



**THE INSTITUTIONAL FRAMEWORK OF MANAGEMENT
CRISES AND DISASTERS IN HELLAS AND THE KNOW-HOW
OF THE OLYMPIC GAMES 2004. THE CASE OF THE
SELF-GOVERNMENTAL ORGANIZATIONS**

Tryfon Korontzisⁱ

Dr. Dr.,

Rear Admiral of the Hellenic Coast Guard (ret),

Professor at the Hellenic Security College,

Hellenic Police Academy,

Greece

Collaborating Academic Staff,

Hellenic Open University,

Greece

Programme Leader,

Faculty of Shipping and Maritime Studies,

Metropolitan College (Marousi),

Greece

orcid.org/0009-0001-2494-0617

Abstract:

The purpose of the study (using the legal framework, bibliography and articles) is the legal-critical examination of the institutional framework that refers to the management of crises and disasters in Hellas (which has faced many unsuccessfully in the last 20 years) and how the crisis-disaster management know-how developed in Hellas in 2004 during the Olympic Games (OG) could help to improve this. In this context, the responsibilities of the Self-Governmental Organizations will be examined and analysed as how these contribute or could contribute more effectively to the prevention-management-counteraction of crises and disasters. The study will be completed by presenting conclusions and proposals.

Keywords: Hellas, crisis, disaster, civil protection, Olympic Games 2004, NATO, Xenokratis

1. Introduction

The concept of civil protection has been developed in Hellas, in all Member States of the European Union (EU) and at a global level, replacing the older concept of civil defence

ⁱ Correspondence: email tmkoront@otenet.gr

and includes actions to prevent, respond to and recover from natural, technological and other disasters and emergencies.

Today, when changing climate conditions, the threat of bioterrorism, successive food crises, the development of new and old epidemics, ecological and environmental degradation, fires, the climate crisis, etc., make emergencies an element of citizens' daily lives, the upgrading of civil protection and, in particular, of its mechanisms for dealing with the above is an urgent and primary priority. In Hellas, the founding act of the General Secretariat of Civil Protection took place in the autumn of 1995 with Law (L) 2344/1995 (A' 212), in order to achieve basic coordination of the individual branches of emergency response.

The continuous strengthening and expansion of state power structures (Hellenic Fire Service, Hellenic Police, Hellenic Coast Guard, Armed Forces, Self-Governmental Organizations (A' and B' level), Public Administration with the corresponding levels of management) to address problems and repair damage, must be accompanied by a parallel strengthening and expansion of both the coordination functions that maximize the mobilization of the state mechanism and citizens as well as research and scientific capabilities. European development itself makes the need to exchange experiences and knowledge, transfer and know-how, and formulate common policies in the broader field of civil protection a central issue.

2. Civil Protection

2.1 Concept of Civil Protection

Civil protection (Korontzis, 2012-a) [Law 4622/2019, Law 4662/2020] aims to protect the life, health and property of citizens from natural, technological and other disasters or emergencies, during peacetime [Law 3013/2002]. At the same time, it takes care of the cultural and material assets, the wealth-producing sources and the infrastructure of the country, with the aim of minimizing the consequences of disasters, and for these reasons, a national civil protection mechanism is established (Kokkalakis, 2012-a).

In order to achieve the above objectives, the appropriate legal framework has been drawn up (Korontzis, 2012-a) [Law 5075/2023 (A' 206), L. 4622/2019 (A' 133), L. 4662/2020 (A' 27), No. 29190, oik F. 109.1 Decision (3005 B') N. 4989/2022 (A' 208), Presidential Decree (P.D.) 70/2021 (A' 161), No. 16287 Decision (B' 5848), L. 5075/2023 (A' 206) and Article 196 "Civil Protection" of the Treaty of Lisbon], based on which prevention plans and programs are prepared per risk category, preparedness measures are taken and prevention, preparedness, response and recovery actions are undertaken. Within the framework of the same purpose, human resources and all available public and private resources are utilized [article 3 of Law 3013/2002].

