



LAMANS EXPERIENCE IN BUSINESS DEVELOPMENT

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1. BRIEF COMPANY PROFILE

Lamans, since 1981, provides a wide range of services involving issues regarding Fisheries & Aquaculture, Agriculture & Rural Development, Environment & Sustainable Development, Business Development, Information Technology and Quality Management Systems.

The personnel of Lamans, in collaboration with a wide network of companies and external associates, offers consulting services to private companies, European and international organizations, academic and research institutes, as well as to public bodies and self-administration organizations having as principle its clients' satisfaction with the provision of high quality services.

Lamans, established in modern, fully equipped offices of 700 sqm, has developed a significant team consisting of permanent highly skilled and proficient experts, able to coordinate and support the company's work. The majority of these experts speaks fluently at least two foreign languages and is holder of an M.Sc. and/or a Ph.D. Lamans' personnel includes: Economists, Biologists, Agronomists, Ichthyologists, IT Analysts, Engineers and Regional Development experts. Apart from its permanent personnel, Lamans has developed a wide cooperation network with selected individuals and consultancy companies from Greece and abroad, recognized for the quality of their services.

The company is founding member of SESMA, the Association of Greek Consulting & Management Services Companies, and has been certified for its services according to the EN ISO 9001:2000 standard.

2. SERVICES PROVIDED

Lamans provides the following services in the rural development sector:

- Strategic Development
- Technical Assistance
- Elaboration of business plans, pre-feasibility and feasibility studies
- Project Management, Evaluation & Monitoring (projects, programmes, policies)
- Hazard Analysis and Critical Control Points (HACCP) and ISO studies
- Training

3. PROJECTS IN BUSINESS DEVELOPMENT

In this chapter are presented some of the projects that Lamans has implemented during the last twenty years, in the areas of:

- ◆ **Project Management & Technical Support**
- ◆ **Business Plans & Feasibility studies**
- ◆ **Evaluation Studies**

3.1 PROJECT MANAGEMENT & TECHNICAL SUPPORT

The following studies have been implemented for various organizations, bodies, federations and public sector during the last decade.

1. Provision of consulting and technical support in the company Vassiliou-Trofinko, (2008).
2. Needs assessment and technical support for the competent authority of Guinea-Bissau for the Secretariat of the African Caribbean and Pacific (ACP) Group of Countries, Project Management Unit SFP-ACP, (2007).
3. Consultancy services to the Federation of Greek Maricultures, (2007).
4. Technical Consultant to the Department of Fisheries in Cyprus for the selection of areas depending on fisheries, for funding in the framework of Priority Axis 4 of the European Fisheries Fund for the Ministry of Agriculture, Natural Resources and Environment in Cyprus, (2006).
5. Consultancy Services to the Department of Agriculture for the preparation of the National Strategic Plan and the Program for Rural Development 2007-2013 in Cyprus for the Ministry of Agriculture, Natural Resources and Environment in Cyprus, (2006).
6. Provision of consultancy services to the Technical Consultant of the Management Organization Unit of the Operational Program "Road Axes, Ports and Urban Development" (OP-RAPUD) for specific management issues of the OP-RAPUD for the Ministry of Environment, Physical Planning and Public Works (2006).
7. Strengthening Fishery Products Health Conditions in Gambia, Ghana, Liberia and Sierra Leone for the Secretariat of the ACP Group of States, (2004).

8. Technical Consultant for the implementation of actions and projects of the Operational Program “Fisheries 2000- 2006” for the Ministry of Agriculture, (2003).
9. Technical Consultant for the Priority Axis 2 : Interventions at the level of processing and trading of the primary farming and forestry product of the Operational Program “Agricultural Development - Reform of the Countryside 2000 - 2006” for the Ministry of Agriculture, (2003).
10. Provision of technical assistance services in the framework of the Operational Program “Employment and Vocational Training” for the European Social Fund Actions Implementation Authority and the Greek Manpower Employment Organisation of the Ministry of Labour, (2003).
11. Pilot Project FISHTRAIN - Pathways to vocational training for workers of the fisheries sector for Vocational training SA, (2001).

3.2 BUSINESS PLANS & FEASIBILITY STUDIES

Lamans provided business plans and feasibility studies in a wide range of customers from the private and public sector and some projects are presented below:

1. Recording, analysis of potential – enlargement of alternative scenarios of development of renewable energy in the Prefecture of Dodecanese, (2006).
2. Study of the impact and feasibility of the setting up of a joint inspection structure based on a community fisheries control agency (fish/2003/10) for the EC-DG Fisheries, (2004).
3. Provision of Technical Assistance for the Implementation of a Fisheries Management Plan (IFMP) for Lake Victoria for NAO of Uganda, (2004).
4. Diversification activities Based on Local Resources Special Characteristics for the Hellenic Fishermen Confederation, (2004).
5. Development of an integrated management system to support the sustainability of Greek fisheries resources (IMAS-Fish) for the general Secretariat for Research and Development, (2003).
6. Study on the market for the aquaculture produced sea bass and sea bream species (FISH/2003/05), for the EC-DG Fisheries, (2003).

7. Business plan within the framework of the Operational Programme "Information Society" for the Region of Western Macedonia, (2002).
8. Business Plan for the digitalization of the audiovisual archive of ERT sa, (2002).
9. Strategic and Operational Plan for the Hellenic Food Authority-EFET, (2002).
10. Study on the Social Security System of fishermen, fish workers and fish farmers for LKN Analysis, (2002).
11. Cost accounting control for the Public Power Corporation, (2002).
12. Cost accounting Study for the Ministry of Culture, (2002).
13. Consulting services in the framework of the Program: "Amplification of Integrated Business Plans of very small and small enterprises" for Anglo-Hellenic SA, (2002).
14. Business Plan for the Greek Commission of Telecommunications and Post (GCTP) for the Operational Program "Information Society", (2001).

3.3 EVALUATION STUDIES

1. Field study to assess some mitigation measures to reduce by-catch of marine turtles in surface long line fisheries for EC-DG Fisheries (2006).
2. Provision of an expert in economical evaluation issues in the Framework of the program "Provision of assistance for the evaluation of tenders for NGO's funding" for Agriconsulting, (2005).
3. Evaluation of Innovative Actions Program of the Region of Western Greece (INNACT-RWG) 2002-2003 for the Regional Development Fund, (2004).
4. Consulting Services for the evaluation of the European Refugee Fund in Greece for the Ministry of Health, (2002).
5. Consulting Services for the implementation of the ex-post Evaluation and preparation of the National Developmental Plan and all the programmed entries submitted by Cyprus in the Framework of the Structural Funds of EC for LKN Analysis Ltd, (2002).
6. Consultant for the ex- post evaluation of the sub-programs 3-8 of the Operational Program "Development of the Agricultural Sector 1994-1999" for the Ministry of Agriculture, (2002).

7. Study on the management and control system used for the management, monitoring and the evaluation of the measures taken in favor of the new farmers in the Third Community Support Framework for the Ministry of Agriculture, (2000).
8. Ex – ante evaluation of the Operational Program “Life-long education and employment 2000-2006” for the Ministry of National Economy and the Ministry of Labour, (1999).
9. Ex – ante evaluation of the Operational Program of “Fisheries 2000-2006” for the Ministry of National Economy and the Ministry of Agriculture, (1999).
10. Ex – ante evaluation of the Operational Program “Information Society 2000-2006” for the Ministry of National Economy, (1999).

4. HUMAN RESOURCES INFORMATION

The company is organized and operates in accordance with the European standards for Business Organization and Management Consultancy Companies. Thus, it has created a “critical mass” of Consultants who are employed on a permanent basis. At the same time, the company is staffed with the necessary personnel required in order to coordinate and support its consultancy work. In the field of cooperation, Lamans works only with selected Consultancy Companies from Greece and Abroad, which are distinguished for the high level of services they provide.

The number of employees per category and specialization is shown in the following table:

A. SCIENTIFIC PERSONNEL

S/N	FULL NAME	SPECIALITY	TITLES OF STUDIES	EXPERIENCE
1.	Dr. CHRISTOS LAMBRIDIS	Economist – Business Administration	<ul style="list-style-type: none"> ◆ Degree in Economics Sciences, University of Athens ◆ MSc in "Advanced Studies in Management", Salford University ◆ MSc in Business Administration (MBA), Bradford University ◆ Ph.D. in Management and Administration, Bradford University 	33 years
2.	VALERY – MARY LAMBRIDI	Economist	<ul style="list-style-type: none"> ◆ B.A. in Economics, Law School - Economic Department, University of Athens ◆ MSc in Economics, University of London, Birbeck College 	30 years
3.	NIKOLAOS MARALETOS	Economist	<ul style="list-style-type: none"> ◆ Economic University of Piraeus 	52 years
4.	Dr. GEORGE TRIANTAPHYLLIDIS	Biologist specialized in Hydrobiology	<ul style="list-style-type: none"> ◆ Degree in Biology, Aristotle University of Thessaloniki ◆ Ph.D. in Applied Biological Sciences, University of Ghent (Belgium) ◆ Post-doctoral studies at the Hellenic Center of Marine Research (Greece), Institute of Marine Biological Resources 	17 years
5.	THOMAS FOTSIS	Chemical Engineering	<ul style="list-style-type: none"> ◆ National Technical University of Athens 	33 years
6.	THEOLOGOS PAPAGEORGIU	Ichthyologist	<ul style="list-style-type: none"> ◆ Degree in Ichthyology, Department of Aquaculture and Fisheries, Technological Institute of Messologi ◆ Msc. in Total Quality Management, University of Paisley 	12 years
7.	VASSILIKI PAPAGEORGIU	Ichthyologist	<ul style="list-style-type: none"> ◆ Degree in Ichthyology, Technological Institute of Epeirous, Department of Igoumenitsa, School of Aquaculture and Fisheries ◆ MSc in Sustainable Management of Aquatic Environment, University of Thessaly, Department of Agricultural Sciences, School of Agriculture Ichthyology and Aquatic Environment" 	7 year
8.	TATIANA LAMPRIDI	Architect	<ul style="list-style-type: none"> ◆ University of Kent 	7 years
9.	ALEXIOS BOTSKOV	IT Technician	<ul style="list-style-type: none"> ◆ BS in Computer Science 	2 years

