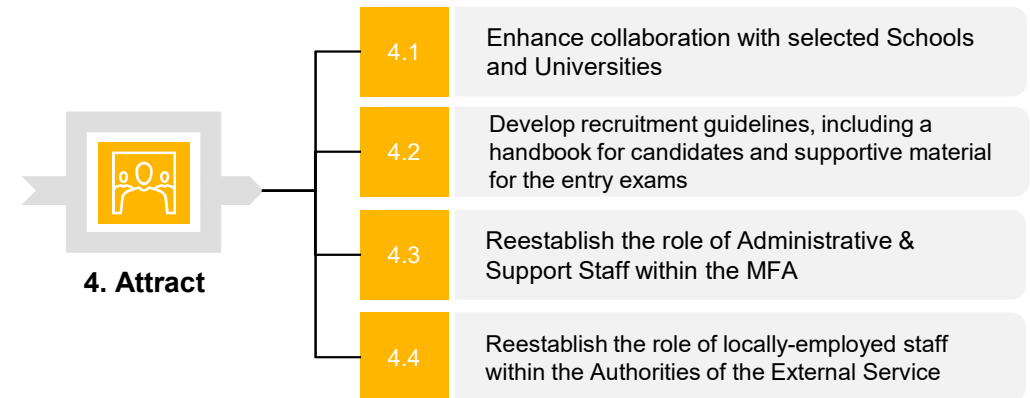
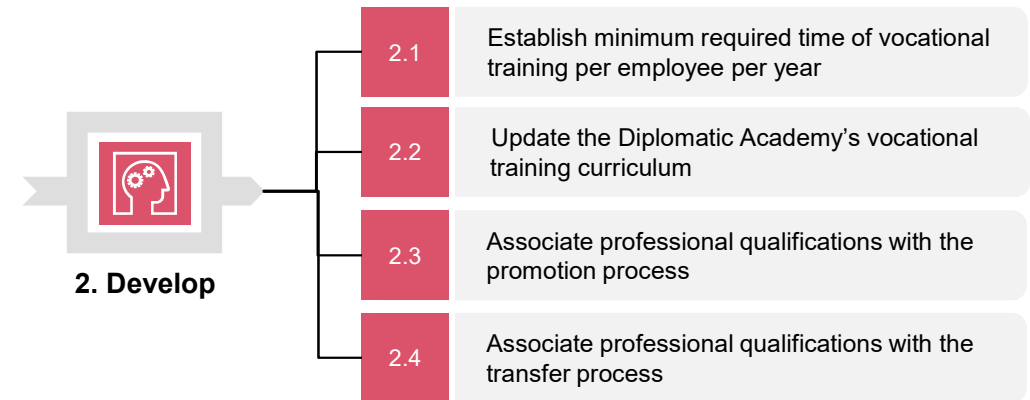
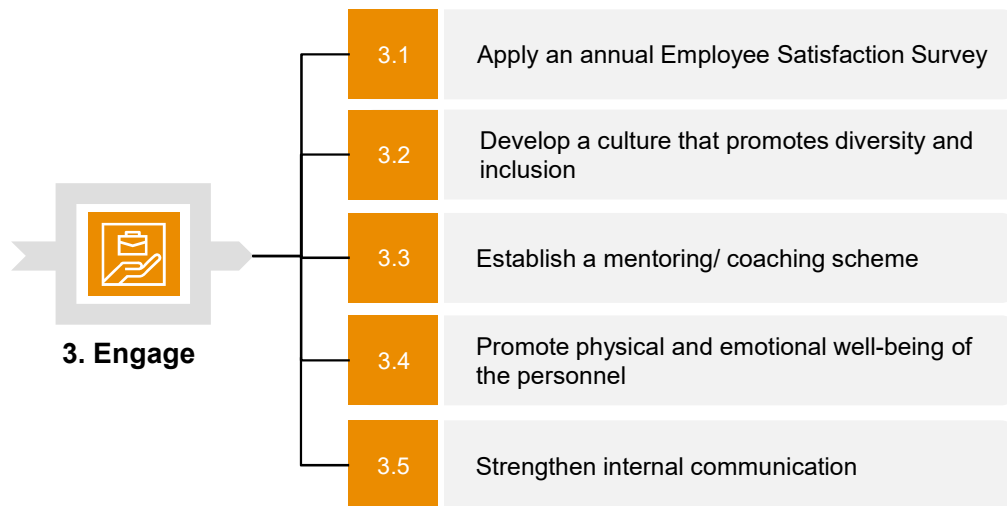


Proposed Vision
for the MFA's HR

An **ever learning** organisation, underpinned by a **result-oriented and inclusive culture** that aspires to be an **evolving** workplace, recruiting **high quality talent**, offering opportunities for **continuous professional development** in a demanding and everchanging international environment.