2.2 Bodies of Civil Protection

The civil protection institutions in the national legal order as defined in the relevant legal framework, namely Law 4662/2020, are briefly the following:

- 1.2.1 National Security Governmental Council (ΚΥΣΕΑ) [L. 4622/2019, article 8, par. 1]
- 1.2.2 Ministry for Climate Crisis and Civil Protection [P.D. 70/2021].
- 1.2.3 General Secretariat of Civil Protection (G.S.C.P.) [article 28, L.4662/2020].
- 1.2.4 Hellenic Fire Service [article 74, L.4662/2020].
- 1.2.5 National Crisis Management Coordination Center (ESKEDIK) [article 36, L.4662/2020].
- 1.2.6 Civil Protection Coordination Bodies [article 11, L.4662/2020].
 - a) Civil Protection Coordination Body [article 12, L.4662/2020].
 - b) Regional Operational Civil Protection Coordination Bodies (PESOPP) [article 13, L.4662/2020].
 - c) Local Operational Coordination Bodies of Civil Protection (TESOPP) [article 15, of Law 4662/2020].
- 1.2.7 Regional Operational Centers of Civil Protection (PEKEPP) [articles 17 and 18 of Law 4662/2020].
- 1.2.8. Emergency Management Frameworks (EMF) [article 10 of Law 4662/2020]. An Inter-Ministerial Committee for National Planning has also been established [article 8 of Law 4662/2020]. Article 4 of Law 5075/2023 defines the actions of the National Mechanism, consisting of Prevention, Preparedness, Response, and Short-term Recovery, while Article 5 of Law 5075/2023 defines the readiness status of the National Mechanism, namely normal readiness (mild risk of incident), increased readiness status (activation of emergency management frameworks), alert status (exhaustion of preparedness-alert measures) and mobilization status (activation, decision of the Secretary-General of Civil Protection).

3. European Union and Civil Protection

The European institutional framework relating to Civil Protection issues is described in the following European Acts:

- A. Commission Decision of 29 July 2010 amending Commission Decision 2004/277/EC, Euratom, as regards the rules for the implementation of Council Decision 2007/779/EC, Euratom on a Community Civil Protection Mechanism (2010/481/EU, Euratom) EU L 236 of 7.9.2010.
- B. Commission Communication to the European Parliament and the Council "COM (2010) 600 final" Upgrading European Disaster Response: the role of civil protection and humanitarian aid [SEC (2010) 1243 SEC (2010) 1242].
- C. Commission Decision of 20 December 2007 amending Decision 2004/277/EC, Euratom, as regards the rules for the implementation of Council Decision 2007/779/EC, Euratom on a Community Civil Protection Mechanism (2008/73/EC, Euratom), EU L 20 of 24.1.2008.
- D. Council Decision of 8 November 2007 establishing a Community Civil Protection Mechanism (recast), (2007/779/EC, Euratom), EU L 314 of 1.12.2007.

- E. Commission Decision of 8 August 2007 laying down rules for the implementation of the provisions on transposition contained in Council Decision 2007/162/EC, Euratom establishing a Civil Protection Financial Instrument (2007/606/EC, Euratom), EU L 241, 14.9.2007.
- F. Council Decision of 5 March 2007 establishing a Civil Protection Financial Instrument (2007/162/EC, Euratom), EU L 71, 10.3.2007.
- G. Commission Decision of 29 December 2003, laying down rules for the implementation of Council Decision 2001/792/EC, Euratom, on a Community mechanism to facilitate reinforced cooperation in civil protection assistance interventions (2004/277/EC, Euratom), EU L 87 of 25.3.2004.
- H. Council Decision of 23 October 2001, on a Community mechanism to facilitate reinforced cooperation in civil protection assistance interventions (2001/792/EC, Euratom), EU L 297 of 15.11.2001.
- I. Section 6, Civil Protection, Article III -284, Law. 3341/2005 (A' 115), "Ratification of the Treaty establishing a Constitution for Europe".

The above acts established a European mechanism to facilitate enhanced cooperation between the MS of the EU in the context of civil protection interventions in situations of major emergency, existing or threatened, which may require an urgent response (Kokkalakis, 2010-a).

The purpose of the mechanism is to better protect citizens in the first step, but also the environment and property, including cultural heritage, in cases of major emergencies, namely natural, technological, causal or environmental accidents occurring inside and outside the EU, including accidental marine pollution. The mechanism shall not affect the obligations arising from the relevant legislation of the European Community or the European Atomic Energy Community or from existing international agreements.