S/N	FULL NAME	SPECIALITY	TITLES OF STUDIES	EXPERIENCE
10.	ANDREAS MPOUROS	Lawyer	♦ School of Law, University of Athens	17 years
11.	PAPACONSTANTINOU DIMITRIOS	Architect	<ul style="list-style-type: none"> ♦ National Technical University, Athens ♦ MSc in Advanced Architectural Studies, Bartlett School of Architecture and Planning ♦ PhD in Architecture, Bartlett School of Architecture and Planning 	26 years

B. ADMINISTRATIVE PERSONNEL

S/N	FULL NAME	SPECIALITY	TITLES OF STUDIES	EXPERIENCE
1.	MARIA VENEDIKI	Executive Secretary	♦ "Company & Industrial Accountancy – Computerization Accountancy" Greek Speaking College KEAS XINI	19 years
2.	MARIA-PENELOPE KAKOULIDI	Assistant Accountant	♦ Department of Computer Accountant IEK AKMI	6 years
3.	ANDRIANI PATSIMA	Assistant Accountant	♦ Department of Accountancy, Technological Institute of Messolongi	1 year
4.	GEORGE GOLFINOPOULOS	Chemical Engineers, Security Technician	<ul style="list-style-type: none"> ♦ M.A.Sc in Applied Sciences, Polytechnical School of Romania ♦ PhD of the Polytechnical University of Romania ♦ DIPLOMA IN MARKETING (C.I.M.) : Strategic Marketing Management & International Marketing Strategy, E.E.Δ.E 	12 years

C. EXTERNAL COLLABORATORS

S/N	FULL NAME	SPECIALITY	TITLES OF STUDIES	EXPERIENCE
1.	Dr. KATIA FRANGOUES	Political and Juridical Scientist	Since 1993, Katia Frangoudes has participated in numerous research programmes funded by the EU (Framework Programme of DG Research, DG Fish, DG Environment) or French authorities. Among others she has participated in the coordinated actions ESSFIN and FISHGOV and she has been the coordinator of the following programmes: COASTMAN- ELSA-PECHE: and FEMMES	19 years

S/N	FULL NAME	SPECIALITY	TITLES OF STUDIES	EXPERIENCE
2.	Dr. CONSTANTINOS STAMATOPOULOS	Biostatistician	He is a former FAO expert (Senior Fishery Data Officer). Responsible for fishery statistical development and technical advice to member countries. Preparation of scientific papers on fishery statistics and stock assessment. Preparation of computer software for fishery surveys and stock assessment. Organizing of seminars and training courses on fishery statistics. Project identification, formulation, implementation and evaluation in the sector of fisheries statistical monitoring and management. He has experience in ASIA: Vietnam, Cambodia, Myanmar, Sri Lanka, Thailand, Iran, Oman, Cyprus, Lebanon EUROPE: Georgia, Greece AFRICA: Egypt, Tunisia, Mauritania, Ivory Coast, Ghana, Togo, Benin, Cameroon, Nigeria, Congo DR, Congo RP, Angola, Gabon, Sao Tomé & Príncipe, Malawi, Tanzania, Burundi, Madagascar LATIN AMERICA and CARIBBEAN: Venezuela, Colombia, Panama, Suriname, Antigua, Br. Virgin Islands, Monserrat, Barbados, Bahamas	38 years
3.	Dr. JOHN KLADAS	Aquaculture & Fisheries expert	An expert in marine aquaculture and management of lagoons. 27 years of proven experience in the field of marine fish aquaculture, hatchery operations, the design and planning of marine aquaculture activities, design and planning of infrastructure (e.g cages), impact of introduction of new species, fish diseases, ecological and environmental impacts, fish feed formulation and development.	27 years
4.	EVRIS PASSARIS	Fisheries & aquaculture marketing specialist	Fish marketing expert with important experience in the countries of the Middle East (Iraq, Jordan, Saudi Arabia, United Arab Emirates, Kuwait, Lebanon) and Africa (Libya, Nigeria, Sudan, Guyana). He has a significant presence in these regions for the export of aquaculture products and construction materials. He was responsible as consultant for the development of the company "BUBIYAN FISHERIES" in Kuwait as the only sea bream aquaculture plant in the Middle East with an annual capacity of 600 tonnes.	33 years
5.	GEORGIOS KATSAS	Financial expert	Director Manager and exterior Collaborator Offices of Economic Studies. Economic Expert of Court of first instance Athens	48 years

S/N	FULL NAME	SPECIALITY	TITLES OF STUDIES	EXPERIENCE
6.	Dr. REFIK ORHUN	Aquaculture expert	Tropical marine aquaculture. 25 years of proven experience in the field of marine fish aquaculture, and offshore areas, hatchery operations, the design and planning of marine aquaculture activities, design and planning of infrastructure (e.g cages), impact of introduction of new species, fish diseases, ecological and environmental impacts, fish feed formulation and development.	25 years

5. BRIEF PROFILES OF KEY PERSONNEL

Dr. Christos Lambridis (*born in 1951*) holds B.A. in Economics (Athens University, 1969-1974). He has a Diploma for Advanced Studies in Management from Salford University (UK, 1974-1976), and M.B.A. from Bradford University (UK, 1975-1976) with specialty in Finance and Corporate Planning. He also holds a Ph.D. in Management and Administration from Bradford University (1976-1979). He is the President and Managing Director of Lamans s.a. as well as member of the Board of Directors of the Saving Bank of the Hellenic Post-office Organization. He implemented more than 400 studies dealing with market research, costing and financial consulting services during his 33 years career.

Languages: Greek, English, French and a little Arabic.

Valery-Mary Voulgari (*born in 1954*) holds a B.A. in Economics from the University of Athens (1972-1976). She performed postgraduate studies in the University of London (1978-1979) Birkbeck College from where she obtained a Master of Science in Economics. Her business experience initiated in 1979 at Doxiadis Associates (1979-1980) and from 1980-1986) she moved to the Industrial Development Bank (ETBA) at the Financial Analysis Department performing Studies and Financial Analysis. In Lamans she works since 1987. She has an extensive experience in Business plans, Project Management, and Costing studies.

Languages: Greek, English, Italian.

Dr. George Triantaphyllidis (*born in 1967*) studied Biology in the Aristotle University of Thessaloniki (Greece). He holds a Ph.D. in Applied Biological Sciences from the University of Ghent (Belgium) and he contacted post-doctoral Research at the Hellenic Centre for Marine Research in Greece (HUFA metabolism in Artemia) and at the University of Athens. Since June 1999 he is working in the private sector in the field of R&D and consulting for fisheries & aquaculture related projects. He participated in applied projects of live food production & manipulation for aquaculture applications (microalgae, rotifers and Artemia) and new species development (Solea solea and Octopus vulgaris) and has been involved on various national, European and international projects, having expanded the areas of services provided to project management, business planning, re-engineering, and research and development planning. He is experienced in experimental fishing activities with both coastal vessels (selectivity experiments with trammel nets) and bottom trawlers (selectivity experiments with standard knotted codend and knotless codend). Languages: Greek, English.

Thomas Fotsis (*born in 1954*) holds a *Chemical Engineer* degree from the *National Technical University* and has a wide experience in project management in the industry.
Languages: Greek, English.

Dimitrios Papakonstantinou (*born in 1956*) holds a degree in *Architecture* from the *National Technical University* and an *MSc and PhD* from the *Bartlett School of Architecture and Planning, University College London*. He is wide experience in the following areas: *restoration of Byzantine and post-Byzantine monuments, rehabilitation and restoration design of 19th and early 20th century monuments and listed buildings, additions to monuments, design of churches, survey of ancient monuments and archaeological sites.*
Languages: Greek, English, French.

Theologos Papageorgiou (*born in 1976*) studied *Aquaculture and Fisheries* in the *Technological Institute of Messolonghi*. During his studies he was engaged in an *R&D project concerning the capability of vaccination seabass juveniles against Vibrio anguillarum infection*). He holds a *M.Sc. in Total Quality Management* from the *University of Paisley*. In *Lamans* he has been involved on various national and international projects on fisheries and aquaculture, having expanded the areas of services provided to project management, business planning, re-engineering, and research and development planning. He is experienced in experimental fishing activities with both coastal vessels (*selectivity experiments with trammel nets*) and bottom trawlers (*selectivity experiments with standard knotted codend and knotless codend*).
Languages: Greek, English.

Vassiliki Papageorgiou (*born in 1980*) studied *Ichthyology* in the *Technological Institute of Epeirous, Department of Igoumenitsa, School of Aquaculture and Fisheries (Greece, 1998-2003)*. She holds a *Master in Sustainable Management of Aquatic Environment* from the *University of Thessaly, Department of Agricultural Sciences, School of Agriculture Ichthyology and Aquatic Environment (2004 - 2007)*. She participated in projects dealing with the conservation of fish stock and has experience in the composition of environmental studies. Also, she has attended meetings and seminars, regarding to the sector of aquacultures and fishery. Since 2007 she is working as a consultant for *Lamans s.a.* as a consultant in the sector of private investments in aquaculture.
Languages: Greek, English.

6. CONSULTING SERVICES THAT CAN BE PROVIDED BY LAMANS S.A.

Lamans can provide consulting services to organizations of both public and private sectors:

A. Public sector

- Consulting Services to the various Ministries.
- Legal expertise and harmonization of legislation according to the EU acquis.
- Technical Assistance for the development of agriculture (site selection, land planning, environmental impact assessment, hygiene and quality standards application)
- Marketing analysis and studies
- Business plans and technical analyses
- Elaboration of pre-feasibility and feasibility studies
- HACCP and ISO studies
- Training and capacity building

B. Private Sector

Lamans can provide experienced managerial consultation in private sector.

- Technical Assistance for the development of agriculture (site selection, land planning, environmental impact assessment, hygiene and quality standards application)
- Marketing analysis and studies
- Business plans and technical analyses
- Elaboration of pre-feasibility and feasibility studies
- HACCP and ISO studies
- Training

ANNEX:

PRESENTATION OF SELECTED PROJECTS IN THE AREA
OF BUSINESS DEVELOPMENT IMPLEMENTED BY LAMANS
MANAGEMENT SERVICES S.A.