Phase 3 “HR Development System” – Recommendations (2/2)



6

Key findings and lessons learned

Overview of the Project's main outcomes

Phase 1

Communication material on SOP provided



>10 meetings with SOP Directorate for overall Project management and SOP process facilitation



5 SOP Processes thoroughly mapped and analysed



1st SOP Evaluation report published



Phase 2

Current Situation of KESEP and Hellenic Aid mapped



4 consultations with KESEP and **4** with Hellenic Aid



Selected EU best practices analysed



Wholistic proposals for reorganising SOP Directorate, KESEP and Hellenic Aid



Phase 3

Identify "Pain Points" in current HR Development System



9 Consultations with HR Stakeholders



New vision and objectives designed for the updated HR Development System



19 proposed actions for the new HR Development System



Key Findings and lessons learned

1

Promote the digital transformation of processes, systems and tools in order to reduce administrative burdens and enhance time-efficiency in the MFA.



2

MFA is currently understaffed in terms of Administrative and Support Staff, thus affecting the seamless operation of certain Directorates as well as Authorities of the External Service.



3

Mature and strengthen the SOP process within the Ministry, in order to gradually transform the MFA to a more result-oriented organisation and promote efficient use of resources.



4

Strengthen internal communication within the Ministry for all new projects and initiatives (as for example in the case of SOP).



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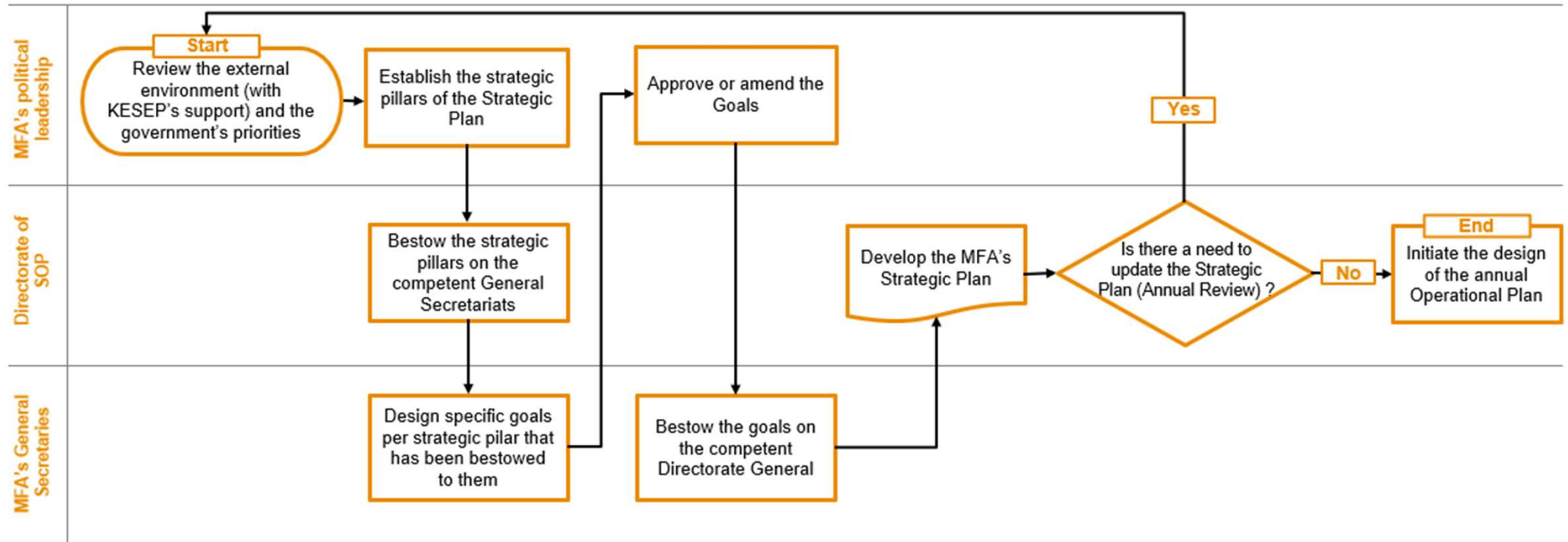
Allocate specific financial resources (annual budget) in certain Departments (e.g. KESEP) within the Ministry, enhancing their efficiency and flexibility.