The general purpose of the mechanism is to provide assistance upon request in the event of such emergencies and to facilitate better coordination of assistance interventions carried out by the Member States and the EU, considering the specific needs of isolated, remote and other regions or islands of the EU.

The mechanism shall consist of a series of actions and elements including:

- a) identification of intervention teams and other support means that could be made available to the Member States for assistance interventions in emergency situations, b.- development and implementation of a training programme for intervention teams and other support means as well as experts of the assessment and/or coordination teams,
- b) establishment and management of a monitoring and information center,
- c) establishment and management of a common emergency communication and information system and support actions, such as facilitating the transfer of material for interventions,
- d) workshops, seminars and quality projects on important aspects of interventions, etc. The operation of the mechanism is mainly supported by: The Directorate-General for Civil Protection and Humanitarian Aid Operations (DG ECHO). The

mechanism is activated whenever there is a disaster or humanitarian emergency, the EU provides assistance to the affected countries, in accordance with the fundamental principles of humanitarian aid: humanity, impartiality, neutrality and independence.

EU humanitarian action also incorporates the principle of solidarity, as set out in the Treaty of Lisbon, which states that the EU shall provide assistance, relief and protection to the victims of natural and man-made disasters and shall encourage cooperation between Member States to this end (Treaty of Lisbon, Articles 196 and 214).

Civil protection and humanitarian aid are complementary. In the case of humanitarian aid, the European Commission's Directorate-General for Civil Protection and Humanitarian Aid (DG ECHO), together with the EU Member States, is one of the world's leading donors of humanitarian aid. As regards civil protection, the EU plays a supporting role, coordinating voluntary contributions in kind from countries participating in the EU Civil Protection Mechanism.

The Mechanism can be activated in cases of natural and man-made disasters, terrorist acts and technological, radiological or environmental accidents, including accidental marine pollution, in peacetime.

Any country affected by major disasters can request assistance, including the mobilization of operational assets voluntarily provided to the EU by the Mechanism countries. The Mechanism currently includes 33 countries: the 27 Member States of the Union, Iceland and Norway from the EEA (European Economic Area) countries, as well as Montenegro, Serbia, North Macedonia and Turkey.

The Hellenic Civil Protection Mechanism actively participates in the EU Civil Protection Mechanism and is connected through the special classified electronic platform "CECIS" with the Emergency Response Coordination Centre (ERCC) of the European Commission (<https://erccportal.jrc.ec.europa.eu/>). It is noted that Hellas country participates by offering Civil Protection units (such as search and rescue teams, forest fire response units, medical units, etc.), as well as experts, while it also participates in exercises of the European Civil Protection Mechanism.

The EU Civil Protection Mechanism consists of:

- 1) Emergency Response Coordination Centre (ERCC)
 - 2) Common Emergency Communication Information System (CESIS)
 - 3) European Forest Fire Information System (EFFIS) –Copernicus
 - 4) Global Disaster Alert and Coordination System (GDACS)
 - 5) RescEU/Established 2019 for the purpose of responding to disasters and crises in the EU
- ESKEDIK is the contact point of Greece with the European Mechanism [article 36, L. 4662/2020] (Kokkalakis, 2010-b).

3. NATO and Civil Protection (NATO, 2024)

Within the framework of the NATO political pillar (NATO, 2024-a), the Alliance's Civil Emergency Planning Committee (C.E.P.C.) operates, in which all Alliance Member States

are represented. The Alliance's partner countries (Euro Atlantic Partnership Countries – E.A.P.C.) also participate in this Committee. Within the framework of the C.E.P.C., four sub-committees operate, which after their recent merger are as follows:

- a) Civil Protection Group (C.P.G.).
- b) Industrial Resources & Communications Services Group (I.R.C.S.G.).
- c) Public Health and Food/Water Group (P.H.F.W.G.) and
- d) Transport Group (T.G.).

The C.E.P.C. provides guidance on policy and planning issues for emergencies, and also coordinates a wide range of Alliance support projects, through its above-mentioned subcommittees as well as working groups established for various individual issues.

In Greece, the competent body for the coordination of the procedures and actions of all those involved, which monitor the activity of the above committees, is the General Staff of National Defence (G.E.E.Θ.A.), through its authorized directorate, while the G.G.P.P. It actively participates in the work of the Civil Protection Group (C.P.G.), and cooperates closely with other NATO member states.