A brief presentation of projects implemented by Lamans S.A. is given below:

1. Provision of consultancy services to the Technical Consultant of the Management Organization Unit of the Operational Program "Road Axes, Ports and Urban Development" (OP-RAPUD) for specific management issues of the OP-RAPUD for the Ministry of Environment, Physical Planning and Public Works (2006).
2. Technical Consultant for the implementation of actions and projects of the Operational Program "Fisheries 2000- 2006" for the Ministry of Agriculture, (2003).
3. Technical Consultant for the Priority Axis 2 : Interventions at the level of processing and trading of the primary farming and forestry product of the Operational Program "Agricultural Development - Reform of the Countryside 2000 - 2006" for the Ministry of Agriculture, (2003).
4. Provision of technical assistance services in the framework of the Operational Program "Employment and Vocational Training" for the European Social Fund Actions Implementation Authority and the Greek Manpower Employment Organisation of the Ministry of Labour, (2003).
5. Technical Consultant to the Department of Fisheries in Cyprus for the selection of areas depending on fisheries, for funding in the framework of Priority Axis 4 of the European Fisheries Fund for the Ministry of Agriculture, Natural Resources and Environment in Cyprus, (2006).
6. Consultancy Services to the Department of Agriculture for the preparation of the National Strategic Plan and the Program for Rural Development 2007-2013 in Cyprus for the Ministry of Agriculture, Natural Resources and Environment in Cyprus, (2006).
7. Pilot Project FISHTRAIN - Pathways to vocational training for workers of the fisheries sector for Vocational training SA, (2001).
8. Strengthening Fishery Products Health Conditions in Gambia, Ghana, Liberia and Sierra Leone for the Secretariat of the ACP Group of States, (2004).
9. Technical support of Public Power Corporation SA for the implementation of the project "Support of transmission new projects department for the management of the project of interconnection with submarine cable of Corfu to Igoumenista in the 3rd Community Support Framework.
10. Consultancy services to the Federation of Greek Maricultures, (2007).
11. Business plan within the framework of the Operational Programme "Information Society" for the Region of Western Macedonia, (2002).
12. Business Plan for the digitalization of the audiovisual archive of ERT sa, (2002).
13. Strategic and Operational Plan for the Hellenic Food Authority-EFET, (2002).

14. Business Plan for the Greek Commission of Telecommunications and Post (GCTP) for the Operational Program "Information Society", (2001).
15. Study on the market for the aquaculture produced sea bass and sea bream species (FISH/2003/05), for the EC-DG Fisheries, (2003).
16. Study of the impact and feasibility of the setting up of a joint inspection structure based on a community fisheries control agency (fish/2003/10) for the EC-DG Fisheries, (2004).
17. Study on the Social Security System of fishermen, fish workers and fish farmers for LKN Analysis, (2002).
18. Provision of Technical Assistance for the Implementation of a Fisheries Management Plan (IFMP) for Lake Victoria for NAO of Uganda, (2004).
19. Consulting services in the framework of the Program: "Amplification of Integrated Business Plans of very small and small enterprises" for Anglo-Hellenic SA, (2002).
20. Cost accounting control for the Public Power Corporation, (2002).
21. Diversification activities Based on Local Resources Special Characteristics for the Hellenic Fishermen Confederation, (2004).
22. Development of an integrated management system to support the sustainability of Greek fisheries resources (IMAS-Fish) for the general Secretariat for Research and Development, (2003).
23. Cost accounting Study for the Ministry of Culture, (2002).
24. Recording, analysis of potential – enlargement of alternative scenarios of development of renewable energy in the Prefecture of Dodecanese, (2006).
25. Field study to assess some mitigation measures to reduce by-catch of marine turtles in surface long line fisheries for EC-DG Fisheries (2006).
26. Provision of an expert in economical evaluation issues in the Framework of the program "Provision of assistance for the evaluation of tenders for NGO's funding" for Agriconsulting, (2005).
27. Evaluation of Innovative Actions Program of the Region of Western Greece (INNACT-RWG) 2002-2003 for the Regional Development Fund, (2004).
28. Consulting Services for the evaluation of the European Refugee Fund in Greece for the Ministry of Health, (2002).
29. Consulting Services for the implementation of the ex-post Evaluation and preparation of the National Developmental Plan and all the programmed entries submitted by Cyprus in the Framework of the Structural Funds of EC for LKN Analysis Ltd, (2002).

30. Consultant for the ex- post evaluation of the sub-programs 3-8 of the Operational Program "Development of the Agricultural Sector 1994-1999" for the Ministry of Agriculture, (2002).
31. Study on the management and control system used for the management, monitoring and the evaluation of the measures taken in favor of the new farmers in the Third Community Support Framework for the Ministry of Agriculture, (2000).
32. Ex – ante evaluation of the Operational Program "Life-long education and employment 2000-2006" for the Ministry of National Economy and the Ministry of Labour, (1999).
33. Ex – ante evaluation of the Operational Program of "Fisheries 2000-2006" for the Ministry of National Economy and the Ministry of Agriculture, (1999).
34. Ex – ante evaluation of the Operational Program "Information Society 2000-2006" for the Ministry of National Economy, (1999).

Ref. 1	Project title	Assistance Consultant to the Special Managing Authority of the Operational Programme "Road Axes, Ports and Urban Development" (OP-RAPUD) for specific management issues of the OP-RAPUD.						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	83.655	60	2	Subcontractors to Alpha Metrics Ltd,	General Secretariat for Public Works of the Hellenic Ministry of Environment, Physical Planning and Public Works	05/09/2006 – 05/11/2007	
Detailed description of project						Type of services provided		
<p>The aim of the project is the provision of supporting services to the Special Managing Authority of the OP-RAPUD on the following issues:</p> <p>A. Examination of the co-financed actions of the Programme on the application of the “polluter pays” principle, recording of the current practices on a national, European Community and EU Member States level and methodology recommendation for the application of the principle in the frame of preparations for the planning and formation of objectives of the Programme of the General Secretariat for Public Works of the Hellenic Ministry of Environment, Physical Planning and Public Works under the 4th Programming Period.</p> <p>B. Collection from the Final Beneficiaries of the Programme, recording and analytical examination of data for selected outcome indicators of the Programme, for which the need for a more detailed approach resulted in the frame of the Interim Evaluation, in order to exploit the results both for the need of the completion of the current OP-RAPUD, and during the planning phase of the Programme for the next Programming Period.</p> <p>If required during the implementation of the Project, the consultant will co-operate with the consultants responsible for the elaboration of the Ex ante and the Strategic Environmental Appraisal of the Operational Programme of “Reinforcing Accessibility” of the Programming Period 2007 – 2013.</p>						<p>Lamans provides the following services:</p> <ul style="list-style-type: none"> ○ Collection of all the data that relate to the application of the “polluter pays” principle in Greece ○ Collection of all necessary information that relate to EU Member State practices, and of the proposals-opinions of the European Commission and its related institutes ○ Methodology Recommendation on the application of the “polluter pays” principle for co-financed projects of the General Secretariat for Public Works of the Hellenic Ministry of Environment, Physical Planning and Public Works ○ Co-operation with the Final Beneficiaries of the Programme for the collection of the necessary data for selected outcome indicators of the Programme ○ Analysis of the selected indicators and preparation of proposals for reforming them in view of the Programme of the General Secretariat for Public Works of the Hellenic Ministry of Environment, Physical Planning and Public Works for the 4th Programming Period. 		

Ref. 2	Project title	Technical Consultant for the implementation of actions and projects of the Greek Operational Program Fisheries 2000- 2006 for the years 2003- 2004						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	370.500	100	10	Directory of Fisheries, Ministry of Agriculture	EU	1/2003 – 12/2004	
Detailed description of project						Type of services provided		
<p>Lamans offer services as the Technical Consultant for the Operational Program of Fisheries 2000-2006. The role of the Technical Consultant will be to facilitate the operation of the Program by supporting the Management bodies, formed by Public Servants, that constitutes the core of the decision making team for the Program and the entire Ministry.</p> <p>Among the tasks of the Technical Consultant for the Operational Program of Fisheries 2000 – 2006 is to provide services for the organization, operation and monitoring of the different projects funded by the Program, to consult and advice the General Directorate of Fisheries and the decision making bodies for the Program. In addition, the Technical Consultant will provide services to The Hellenic Ministry of National Economics for the monitoring and financial surveillance of the Program. The Technical Consultant is also responsible for preparing a number of reports and case studies concerning the operation of the Program and the different sectors of fisheries that are benefited by the Program.</p>						<ul style="list-style-type: none"> ○ Support to the Management Bodies ○ Operation and monitoring of the different projects funded by the Program ○ Consult and advice the General Directorate of Fisheries ○ Services to The Hellenic Ministry of National Economics for the monitoring and financial surveillance of the Program 		

Ref. 3	Project title Consultant for Technical Support of Measures of Axis 2 "Interventions in the level of transformation and marketing of the primary agricultural and forestall product" of the Operational Program "Agricultural Development - Reconstruction of the Countryside 2000 - 2006".							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	301.675,16 €	100	3	Ministry of Agriculture, Special Authority of OP "Agriculture and Reconstruction of the Countryside 2000-2006"	European Agricultural Fund of Orientation and Guarantees - Department of Orientation 69,32% and National Resources 30,68%	10/2003 – 02/2006	
Detailed description of project						Type of services provided		
<p>The role of the Consultant was to assist the final beneficiaries (Department of planning and agricultural structures and Department of development of forestall resources) of Measures 2.1 and 2.2 of the 2nd Axis "Interventions in the level of transformation and marketing of the primary agricultural and forestall product" of the Operational Program "Agricultural Development And Restructuring of the Countryside 2000-2006", in order to ensure the effective implementation and operation of the aid that is foreseen by these Measures. The consultant provided mainly support in the fields of technical specifications, absorption of financing, and achievement of the objectives. More specifically, the objective of the project was to</p> <ul style="list-style-type: none"> - plan and design the monitoring system of actions and projects, in co-operation with the final beneficiaries, adjusted to the specifications of the measures of Axis 2 and taking into consideration the typical monitoring system, as defined by the circular of the Ministry of Economy to the Management Authorities (monthly expenses report, quarterly monitoring reports, yearly reports) - provide the necessary know-how and support to the final beneficiaries for drafting and submission for approval of the Project Technical Reports - monitor the implementation progress of the projects that were approved by the Management Authority, inserting also all the necessary data to the information system that was designed and implemented, as well as the provision of recommendations and support to the final beneficiaries and the Management Authority for complying with the existing regulations of the national and European law, especially for issues on competition, environment, common agricultural policy and gender equality. 						<p>Lamans provides the following services:</p> <ul style="list-style-type: none"> ○ Technical Support for the implementation of planned interventions (support in drafting of tenders, in procedures for submission of proposals, etc) ○ Follow-up of implementation of Axis 2 (monitoring of the technical and economic objectives of the action that have been included in the Measures of the Axis) according to the requirements of the completed information system, the national or Community regulations and the existing information systems. ○ Identification of problems during the implementation of actions and provision of alternative solutions, taking into consideration the existing institutional frame and by informing the Managing Authority of the Operational Programme. ○ Accompanying measures and support actions for the improvement and more effective implementation of the measures. 		