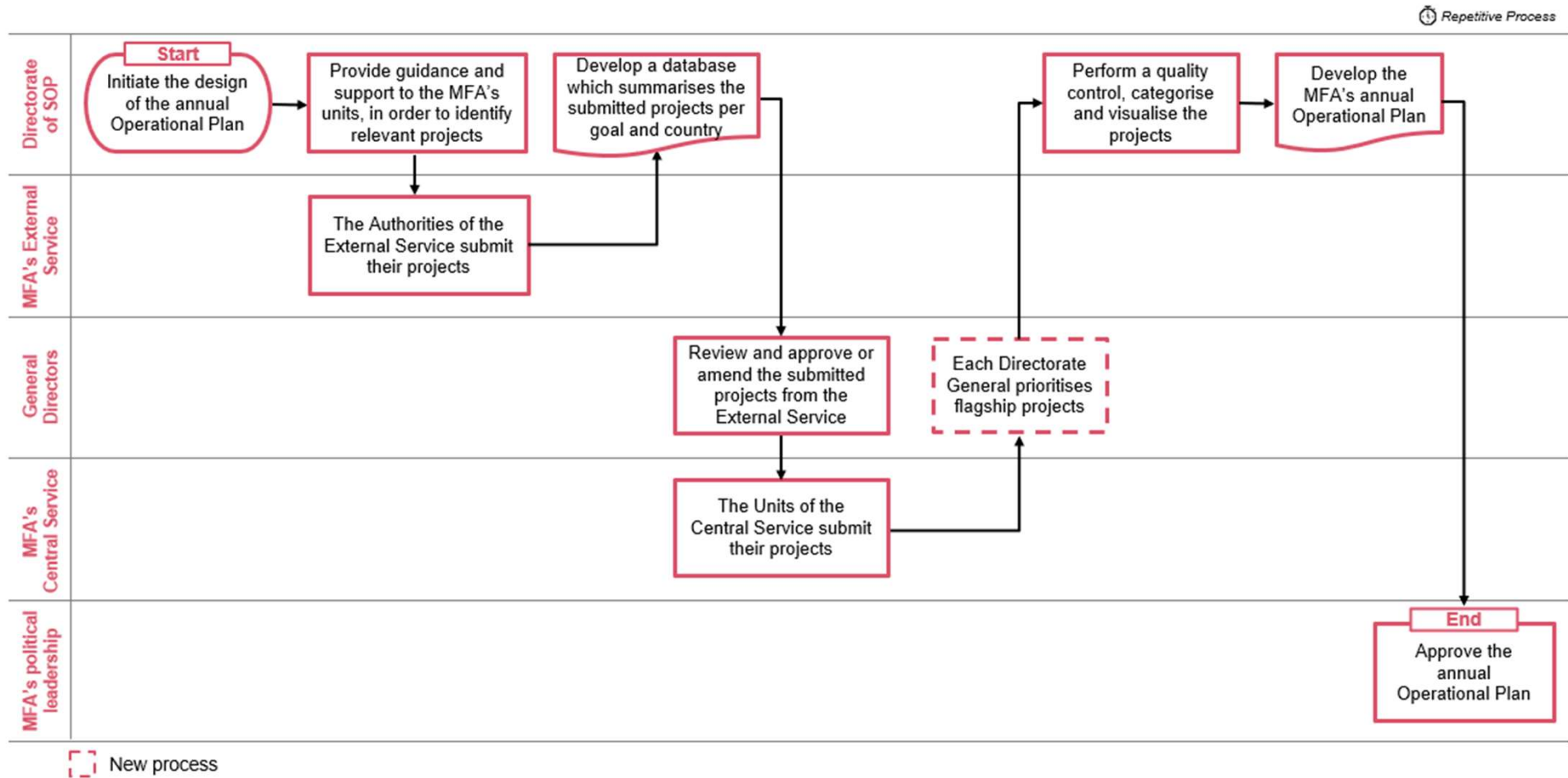
Annex – SOP Processes

Strategic Plan Workflow

🕒 Repetitive Process

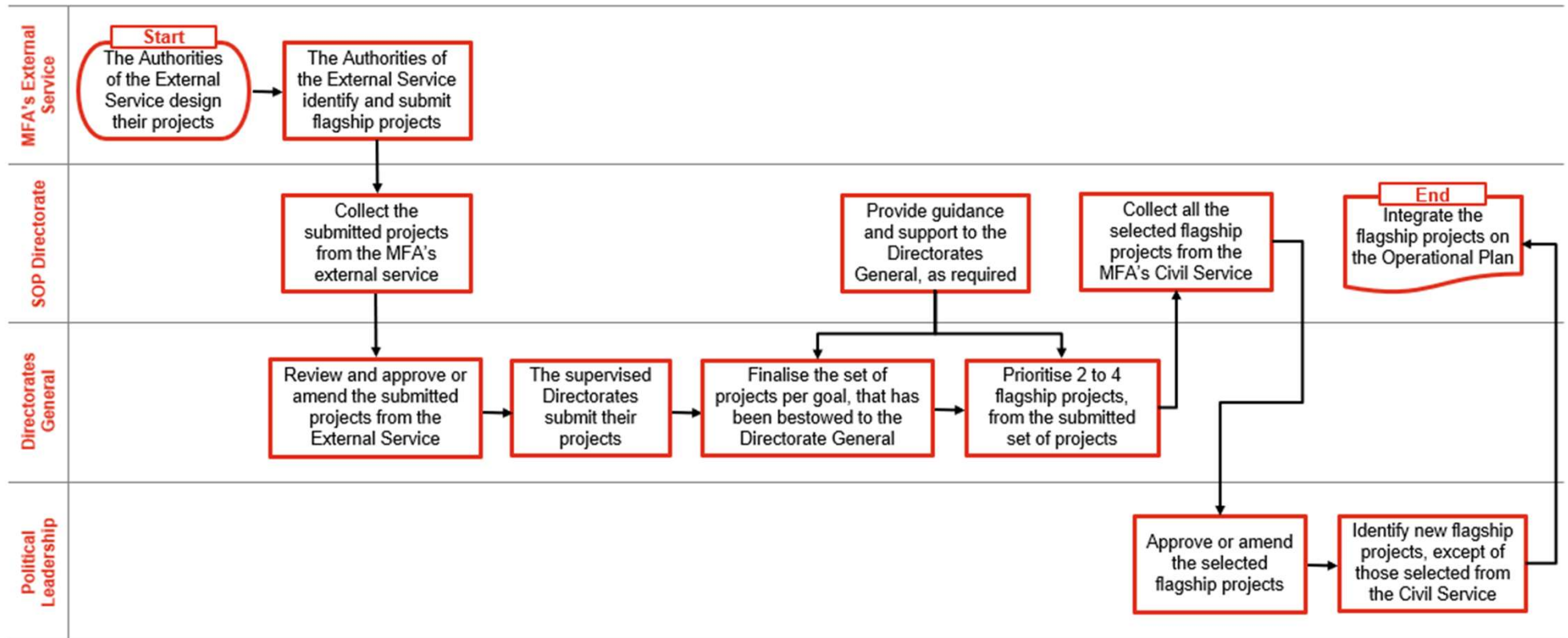


Operational Plan Workflow