The Euro-Atlantic Disaster Response Coordination Center (E.A.D.R.C.C.) (NATO, 2024-b) also operates under the C.E.R.C., which is NATO's mechanism for responding to both natural and technological disasters. The E.A.D.R.C.C. operations center operates on a 24-hour basis and cooperates with the contact points of the Alliance member states (NATO, 2024-c).

4. Civil Protection and Basic Security Authorities

- 1) Hellenic Police [L. 4249/2014, άρθρα 21, 61].
- 2) Hellenic Coast Guard [L.4150/2023, P.D. 70/2015].
- 3) Hellenic Fire Service [P.D. 70/2021, L. 4662/2020 (A' 27)]
- 4) Civil Protection and Armed Forces

The mission of the Armed Forces is determined in accordance with Law 3013/2002 (A' 102) for peace, with Law 17/1974 (A' 236) and Law 3536/2007 (A' 42) for periods of crisis and war.

5. Basic planning of Civil Protection

5.1 Plan "Xenokratis"

The "Xenocratis" plan [Ministerial Decision 1299 [Approval of the General Civil Protection Plan dated 7.4.2003 with the code word "XENOCRATIS" (B' 423)] has been issued under the authorization of paragraph 1 of article 17 of Law 3013/2002 (A' 102).

The purpose of the plan is to formulate a system for effective response to catastrophic phenomena and, therefore, within the framework of the possible protection of life, health and property of citizens as well as the protection of the natural environment. More specifically:

- 1) The services and bodies involved are identified, as well as the bodies that direct and coordinate the operational forces at all levels [see Table 1].
- 2) Essential data are provided to the competent services for the assessment of situations, risk assessment, identification of vulnerable areas and subsequent development of special plans within the framework of the basic plan "XENOCRATIS" to address the risks on a case-by-case basis.
- 3) Guidelines are provided for the development of strategies and tactics, the proper organization and equipment of the services and the formation of an operational philosophy for the timely mobilization, activation, management and coordination of human resources and means.
- 4) The creation of administrative logistics capabilities is envisaged to address problems, both of the operational forces and of the affected citizens.
- 5) Finally, the creation of a communication and information flow system is envisaged between all the services and actors involved in crisis management. Additionally, the concepts - definitions that help in the understanding and operation of the "XENOCRATIS" project are as follows:
 - a) Disaster means any rapid or slow-moving natural phenomenon or technological event in land, sea and air space, which causes extensive adverse effects on humans, as well as on the man-made or natural environment.
 - b) The intensity of the disaster is determined by the magnitude of the losses or damages that concern the life, health and property of citizens, goods, productive resources and infrastructure.
 - c) Risk means the probability of the occurrence of a natural phenomenon or technological event, or other disasters, in combination with the intensity of the disasters that may be caused to citizens, goods, wealth-producing resources and infrastructure of an area.
 - d) General disaster means a disaster that extends to more than three regions of the country.
 - e) Regional disaster of low intensity, means one for which the capacity and means of civil protection of the region are sufficient.
 - f) Regional disaster of high intensity, means one for which the capacity and means of civil protection are also required from other regions or from central services and bodies.
 - g) Local disaster of low intensity, means one for which the capacity and means of civil protection at the prefecture level are sufficient.
 - h) Local disaster of high intensity, means one for which the capacity and means of civil protection are also required from other prefectures, regions or from central services and bodies.
 - i) Civil protection mobilization status is the activation and escalation of the action of civil protection resources and means at central, regional and local level, for the purposes of civil protection and, in particular, for the purpose of addressing emergency needs from disasters or for the control and limitation of adverse

impacts related to the respective risks. The civil protection mobilization status is distinguished into:

- State of civil protection preparedness, due to a documented risk, which includes the escalation of the readiness of civil protection personnel and means, during the specialization carried out in the preparedness planning.
- State of civil protection emergency, which includes the situation, related to a specific disaster, for the response of which is required:
 - Special coordination by the General Secretariat of Civil Protection of the personnel and means of the services and bodies that undertake action at central, regional and local levels, and
 - Mobilization of personnel and means in addition to those available under normal circumstances. Finally, the said plan provides instructions to all ministries, in order to prepare the special plans of their competence and to transmit them to the Ministry of Public Order and Citizen Protection for final approval.