Ref. 4	Project title	Provision of technical assistance services in the framework of the Operational Program “Employment – Vocational Training”).						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	1.260.000	16	3	Ministry of Labour	EU	2003 - 2006	Planet Ernst & Young S.A., Planet Regional, Kion
Detailed description of project						Type of services provided		
<p>Through this project, the Technical Consultant rendered the essential operational techniques and functional support to the final beneficiaries of the Operational Program “Employment and Vocational Training”, in order to prepare and realize effectively and efficiently their actions, within the set time framework. The final beneficiaries, i.e. the European Social Fund Actions Implementation Authority and the Greek Manpower Employment Organization (OAED), were supported by the Technical Consultant as follows:</p> <ul style="list-style-type: none"> • In drafting, organizing, implementing and managing the actions • In the management and monitoring of the actions/operations <p>The Technical Consultant contributed with his experience to the elaboration of the business plan of the ESF Actions Implementation Authority, the drafting of Ministerial Resolutions, request for services, competitions and newsletters concerning the actions, the design and organization of the procedures for the surveillance of the progress in the realization of the actions, as indicated by the European Policy for Employment and the Operational Program.</p> <p>The Technical Consultant contributed in the composition of the required Technical Reports and surveyed with integrity the incorporation of the actions of the projects/sub-projects and their realization, putting more emphasis on the approach of the values of the indicators/goals.</p> <p>Finally, he supported the Beneficiaries on the planning and implementation of a strong communication policy and the related programs of projection of their actions within the limits set by the Operational Program.</p>						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> ○ drafting, organizing, implementing and managing of the actions ○ management and review of the natural and financial objective of the actions/operations ○ elaboration of the operational scheme of the Special Service ○ composition of the required Technical Reports ○ planning and implementation of a strong communication policy 		

Ref. 5	Project title	Technical Consultant to the Department of Fisheries in Cyprus for the selection of areas depending on fisheries for funding in the framework of Priority Axis 4 of the European Fisheries Fund.						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Cyprus	22.608	100%	4	Cypriot Ministry of Agriculture, Natural Resources and Environment	50% EC 50%National Funds	20/2/206 20/4/2006	-
Detailed description of project						Type of services provided		
<p>In the frame of this study the current condition of the fisheries sector (fisheries / aquaculture / processing and trading) in Cyprus was analyzed and evaluated based on data that were collected, having as an objective the identification of specific areas that could be supported in the frame of Priority Axis 4 of the European Fisheries Fund (EFF) and the determination of selection criteria for the areas through extended field work. The selected areas for funding were incorporated in an integrated strategy aiming to support the objectives of the Common Fisheries Policy (CFP), taking into consideration its socio-economic impact.</p> <p>The Work Packages (WP) of the study were the following:</p> <ul style="list-style-type: none"> • 1st WP: Analysis and evaluation of the current situation of the fisheries sector in Cyprus, preceding an extended field research and desk research, in order to identify specific areas that could be enlisted and supported in the frame of Priority Axis 4 of the EEF. • 2nd WP: Identification and cost estimate of the proposed interventions for possible implementation in the areas that will be proposed for funding. • 3rd WP: Activities that must be achieved for the implementation of interventions at the fisheries areas that have been selected for funding. • 4th WP: Documentation of the possibility or not for funding of the specific interventions through the remaining Priority Axis of EFF and mainly of Priority Axis 3. <p>The proposals were submitted to the Ministry of Agriculture and assessed by the Department of Fisheries and Marine Research in order to draw up the Operational Program for Fisheries 2007-2013.</p>						<ul style="list-style-type: none"> ○ Project Management ○ Evaluation of the fisheries sector in Cyprus ○ Structured Interviews ○ Organization and delivery of a workshop for Axis 4 of the EFF ○ Statistical analysis of the data and rating of areas for determination. ○ Cost analysis of interventions for the proposed fisheries areas 		

Ref. 6	Project title	Consultancy Services to the Department of Agriculture in Cyprus for the preparation of the National Strategic Plan and the Program for Rural Development 2007-2013.						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Cyprus	40.000	40%	4	Ministry of Agriculture, Natural Resources and Environment in Cyprus	50% EC 50% National Cypriot Funds	4/10/2005 31/8/2006	TECHNOMART Engineering and Project Consultants Ltd Business Architects Consultancy SA
Detailed description of project						Type of services provided		
<p>The consortium carried out the following tasks:</p> <p>A. Proceed in actions that enhanced the current knowledge on the developments, procedures and programming of rural development on a European level.</p> <p>B. Assisted in the elaboration and finalization of the National Strategic Plan for Rural Development within the time limits that are defined by the European Commission and the Cypriot Department of Agriculture. The National Strategic Plan was based on the guidelines of the European Commission and was adjusted to the specific conditions of Cyprus and the special needs of the Cypriot rural areas. For this to be achieved it was necessary to analyze the current conditions and define the main goals, objectives and strategic directions for the forthcoming Programming Period. The National Strategic Plan was submitted to the European Commission in 2006.</p> <p>C. Assist the Department of Agriculture with the preparation of the Program for Rural Development 2007 -2013. The Program Document must be in direct compliance with the goals, objectives and strategic directions that will be included in the National Strategic Plans, which will precede. The consultancy support was related to the implementation procedures of the new program as well as the finalization of the Axis and Measures, including the implementation criteria.</p> <p>The above activities realized through special conferences as well as broader seminars as these defined by the concerned authority and addressed mainly to the Department of Agriculture but also to other beneficiaries that are directly or indirectly related with rural development. Specifically for activities B and C, the consortium submitted also in a written form its contribution (preliminary plans, proposals, etc).</p> <p>Apart from the reports that are mentioned above, the Consortium submitted, after request from the concerned authority, its written contribution on the finalization of the National Strategic Plan and the Program for Rural Development, during the duration of the contract, through the submission of preliminary plans, clarifications, proposals and innovative recommendations to the Department of Agriculture which will follow the guiding directions of the European Union and the Strategies of Lisbon and Göteborg.</p>						<ul style="list-style-type: none"> <input type="radio"/> Project Management <input type="radio"/> Evaluation of the agricultural sector in Cyprus <input type="radio"/> Elaboration and Finalization of the National Strategic Plan for Rural Development <input type="radio"/> Preparation of the Program for Rural Development 2007 – 2013 		

Ref. 7	Project title	Pathways to Vocational Training For Workers of Fisheries Sector - FISHTRAIN						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece, Italy, France, Spain, Cyprus	539.895	24	4	DG Fisheries	EU	2001 - 2004	University of Athens, OIKOS, AELV, Global Interface, TENDER, KEK Consul, PAPF, University of Ancona, Evros.
Detailed description of project						Type of services provided		
<p>FISHTRAIN is the acronym of the Pilot Project titled "Pathways to Vocational Training For Workers of Fisheries Sector". Is co-funded by Leonardo da Vinci Programme 2000-2002. It is a transactional cooperation between 10 partners from 5 countries of Mediterranean Sea. The partnership consists of Universities, Environmental NGO's, Fisheries Experts, Fisheries Associations, Vocational Training Providers, from Greece, Italy, France, Spain and Cyprus. Project's duration is 36 months and will end at October of 2004.</p> <p>The main objective of the Program is to design, to implement and to evaluate a Vocational Training Programme, tailor made to the needs of its end-users. This Vocational Training Programme will be oriented in Sustainable Fisheries Management of Mediterranean Sea and its living resources.</p> <p>For that reason the partners will begin a dialogue among all Stakeholders of Fisheries Sector at European, Mediterranean and National Level and especially with:</p> <p>End Users Training providers Fisheries Social Partners Environmental NGO's</p> <p>The program aims also to identify the needs and requirements of fishermen and other stakeholders located in Mediterranean Sea and to design a Vocational Training Programme that will cover the perceptions and needs of End-Users, able to transmit the knowledge on Sustainable Management of Fisheries. Finally it will produce Training Material, in order to be implemented in Vocational Training Initiatives.</p> <p>Finally a Vocational Training Programme will be produced that will be based on the needs and requirements of Mediterranean Stakeholders in fisheries. The program will focus on topics such as food hygiene, Safety on Board or Environmental Protection and aims to be able to diffuse the idea of Sustainable Management of Fisheries, to make fisheries attractive for younger people.</p>						<ul style="list-style-type: none"> ○ Coordination ○ Design, implementation and evaluation of a Vocational Training Programme ○ Identification of the needs and requirements of fishermen and other stakeholders ○ Production of training material 		

Ref. 8	Project title							
	Strengthening Fishery Products Health Conditions in Gambia, Ghana, Liberia and Sierra Leone							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Gambia, Ghana, Liberia, Sierra Leone	1.037.775,00	49%	2	Secretariat of the ACP Group of States	8th European Development Fund	12/2004 – 12/2006	Agriconsulting Europe Sofreco
Detailed description of project						Type of services provided		
<p>The purpose of the project was to improve the access of fisheries products of West-African countries of Gambia, Ghana, Liberia, and Sierra Leone to the world markets, by improving the production health conditions in beneficiary countries and generating a sustainable system of sanitary controls and surveillance of fishery production and trading. The goal was to meet the food safety requirements of the main importing markets and in particular those of the European Union and, enhance the technical knowledge basis and statutory practices for improved standards of food safety for national consumers.</p> <p>The beneficiaries of the mission were the Governments of the participating countries in general and particularly the Competent Authorities and inspection services in the concerned Ministries. Other direct stakeholders of the project in each of the participating countries were the approved testing laboratories, technical and training institutions, and individual fisheries enterprises, small-scale fishers including women fish processors and traders, professional associations and fisheries resources management authorities. The ultimate beneficiaries were the fishing communities and the related industry in participating countries, as well as the national and international consumers.</p> <p>The results of this intervention were:</p> <ul style="list-style-type: none"> • The national Competent Authorities developed sustainable legal, organisation and financial operational structures within a regional network. • Testing laboratories and technical centres provided active technical scientific support to fish health controls • Improved level of Fish industry (fishing vessels and processing establishments) for compliance with health conditions for export. • Improved handling practices and infrastructures for small-scale fisheries. 						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> ○ Advice, support and training to the Competent Authorities ○ Advice, support to laboratory services and training of related personnel ○ Advice, support and training to private sector ○ Advice and support for artisanal fisheries and training of small-scale fishers 		