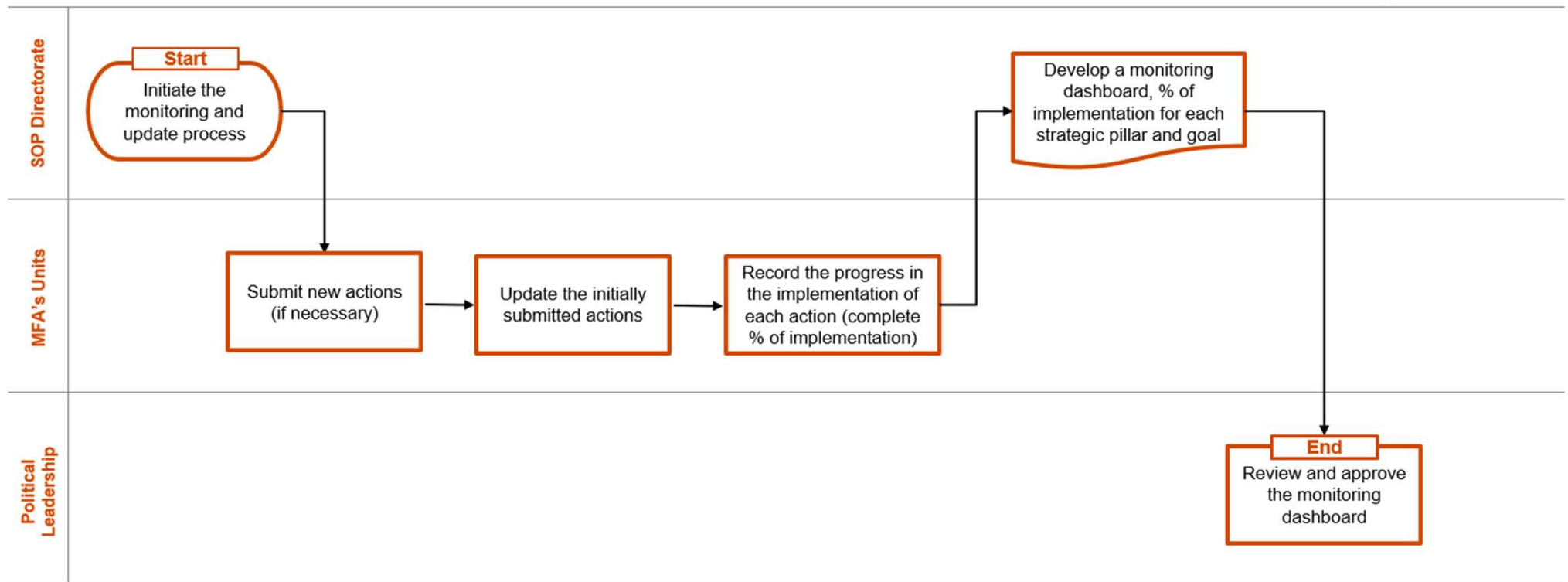
Prioritisation Process Workflow

🕒 Repetitive Process



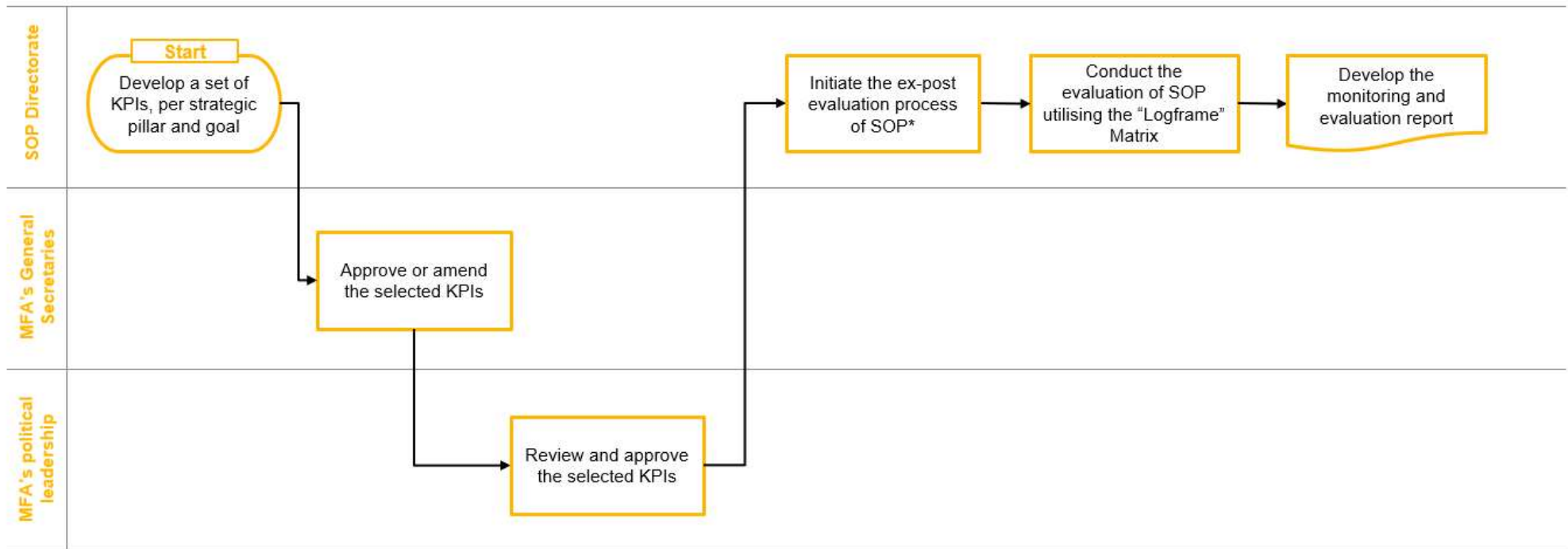
SOP Monitoring Workflow

🕒 Repetitive Process



SOP Evaluation Workflow

🕒 Repetitive Process



* Following a year of implementation and monitoring of the Operational Plan and prior to the new SOP cycle

Thank you

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