As Annexes, the said plan includes the following:

- Competent bodies for design [Annex A].
- Scientific - Operational Terminology [Annex B].
- Information flow diagrams [Annex C].
- Emergency Management Bodies [Annex D].
- Disaster Reports [Annex E], which are distinguished into "summary emergency reports" as well as "detailed emergency reports"
- Plan Instructions [Annex F].

This annexe provides design instructions with the aim of correct and uniform design of all bodies. In this way, the standardization of the plans is achieved for better control, implementation and evaluation as well as the creation of a unified reporting system and approach and treatment of problems by the bodies involved.

The main factors considered in the design are:

- Legislation.
- Organization.
- Execution.

Emphasis is given to special factors that must be considered, such as:

- Cooperation of ministries and existing services, responsible for design until the final formulation and approval of the plans.
- Identification of necessary and special design requirements and indicative marking of the main axes of the operational philosophy.
- Design based on existing capabilities in terms of capacity and means, which should be characterized by predictability, resourcefulness, flexibility in implementation and providing solutions.

Particular importance is given to:

- Direct State provision for the restoration of damage and provision of assistance to those affected.

- Determination of measures to address risks from P.B.H.P. materials [Radiological - Biological - Chemical - Nuclear] (bioterrorism).
- Informing citizens about the imminent dangers, in order to take self-protection measures and assist in the work of the state.
- Psychological support for those affected to avoid panic. Currently, other plans that have been prepared are: HEIRAKLITOS (General plan for dealing with large-scale technological accidents), VOREAS (Plan for dealing with emergencies and immediate management of consequences from snowfall and frost), PANDORA (General plan for managing CBRN threats and incidents), DARDANOS (refers to management from flooding phenomena), EGELADOS (refers to management from earthquakes), IOLAOS (refers to management from forest fires), TALOS (refers to management of consequences from an eruption on the Santorini volcano).

6. Management Model of Olympic Games 2004 (Korontzis, 2021-a)

6.1 Structure–Management Levels of Incidents and Crises

In many cases where there are significant incidents or crises, whether they refer to events (floods, earthquakes, etc.) or accidents (e.g. aviation), the basic actions that will be implemented during the development of the incident must be planned in advance. A basic prerequisite is the existence of an integrated unit, which will be appropriately manned and equipped to respond and take charge of the development of the incident-crisis.

The basic incident command structure is as follows:

- The command levels that are usually created for the management of critical incidents - crises are four (04):
- the Political Level,
- the Strategic Level,
- the Operational (Incident Command Level) and the
- Tactical (Hot-spot Command level) [see Table II].

Each of the above levels has specific responsibilities and jurisdiction.

The first level, the Political, is the highest level of management at which political decisions are made at the government level. It determines the general policy towards various issues, makes main decisions and gives authorizations to set the parameters within which the lower levels of administration will move and act. The involvement of this level of administration in a crisis is periodic.

The second level, the Strategic, is called upon to implement the orders of the Political level with which it is in close cooperation. It consists of the highest levels of bureaucratic administration, e.g. Heads of agencies, General Directors of ministries, etc.

The third level, the Operational (Incident Command Level), is responsible for the general direction and coordination of the response to a crucial incident - crisis. It is responsible for providing the Strategic and Political levels with the information-

intelligence they need to make political decisions. It also ensures that the lower level of management knows what the general guidelines are, for the policy to follow when handling the incident, as well as the level of additional support in materials and means that may be needed. It responds to the operations centers of each agency. The participation of this level in the management process of a critical incident - crisis is continuous. This level represents an appropriate executive - body depending on the incident - crisis that takes place, and the more specific planning of the agencies and refers to the physical or immediately higher hierarchy.

The fourth level, Tactical (Hot-spot Command Level), is responsible for conducting all operations to deal with a crucial incident - crisis. At this level, all necessary actions that are considered appropriate are carried out to ensure that the Crisis Management Council and the higher levels of authority (fourth and third), are fully and timely informed of all developments. His/her involvement in crisis response is therefore continuous, with the difference that it is at a tactical level and the Scene Commander is responsible for implementing the decisions taken by the Political and Strategic Level and the instructions issued by the Operational Level.