Ref. 9	Project title	Technical support of Public Power Corporation SA for the implementation of the project "Support of transmission new projects department for the management of the project of interconnection with submarine cable of Corfu to Igoumenista in the 3rd Community Support Framework.						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	83.000	100%		Public Power Corporation		2006 (15 months)	
Detailed description of project						Type of services provided		
<p>Lamans S.A. was chosen by PUBLIC POWER CORPORATION S.A. to support in time and effectively Transmission New Project Department, and to submit the project of interconnection with submarine cable of Corfu to Igoumenitsa in 3rd CSF and absorb in time the financing, according to the demands of the existing institutional framework its recent modification, if there are. Lamans' work is:</p> <ol style="list-style-type: none"> 1. Support of Transmission New Project Department in the adhesion of project, follow up of complying with conditions of decision of its adhesion and of project good practices concerning the economic aspect in combination with the competent department of Enterprise. Formation of Technical Statements of Project and Subprojects, Monthly and quarterly Statement of Expenses. 2. Monitor compliance with Social and National Law concerning the 3rd CSF during the implementation of project, so that the Enterprise maintain the right of financing, the implementation of project be insured according to Guides of administration, follow up and control of actions and be informed by the competent authorities for the last modifications of publications but also the procedures of submission and adhesion of TSP. 3. Modifications of publications that is necessary after an order from the competent section and demands of the competent authorities (Administrative Authority, Ministry of Economic and Finance, Ministry of Development, etc). 4. Development and application of organization and control system that will include an easy certification of action and of expenses, creation and continuous update of Project files, adaptation of demands of ΟΠΣ, but also verification of delivered products and services από το οποίο will compose or complete Monthly Statements of Expenses, Quarter Statement of Expenses, Index of absorptions and Index according to the demands of controlling authorities of 3rd CSF. 5. Support of Enterprise in potential control of competent organs (EDEL, Commission of EU, Special Service of Administration or other control organs). 6. Introduction of corrective proposals for the improvement of processes for the adhesion of projects of Transmission New Projects Department, but also the in time absorption of financing in profit of Enterprise. 								

Ref. 10	Project title							
	Consultancy services to the Federation of Greek Maricultures							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	16.800	100	2	Federation of Greek Mariculture	Private	2007 (12 months)	
Detailed description of project						Type of services provided		
<p>This project aims at the provision of a specialized consultant support to the Federation of Greek Maricultures and more specifically:</p> <ol style="list-style-type: none"> 1. Contribution and formation of strategy of the Federation and evaluation of its choices and positions. 2. Follow up of progress of Marine Fish farms Sector in a Community level (General Directorate for Fisheries) and National level (Ministry of Rural Development and Food, Ministry of Environment, Planning and Public Works etc) and provision of written advices. 3. Realisation of estimates that aims at the systematic observation and evaluation of possible changes and progress in the framework of National and Community policy in the sector 4. Elaboration of position papers for all Public Service after a demand of Federation of Greek Maricultures and participation of its representatives for the support of those positions after a written authorization of Federation of Greek Maricultures. 5. Systematic information of Federation of Greek Maricultures for financing resources from which Federation is able to have a profit in National and Community level. 						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> <input type="radio"/> Strategy formulation <input type="radio"/> Policy evaluation <input type="radio"/> Consultancy support 		

Ref. 11	Project title	Business plan within the framework of the Operational Programme "Information Society for the Region of Western Macedonia".						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	105.649	25	4	Region of Western Macedonia	Region of Western Macedonia	04/2002 – 07/2002	ANKO SA INFOGROUP SA
Detailed description of project						Type of services provided		
<p>The project had to develop a Business plan of the Region of Western Greece. The aim of the Business Plan was the tracing of the development, needs particularities and resources of the Region as regards Information Society. The drafting of an integrated proposal for Action Plan in implementing a series of actions for adapting the regional economy and society into the new ICT evolution for the years 2000-2006 was included in the deliverables.</p>						<p>Lamans provided the following services:</p> <p>Current state of play in the region, benchmarking, scenario's development and contribution to the strategic action plan.</p> <ul style="list-style-type: none"> ○ Strategic development ○ Socioeconomic studies ○ Quality management 		

Ref. 12	Project title							
	Business Plan for the digitalization of the audiovisual archive of ERT SA							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece				ERT SA		2002 (3 months)	
Detailed description of project						Type of services provided		
<p>The Business Plan was realized as part of the "Information Society Program" funded by the Third Support Framework. The project included three phases:</p> <p>In the first phase the following actions took place:</p> <ul style="list-style-type: none"> • Analysis of the present situation of the bulky archive of the client • Registration of the audiovisual archive • Analysis of the existed infrastructure • Analysis of the support systems • Analysis of the external environment of action • SWOT Analysis <p>In the second phase, Lamans identified the Key Success Factors and proposed the methodology for the development and implementation of the business plan.</p> <p>The third phase included the following:</p> <ul style="list-style-type: none"> • Development of action plans • Analysis of actions to be taken in order to digitize the archive material in order to be able to be presented on the internet <p>During the project, the Consultant investigated and suggested the most suitable technological procedures in order to save and protect all rights of the creators.</p> <p>A special issue analyzed in the project is the education and training of the staff in the new technology used as well as the expertise required by the personnel in order to promote and exploit the abilities of the new system.</p>						<p>○</p>		

Ref. 13	Project title Strategic and Operational Plan for the Hellenic Food Authority – EFET.							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	133.528,95	45	6	EFET (HELLENIC FOOD AUTHORITY)	EU	2002 (5 months)	DIADIKASIA SA, LOTUS Ltd
Detailed description of project						Type of services provided		
<p>The Consultant prepared and delivered the Strategic and Operational Plan of EFET (Hellenic Food Authority).</p> <p>The Consultant recorded and analyzed the existing situation of operation of EFET [organisation, guides of hygiene, controlling activities, laboratories for food quality controlling, international practices in corresponding organisations, international institutions that are involved on food issues, recording and analysis of the characteristics of the diversification environment, recording of international co-operations and practices in the sector of safety of foods, description of the legislative frame of operation of institutions of food control in national level but also in level of the European Union (Reg. 178/2002), necessity because of the Olympic Games in Athens in 2004, etc.]</p> <p>The next phase concerned the following tasks and was determined by the new European Union legislation in effect (Reg. 178/2002) with regard to the operation of Institutions of Food Control:</p> <ul style="list-style-type: none"> • Strategic planning of EFET (governing lines of Institution, strategic targets, strategy for the achievement of targets etc.), • Organizational planning (organizational structure, growth of human potential, system of control of enterprises of foods, supporting systems of management of samples and documentation of Institution, system of information technology and communications, supporting systems of quality and cost accounting), • Recording of critical factors of success. <p>In the third and last phase of study was proposed a five-year plan of action for the exploitation of resources of the 3rd Community Frame of Support, so that the proposed organisational and strategic changes are materialised.</p>						<p>Lamans was the project leader and provided the following services:</p> <ul style="list-style-type: none"> • Project management • Recording of existing situation • Assessment of social, economic, legal and development characteristics of the food sector • Technical assistance • Evaluation • Strategic and organisational planning • Development planning 		

Ref. 14	Project title	Business Plan for the Greek Commission of Telecommunications and Post (GCTP) for the Operational Program "Information Society".						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece		100%	2	GCTP	EU	2001	TEC SA
Detailed description of project						Type of services provided		
<p>GCTP acts as an independent authority to control all communication infrastructure developments in Greece, to act as an assessment mechanism and to protect citizen's rights, tools and technical methods of high technology.</p> <p>LAMANS SA as a subcontractor of TEC SA, introduced its experience in developing actions and measures to help GCTP use financial resources of IS Business Program.</p> <p>BP introduced state-of-the-art and emerged innovative mechanisms protecting competitiveness of service providers, safety of citizen and transition to a new digital era in GCTP.</p>								

Ref. 15	Project title	Study on the market for the aquaculture produced seabass and seabream species. (FISH/2003/05)						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece, Cyprus	150.000	13	5	DG Fisheries	EU	2003 - 2004	University of Stirling
Detailed description of project						Type of services provided		
<p>The consultant assisted the University of Stirling (UK) that won a tender from DG Fisheries, to a service contract for a study on the market for the aquaculture produced seabass and seabream species. The consultant reported the evaluation of the real aquaculture production volume of seabass/bream from Greece and Cyprus. The study included the following issues: reliability of official statistics; estimation of real vs. official production over the period 1998-2002. Number of farms, Production capacity, Monthly production distribution, Current hatchery fry production, and trends for incoming years, Forecasted production evolution over the period 2002-2008. Emerging producers, Analysis of the production costs: past, current and forecasted, First sale prices, Analysis of the impact of Community aid on the development of the seabass/bream sector, Analysis of the 2001-2002 price crisis, forecasts of likely short term developments as well as a detailed market analysis, conclusions and recommendations.</p>						<ul style="list-style-type: none"> ○ Evaluation of the real aquaculture production volume of seabass/bream from Greece and Cyprus ○ Reliability of official statistics ○ Estimation of real vs. official production over the period 1998-2002 		

Ref. 16	Project title	Study of the impact and feasibility of the setting up of a joint inspection structure based on a community fisheries control agency (fish/2003/10)						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece, Italy, Cyprus, Malta, Slovenia	650.000,00	15%	3	European Commission, Directorate-General Fisheries.	European Commission Directorate-General Fisheries.	1/2004 – 8/2004	MRAG, Poseidon, Oceanic Developpement
Detailed description of project						Type of services provided		
<p>Lamans in collaboration with Marine Resources Assessment Group (MRAG) Ltd (coordinator), Poseidon Aquatic Resource Management Limited (Poseidon) and Oceanic Developpement (Oceanic) will examine the impact, setting and structure of a Community Fisheries Control Agency (CFCA) with responsibility for a Joint Inspection Structure (JIS). It is proposed to pool into the JIS, national means of inspection and surveillance of fishing activities for the purpose of deployment in accordance with Community inspection and surveillance strategies. It is also proposed that the CFCA will have direct responsibility for the execution of JIS tasks, operational duties, other advisory duties, as well as financial responsibility for the budget allocated to it by the Community. The CFCA's operational duties will support deployment of national means of inspection and surveillance by additional contracted means of inspection for the purpose of joint inspection and surveillance initiatives. The consultant examines the present situation in 2 Member States (Greece and Italy), 3 coastal candidate countries (Cyprus, Slovenia, Malta), as well as their Regional Fishery Organisations (RFOs), stakeholders.</p> <p>The analysis is to include:</p> <ol style="list-style-type: none"> 1. Identification of the tasks and mandates of all authorities involved in control and enforcement. 2. Identification of the budget and financial organization of each of the inspection services 3. The deployment of inspection and surveillance resources – inspectors, vessels, vehicles, aircraft <p>The Commission is expected, following advice from the Management Committee to set the CFCA's priorities, benchmarks and inspection routines.</p>						<ul style="list-style-type: none"> ○ Identification of the tasks and mandates of all authorities involved in control and enforcement in 5 Eastern Mediterranean countries. ○ Identification of the budget and financial organization of each of the inspection services ○ The deployment of inspection and surveillance resources – inspectors, vessels, vehicles, aircraft 		

Ref. 17	Project title							
	Study on the Social Security System of fishermen, fish workers and fish farmers							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	55.000	100	4	LKN Analysis Ltd	EU	2002 – 2003 (12 months)	
Detailed description of project						Type of services provided		
<p>The study of the Social Security regime of professional fishermen, fish workers and fish farmers was consisted of two phases. In the first phase, the existing situation was analyzed and in particular the following elements were specified.</p> <p>a. The classification of the workers based on their professional status quo, the fishing tools, the demographic distribution and the insurance charges by each Insurance Fund.</p> <p>b. The recording of the weaknesses of the existing status quo.</p> <p>The second phase of the study the major modifications of the insurance regime were developed. In this phase the Consultant examined the following:</p> <p>a. The potential development of the fish producing sector in Greece</p> <p>b. The evolution of the terms of social security and their services rendered in relation with types of employment.</p> <p>c. The possible consequences of the existing regime in Fisheries sector and the evolution of the social security system or workers in the Fisheries and Aquaculture sector.</p> <p>Finally the Consultants proposed the principal lines for transformation of the existing social security regime based on the European Community Laws and Regulations.</p>						<ul style="list-style-type: none"> ○ Evaluation and analysis of the current system ○ Data analysis ○ Assess of the European legislation ○ Proposals for transformation according to the European status 		

Ref. 18	Project title Provision of Technical Assistance Services for the Implementation of a Fisheries Management Plan (IFMP) for Lake Victoria							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Kenya, Tanzania, Uganda	Technical Assistance value: 4.536.434,0€ Overall Project Value: 29.900.000,0 €	3,5%	3	NAO of Uganda	EuropeAid, EDF 8	1/4/2004-31/8/2008	MRAG (lead partner), PMTC
Detailed description of project						Type of services provided		
<p>The Implementation of a Fisheries Management Plan (IFMP) for Lake Victoria (2004-2008) aims to apply the knowledge gained from the second phase of the five-year Lake Victoria Fisheries Research Project (LVFRP), an EC funded project ended in December 2002. The IFMP project for Lake Victoria is a €29,9 million project funded by the European Development Fund Eight (EDF 8) (Project No.: 8 ACP ROR 029). The project's purpose is to assist the three riparian countries – Kenya, Tanzania and Uganda - constituting the Lake Victoria Fisheries Organization (LVFO) to implement fisheries management measures in line with an approved Fisheries Management Plan and LVFO's Strategic Vision. The strategy for contributing to pro-poor economic growth through improved livelihoods within shoreline fisheries dependent communities had six inter-dependent project Result areas. The project has made several remarkable achievements, some of which relating to Beach Management Units (BMUs) are already ground-breaking and drawing the attention of international institutions. The project had six major components namely: a)Monitoring Control and Surveillance; b)Co-management and Human Resources management; c)Resource, Environmental and Socio-economic Research and Monitoring; d)Database development; and Information, Communication and Outreach; e)Harmonisation of Policies, Laws, Regulations and Action Plans; and f)Capacity Building.</p> <p>Achievements</p> <ul style="list-style-type: none"> ✓ Fisheries management institutions at all levels require an enabling policy and legislative environment within which to operate effectively. The project has supported institutional and legislative development at national level and will continue these efforts in addition to supporting national fisheries policy development and policy harmonisation across the three Partner States. The project assisted the countries to develop an innovative and financially sustainable lake wide management framework which integrates the interests of all key stakeholders, especially those men and women in the poorer sections of rural communities. A bottom-up approach to institutional development has been adopted by the project and 1.087 community Beach Management Units have been established. The principal agents of change were local government officers whose role in the longer-term is to 						<p>The services provided included work on :</p> <ul style="list-style-type: none"> (i) Technical Assistance Services for the Implementation of a Fisheries Management Plan (IFMP) for Lake Victoria. (ii) Fishery including strengthening of the institutions dealing with Fishery (Inspection services and/or Fishery administration and/or assistance in fishery management); (iii) Alignment of Fishery legislation with EU Acquis; (iv) Provision of training for Fishery Services. <p>Lamans was responsible for the following services :</p> <ul style="list-style-type: none"> ○ Provision of Procurement specialists ○ Provision of Engineering specialists ○ Provision of Naval Architect services 		

Detailed description of project	Type of services provided
<p>support and guide BMUs as partners in co-management. Independent monitoring of the whole mobilisation and awareness raising process was undertaken. A major programme was accomplished to build the capacities of stakeholders to effectively implement the Fisheries Management Plan. Particular focus has been paid to BMUs but training also extended to local and national government representatives and other stakeholders in fisheries co-management.</p> <ul style="list-style-type: none"> ✓ The provision of a wide range of different types of supplies strengthened the capability of management and research institutions to undertake their designated functions and responsibilities. This included the supply of vehicles for 6 national partner institutions and the LVFO Secretariat, four patrol boats for national or regional monitoring, two research vessel, smaller surveillance canoes and outboard engines for all riparian districts, spare parts for vehicles and vessels, office and computer equipment for the same institutions and selected District Fisheries Offices, fishing gear, field equipment and limited chemicals for research surveys and finally, communication equipment for the six offices and LVFO Secretariat. Project implementation was strengthened, where needed, by commissioning the technical advisory services of international consultants (ISTTA) and regional consultants (RSTTA). ✓ Substantial resources and efforts were directed towards improving working and living conditions of fisheries stakeholders through developing infrastructure and services at fish landing sites and within associated communities. This was achieved by improving fisheries infrastructure in at least 18 fish landing sites across three Partner States and developing social infrastructure for fisheries communities in a further 15 locations. Extensive refurbishment of the offices of the six national implementing institutions also accomplished. ✓ The project attracted assistance to fisheries communities to reduce the incidence of HIV/AIDS and water borne diseases. Major progress has been made in the development of a Lake Victoria HIV/AIDS Strategy and Action Plan and the establishment of a network of institutions working on this crucially important topic. ✓ The provision of accurate and reliable fisheries information needed for planning and management was provided by the regular fisheries surveys using Standard Operating Procedures. The collection of social and economic information was undertaken and fed into the monitoring of impacts of management measures. The project has developed a draft Fisheries Management Decision Support Tool which used various types of information to provide a harmonised and systematic means to taking management decisions. ✓ An extensive fisheries patrol programme (MCS) was implemented involving patrols mainly on water but also on land and closely involve the newly established BMUs as active participants in the programme. Activities were guided by the regional MCS Guidelines, Strategy, Action Plan and Operations Manual developed during with project support. A training component for different MCS stakeholders was included in the programme. ✓ The project worked towards building the capacity of the LVFO Secretariat as a centre of excellence for fisheries information and databases housed in a new office, with support by the project, in Jinja, Uganda. Implementation of activities relating to the production of communication materials was guided by an Information, Communication and Outreach Strategy. A LVFO Information Policy was developed to elucidate issues on ownership, access and management of information and data. 	

Ref. 19	Project title	Consulting services in the framework of the Program: "Amplification of Integrated Business Plans of very small and small enterprises".						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	2.934	100	2	ANGLO-HELLENIC S.A.	ANGLO-HELLENIC S.A.	05/04/2002-05/06/2002	
Detailed description of project						Type of services provided		
The Consultant undertook the submission of the Integration tender of the company as well as all the required supporting documents which accompanied the application for induction to the Program "Amplification of Integrated Business Plans of very small and small enterprises".								

Ref. 20	Project title	Cost Accounting Control						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	19.075	100	4	Public Power Corporation (PPC)	Public Power Corporation (PPC)	01/2002-06/2003	
Detailed description of project						Type of services provided		
<p>PPC assigned in Lamans the realization of cost accounting control in the following companies:</p> <ul style="list-style-type: none"> • ALSTOM HELLAS SA • SNEDER ELECTRIK SA • SIEMENS SA <p>Scope of the cost accounting control was the analytic determination of unequivocal way of real cost of the items which PPC was supplied per product and company.</p> <p>The cost accounting control was based on the apologetic data for the year 1999 according to the generally admissible principles of cost accounting of the international practice and it covers the total of the items that PPC was supplied in 1999.</p>						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> • Cost accounting • Financial Analysis 		

Ref. 21	Project title	Diversification activities Based on Local Resources Special Characteristics						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece, Italy, France, Spain	193.900	22%	4	Hellenic Fishermen Confederation	DG Fisheries	1/2004 – 6/2005	Hellenic Fishermen Confederation, Municipality of Etoliko, Tender
Detailed description of project						Type of services provided		
<p>The general aim of the project is to facilitate the conversion processes of surplus manpower employed in fishing activities. An innovative organisational structure is introduced implementing methods, principals and working tools to minimise the risks of failure in the new working activities.</p> <p>Specific objectives of the project are:</p> <ul style="list-style-type: none"> • facilitate the change of the working activities of fishermen and workers of the entire sector through the development of their own competences and capabilities to recognise and directly manage new working opportunities using also the possibilities of seasonal or part time work; • facilitate the diversification of the activities of fishermen and increase the versatility of the small scale fishermen that already exist in the Mediterranean; • let cover Fishermen and Ship-owners Association a more relevant role in vocational guidance, in vocational training, for the start up and the follow up of the new activities; • attain a clear and agreed definition of roles and responsibilities among stakeholders during the design and the management of the conversion initiatives in order to assist the fishermen and workers during the initial transitional period, because surplus manpower in fishery sector should be managed following a typical “Labour Market” approach (see what happened in steel or shipbuilding industry) and not with “naïve” approaches; • recognise and classify local resources which could attract fishermen, and workers and to exploit local resources like real and potential working opportunities according to the meaning and guidelines of the Local Agenda 21 for a Sustainable Development; • promote the harmonization of the administration context all around the European Mediterranean countries and prepare examples of “Map of the Working Opportunities at local level”. 						<ul style="list-style-type: none"> ○ Collection of “successful and failure concrete practices” of reference in Greece. ○ Participation at the development of a methodology to read, classify and analyse "local resources" and potential opportunities available to implement Diversification Initiatives ○ Application of the methodology to 3 areas depending on fishery to define the socio-economic reference scenario ○ Participation at the evaluation of the proposed methodological pathways according to procedures contained in Agenda 21 Locale for the Sustainable Development ○ Identification of possible roles and responsibilities of stakeholders during diversification processes because they should be managed like actions for the employment in the Labour Market ○ Dissemination of the project’s results and output at national, Mediterranean and European level 		

Ref. 22	Project title	Development of an integrated management system to support the sustainability of Greek fisheries resources (IMAS-Fish).						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	2.642.623 €	9,4%	5	General Secretariat for Research & Technology	Greece	2003-2006	NCMR, IMBC, Aegean University, Univ/ty of Thessaly, QnR, INFOMAP
Detailed description of project						Type of services provided		
<p>The objective of the IMAS-Fish project is to organize an integrated system, based on existing fisheries data as well as new experimental data, which will be able to provide the appropriate information to be used for supporting the sustainable management of living resources in the Greek Seas.</p> <p>Lamans participates in the evaluation of the existing series of biological and fishing effort data collected during the last 15 years from National and International Research projects, concerning demersal and pelagic fish stocks. These data will be evaluated, by applying error-detection techniques and improved by common methodological approach of checking error procedures. The evaluation of the existing algorithms, using the corresponding raw data, will isolate inaccuracies and improve their quality and performance. The results will be used to establish an integrated fisheries database to efficiently store and elaborate these data sets.</p> <p>A number of different population models will be examined to define reference points of various biological parameters. Advanced modeling (i.e. geostatistical methodology, GLMs, GAMs, ANN) will be applied to analyse spatio-temporal structure of fish stocks in the Greek Seas and investigate fish-habitat relationships. Through specific performance measures and reference points the project will formulate advice for fisheries managers in a way that will convey the possible consequences of uncertainty. Risk assessment of the expected effects of alternative management options will be undertaken, resulting in the evaluation to the expected effects, rather than recommendations. These outputs will contribute towards a Precautionary Approach to the Greek Fisheries Management System.</p>						<ul style="list-style-type: none"> ○ Development of Decision Support Tools ○ Development of Precautionary Approach to the Greek Fisheries Management System ○ Evaluation of existing series of biological and fishing effort data ○ Implementation of Technological and Implementation Plan ○ Dissemination of results 		

Ref. 23	Project title	Cost accounting Study						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	25.800	100	3	Ministry of Culture	Ministry of Culture	2002-2002 (1,5 months)	
Detailed description of project						Type of services provided		
<p>The role of the Consultant consisted of the following:</p> <ol style="list-style-type: none"> 1) The presentation of the existing situation in the sectors which constitutes the axes of intervention of the Program and specifically in issues of human resources, material and immaterial infrastructures, methods of administration concerning the effectiveness and the efficiency of the service and the ways of serving the citizens 2) The presentation of the modernisation efforts of the recent past and evaluation of the results 3) The detection of basic problems 4) The collection of all the proposals concerning the resolution of the problem 5) The drawing of the Operational Program in the form of Subprograms, Measures and Projects 						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> <input type="radio"/> Cost accounting <input type="radio"/> Evaluation <input type="radio"/> Management proposals 		

Ref. 24	Project title	Recording, analysis of potential – enlargement of alternative scenarios of development of renewable energy in the Prefecture of Dodecanese.						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	39.550	100	3	Energeiako Grafeio SA		2006 (14 months)	
Detailed description of project						Type of services provided		
<p>Lamans implemented the project in two phases.</p> <p>Phase A: Situational analysis</p> <p>This phase included the following tasks:</p> <p>Existing infrastructure, organization and administration, Social acceptance, Situation and description of electric system, Law of Renewable Energy, recording and evaluation of Renewable Energy's works in the region, process of introduction of licences, invest environment, Prospects – trends, Leaders of the market of Renewable Energy.</p> <p>Phase B: Analysis of potential – enlargement of alternative scenarios of development of Renewable Energy</p> <p>This phase included the following tasks:</p> <p>Mapping of theoretical potential – regional database, enlargement of technical and environmental obstacles for Renewable Energy projects, Evaluation of cost and benefit, development of real scenarios for the implementation of Renewable Energy projects, impact of the development of projects.</p>								

Ref. 25	Project title Field study to assess some mitigation measures to reduce by-catch of marine turtles in surface long line fisheries							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	EU	978.273 €	17,18%	5	DG Fisheries	European Commission	2006-2007	MRAG, AZTI-Tecnalia
Detailed description of project						Type of services provided		
<p>LAMANS together with MRAG and AZTI Tecnalia won the FISH/2005/28a field study by the European Commission, represented by the Directorate-General for Fisheries and Maritime Affairs (DG FISH)</p> <p>The study will aim at assessing combinations of hook design and gear arrangements that may reduce substantially the by-catch of marine turtles while allowing viable fisheries for commercial species. This objective shall be sought by the conducting of experimental fisheries on board commercial vessels in the Atlantic and in the Mediterranean in the context of an experimental design allowing to estimate the catch and by catch rates under different combinations of hook design, bait size and nature and gear deployment. The experimental design should also allow estimating the precision of the catch and catching rate estimations. The final product should include also a list of recommendations to alleviate turtle by-catch in a manner that still would permit viable fisheries for highly migratory species.</p> <p>The objective of the study is to evaluate the applicability and assess the consequences of some technical changes in fishing operations that have already been showing positive results in reducing by catch of sea turtles in some long line fisheries.</p> <p>Through properly designed trials at sea, the study shall aim at assessing the consequences of the use of different hooks and baits on the catch composition compared with the hooks and baits generally in use at present in long line fisheries conducted by EU vessels targeting primarily sword fish in the Atlantic and in the Mediterranean.</p> <p>The study should allow testing different combinations of hooks and baits and their effect on by catch of sea turtles and target fish, but also on all other type of species caught (such as sharks or birds for example). The study should also allow identifying the operational consequences, whether positive or negative, of such technical changes and offer where possible some practical solutions to possible technical difficulties.</p> <p>The partners will have to prepare and conduct field trials in line with the objectives and terms of reference of the study provided above. The study shall be based on an experimental design and detailed scientific protocol presented in a comprehensive manner and fully justified in its tender. In preparing and conducting the trials, the contractor shall take all necessary measures to ensure that the turtles by-caught during the trials and still alive are manipulated and released in a manner that would ensure highest rate of survival. The field trials shall concern primarily swordfish fisheries conducted by EU fleets using surface long lines in the Atlantic and Mediterranean Sea (Lamans will be responsible for central and eastern Mediterranean). The study should allow as much as possible cooperation between scientists and professional fishermen: the association of the latter is highly recommended as a way to optimize the preparation and the performing of the study.</p>						<ul style="list-style-type: none"> <input type="radio"/> Field trials <input type="radio"/> Experimental design <input type="radio"/> Experimental fishing <input type="radio"/> Vessel chartering <input type="radio"/> Scientific protocol preparation 		

Ref. 26	Project title	Provision of an expert in economical evaluation issues in the Framework of the program "Provision of assistance for the evaluation of tenders for NGO's funding".						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	10.228	100	1	Agriconsulting Europe	EuropeAid	01/2005-02/2005	
Detailed description of project						Type of services provided		
<p>Lamans provided an expert as an evaluator of the Commission in the framework of EuropeAid Program for the Evaluation of the Call for Proposals under the Budget Line 21-02-03 (ex B7-6000). Lamans' expert worked for a period of one (1) month in Brussels for the proposals related to the Co-financing with Non-Governmental Organisations (NGOs).</p> <p>The program is part of the general framework of the European Union's (EU) commitment to combating poverty and promoting the rule of law and adherence to fundamental freedoms set out in Article 177 of the European Community Treaty.</p> <p>Budget line 21-02-03 (ex B7 6000) was set up in 1976 to enable the EC to support actions proposed by European NGOs specialising in development cooperation, as part of its own development co-operation policy. These actions were intended to make a direct and lasting contribution to improving the living conditions and development prospects of the disadvantaged and marginalised in developing countries.</p> <p>Lamans' expert was member of an International Team of Experts that has as a purpose the integrated evaluation of proposals submitted by a series of European NGOs that are cooperating with NGOs from developing countries.</p>						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> ○ Evaluation of the candidates' (i.e. NGO) eligibility according to the terms of the program. <ul style="list-style-type: none"> ○ Financial evaluation of the NGO ○ Evaluation of NGO's relevant experience ○ Evaluation of the NGO's capacity to perform the proposed actions ○ Initial Evaluation of the proposed action 		

Ref. 27	Project title Evaluation of Innovative Actions Program of the Region of Western Greece (INNACT-RWG) 2002-2003.							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	4.796	100	2	Regional Development Fund of Western Greece	EU	2004	
Detailed description of project						Type of services provided		
<p>The Program has been elaborated by Region of Western Greece (RWG) prefecture to support innovation in its geographical and administrative limits while at the same time reducing the “technological gap” that separates it from other more developed regions in the European Union. Towards this aim it has chosen to cover through a well-planned number of actions all the three strategic themes of the ERDF INNOVATIVE ACTIONS with the view of vivifying its regional economy, boosting its regional development and stressing and maintaining its regional identity. Program was attempting to play a supplementary but crucial role to the application of state-of-the-art and emerging innovative mechanisms and processes to high priority regional sectors such as competitiveness of SMEs, health and safety of citizens, transition to the new digital economy and support of the traditional production sector.</p> <p>The Program was continually assessed with an evaluation scheme and completed with final evaluation. As a part of assessment, LAMANS was acting as an independent evaluator to support partners to succeed reaching their goals and objectives. Introduced on-going and ex-post evaluation studies.</p>						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> ○ Regional Development ○ Design of a flexible control system 		

Ref. 28	Project title							
	Consulting Services for the evaluation of the European Refugee Fund in Greece							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	22.383	100	2	Ministry of Health	EU	2002 (2 months)	
Detailed description of project						Type of services provided		
<p>The evaluation consultant (E.C.), in order to be effective in his work, renders the following work:</p> <p>He completes a system of quantified goals and indicators (effectiveness, efficiency, effects etc) on a program basis, measures and wherever projects/actions are required, based on the documents of the European Fund for Refugees, the approved national petitions for Co-funding as well as the goals for surveying the realization, as they ensue from the nature of the actions. The system will constitute the Basis of Evaluation of the programs.</p> <p>The E.C.'s main task is to supply the Administrative Authorities of the Program with a reliable tool which supports the decision making, in the form of a group of suitable information, which will support the improvement of the effectiveness of the program.</p> <p>Finally, within his reports, the E.C. submits realistic proposals for the improvement of the effectiveness of the Program, wherever it is necessary.</p>						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> <input type="radio"/> Decision making <input type="radio"/> Evaluation of programs <input type="radio"/> Collection of data 		

Ref. 29	Project title	Consulting Services for the implementation of the ex-post Evaluation and preparation of the National Developmental Plan and all the programmed entries submitted by Cyprus in the Framework of the Structural Funds of EC.						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	9.000			LKN Analysis Ltd		2002 (5 months)	
Detailed description of project						Type of services provided		
<ol style="list-style-type: none"> 1. Participation in the final form of the National Cypriot Development Plan and the Unified Programming for Fisheries and Aquaculture. 2. Transfer of experience and management methodologies from the equivalent Operational Programs in Greece 3. Ex-ante evaluation of the program for Fisheries and Aquaculture 								

Ref. 30	Project title	Consultant for the ex- post evaluation of the sub-programs 3-8 of the Operational Program “Development of the Agricultural Sector 1994-1999”.						
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	90.000 €	100%	5	Ministry of Agriculture	EU	08/2002-10/2002	
Detailed description of project						Type of services provided		
<p>The ex-post evaluation of the operational program included the collection of data on the progress of the physical and financial part of the project as well as the consequences of the realisation of the program to basic measures, such as:</p> <ul style="list-style-type: none"> • Employment in the primary sector, • The contribution of the production to GDP, • The differentiation of the investments of the public sector, • The contribution of private investments <p>As well as various other macro- economic factors of the agricultural sector. The evaluation was based on a measure and sub measure level.</p>						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> ○ Agriculture Development ○ Ex-post evaluation ○ Primary data collection ○ Survey to participants in the program and to people and organizations subsidized by the program ○ Evaluation of the credibility of the collected data ○ Statistical analysis and evaluation of the accumulated data. ○ Interim and final report 		

Ref. 31	Project title Ex - ante evaluation of the Operational Program " Life-long education and employment 2000-2006".							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	41.086	50	5	Ministry of National Economy, Ministry of Labour	EC	1999-2000	VFA
Detailed description of project						Type of services provided		
<p>The creation of new and the preservation of existing employment positions is a major objective of the European Union and the European Social Fund. Dramatic changes have occurred recently in the strategic objectives set by the European Union, since the European Social Fund no longer supports passive measures for employment, such as unemployment grants, but participative actions, such the life long education (education for life), sponsoring of new professionals and entrepreneurs for starting their own business, employment and practice for the unemployed (Program "stage") etc. The effectiveness of the above measures is dubious since unemployment rate of both men and women remains steadily high and the labor force that remains unemployed for a long period of time leads to marginalisation. For this reason, the continuous and unbiased evaluation of the educational programs for the unemployed consist a valuable tool for the European Social Fund which is in charge of the funds granted.</p> <p>The Consultant's work consisted of :</p> <ul style="list-style-type: none"> ➤ The analysis of the results of previous evaluations of Operational Programs regarding Human Resource Management during the Second Support Framework <ul style="list-style-type: none"> - The effectiveness of the politics and «tools» used - The coherence of general and specific objectives - The difficulties encountered in the implementation ➤ Analysis of the strengths and weaknesses, opportunities and threats (SWOT analysis) of the labor market in order to describe and classify the needs prior to the policy- making procedure. ➤ Evaluation of the consistency and coherence of the strategic plan. The ex- ante evaluation reviewed the consistency between the content of the program and the justification of the decisions. The objectives of the Operational Program were evaluated for their consistency to the objectives set by the European Union and the National Contract of Employment. The evaluation was based on a measure- level ➤ Quantification of objectives The Consultant evaluated the data for the management and evaluation of previous programs and determined some key indicators for the quantification of the progress of the project. ➤ Evaluation of the surveillance and control systems, in order to identify the quality of the procedures for selection of measures to be included to the Operational Program. In the framework of the ex- ante evaluation the Consultant also participated in the Planning Committee of the Operational Program and cooperated closely to the Managing Authorities of the Program until the final version of the Program manual. 						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> ○ Rural Development ○ Ex- ante evaluation ○ Strategic development ○ Socioeconomic studies ○ SWOT analysis ○ Research on previous evaluation reports ○ Case studies ○ Quantified measures and indicators for the evaluation 		

Ref. 32	Project title		Study on the management and control system used for the management, monitoring and evaluation of the measures taken in favor of the new farmers in the Third Community Support Framework.					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	117.340	100	3	Ministry of Agriculture	EU	2000 (6 months)	
Detailed description of project						Type of services provided		
<p>The financial aid of the new farmers consists a specific, independent measure in the Operational Program “Development and reorganization of the Countryside”, held by the Third Community Support Framework”. The Consultant provided the Minister of the Ministry of Agriculture and all responsible political authorities involved in the decision making process, with all necessary and up-to-date information for the strategy planning of specific actions and designed a new, more flexible control system for the project management and the evaluation of the progress of the project, taking into account the problems and inconveniences encountered during the Second Communal Support Framework.</p>						<ul style="list-style-type: none"> <input type="radio"/> Agricultural development <input type="radio"/> Project management <input type="radio"/> Strategic development <input type="radio"/> Socioeconomic study <input type="radio"/> Design of a flexible control system 		

Ref. 33	Project title		Ex – ante evaluation of the Operational Programme of “Fisheries 2000-2006”.					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	59.575	100	5	Ministries of National Economy & Agriculture	75% FIGG and 25% Ministry of Economy and Economics	01/1999 – 12/1999	
Detailed description of project						Type of services provided		
<p>The Operational Programme “Fisheries 2000-2006” determines the developmental strategy of the fishery sector adjusted to the standards and requirements of the Common Fisheries Policy. The stages followed by the Consultant for the ex- ante evaluation of the Operational Programme were the following: The Consultant collected the data of the ongoing evaluation of the previous Operational Programme “Fisheries 1994-1999” and the Programme Initiative Pesca 1994-1999 in order to examine the politics adopted by the Programmes. The Consultant examined the strengths and weaknesses, the opportunities and threats of the fisheries sector, applying the SWOT analysis evaluation tool. Based on the findings of the previous phases, the Consultant pursued and evaluated the plans of the Operational Programme, its realization and its predicted consequences as well as the systems used for the management and the control of the project. The Consultant processed and produced a number of quantified key indicators for the evaluation of the coherence, both internal and external, of the Programme as well as for the evaluation of the absorbance of the funds provided to the Operational Programme. The study examined the development of a customized software for the reporting of the incoming data from different sources of information (databases of the Ministry, the Operational Programme and the Operational Consultant Management). The output of the program would be special reports based on socio- economic data, starting price data and the database of the Program. The Consultant prepared special evaluation reports.</p> <p>The consultant participated in the reorganization of the Operational Programme from the beginning and assisted the Management Authorities until the final plans.</p>						<p>Lamans provided the following services:</p> <ul style="list-style-type: none"> ○ Fisheries and Aquaculture development ○ Ex- ante evaluation ○ Strategic development ○ Collection and evaluation of previous evaluation studies ○ SWOT analysis ○ Evaluation o the strategic planning of the Programme ○ Production of quantified key indicators ○ Development of a tailor- made software ○ Preparation of special reports 		

Ref. 34	Project title		Ex - ante evaluation of the Operational Program " Information Society 2000-2006"					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Lamans s.a.	Greece	51.064€	100%	4	Ministry of National Economy	EU	1999-2000	
Detailed description of project						Type of services provided		
<p>The development of the Information Society was formed in an Operational Program, with high priority for the period 2000-2006. The Operational Program determines the strategy for the development of this sector along with all other basic sectors of public interest, such as Education, Health, Public Administration, Culture, Transportation, Labour etc.</p> <p>The Consultant analysed the results produced by previous evaluations of actions relevant to the ones taken by the "Information Society" program during the Second Community Support Framework, in order to examine the effectiveness of the strategy followed in the past. The Consultant participated in all the procedures for the formulation of the Operational Program, assisting the Planning Committee in the strategy planning, the meetings with the European Union officers and the exchange of technical know-how.</p> <p>Using the SWOT analysis tool, the Consultant examined the strengths and weaknesses of the previous program and detected the opportunities and threats for the forthcoming one. The study included the evaluation of the consistency of the strategy planned and the re-organisation of the Key Indicators for the quantification of the physical object, the results and the consequences of the Operational Program. The Consultant also evaluated the effectiveness of the control system.</p>						<ul style="list-style-type: none"> <input type="radio"/> Ex- ante evaluation <input type="radio"/> Strategic Development <input type="radio"/> SWOT analysis <input type="radio"/> Quantification of Key Progress indicators <input type="radio"/> Evaluation of the surveillance and control system 		