The rapid and effective establishment of the Hot-spot Commander is crucial for the successful management of the incident as a whole. It is necessary, in certain special and exceptional cases, for the Hot-spot Commander to be the most suitable and specialized for the specific mission.

A. Incident Commander (IC)

The Incident Commander assumes the general command, coordination and control of the incident and decides on all important management issues that affect the wider field. His/her main role is the management of the required resources (forces and means), as well as the coordination of all entities involved in the incident.

B. Hot-spot Commander

The Hot-spot Commander takes over the management from the initial-temporary Hot-spot Commander and appoints assistants to support his work. In the event that the authority is delegated to him by the Commander of a higher level of management, he assumes the overall management of the hot-spot, placing under his/her orders the resources allocated to him/her for the management of the incident and those of the facility.

C. Initial - Temporary Hot-spot Commander

The Initial - Temporary Hot-spot Commander is the first team leader from the competent security personnel who rushes to and takes charge of the incident until the Hot-spot Commander takes over. His/her primary duty is to isolate the incident, prevent its escalation, limit its effects and communicate - inform the superiors of the levels of Management (Korontzis, 2021-a).

8. Concerns

In summary, the following essential questions arise from the study of the provisions of the XENOKRATIS plan:

- A. How will civil protection executives coordinate actions and actions of bodies that are specialized in their subject matter, and have executives with expertise suitable for dealing with crises, incidents and events that fall within their sphere of competence. In paragraph 6. Administrative Care–Coordination–Communications & b, Coordination of Operations of the XENOKRATIS plan, is defined: "*The coordination of the operational forces involved in dealing with catastrophic phenomena is carried out depending on the type or intensity of the disaster (General, Regional, Local) by the Secretary of Civil Protection, the relevant General Secretaries of Regions and the Prefects respectively*". The above is assisted in their work by the heads of the forces operating in their area of responsibility. As described before, the roles of the political and operational levels are distinct. Coordination of operations by political figures, the vast majority of whom are not familiar with operational actions, as well as the subject matter they manage is dangerous and sometimes destructive. The political level should simply provide political guidance and the rest should be evaluated by the relevant operational bodies, who also undertake the relevant actions. In any case, and based on the model of incident management that was developed mainly during the 2004 Olympic Games (OG), the management of an incident at the Incident Commander level should be carried out by the body under whose substantive responsibility the specific incident falls. Other bodies and means must be made available to the absolute management of the specific body, which has the experience and know-how to deal with the incident.
- B. With what know-how will the executives of the General Secretariat of Civil Protection approve the special plans prepared by the bodies involved, (section 5 Strategy and Tactics of Organization - Operational Philosophy of the Bodies Involved & 1, XENOCRATIS plan), who are specialized in the duties they perform that the State has assigned to them institutionally, which they perform for a long period of time, acquiring the appropriate know-how and experience. Specifically, it is defined: "*They prepare the Special Plans of their competence specified in Annex "A" and forward them to the Ministry of Interior, Public Administration and Decentralization/General Secretariat of Civil Protection for final approval*". Who from Civil Protection has the qualifications, know-how and operational experience to evaluate, for example, a plan to deal with pollution at sea (Korontzis, 2012-b), or search and rescue issues (Korontzis, 2012-c)? Or who has the know-how for the approval of a P.B.C.P. plan other than the executives of the relevant bodies that plan to deal with P.B.C.P. threats? The exercise of such a responsibility, namely the approval of plans, is a very important matter to be exercised by executives

from outside the relevant bodies, executives who do not have any or the appropriate operational experience.

- C. With what modern system of communication and information flow (apart from the already conventional ones that exist) between the involved bodies, will their coordination be achieved, when they are called upon to act together? A system that would achieve cross-sectoral - operational coordination, if it were ever completed, was C4I (Korontzis, 2012-d), which, however, did not function during the 2004 Civil Protection Operations (Korontzis, 2020-b). Now, within the framework of AEGIS, an initiative has been undertaken to modernize the civil protection mechanism with the aim, among other things, of creating a vertically integrated structure. Certainly, there have been steps forward such as the use of 112, the use of drones, etc. But there are losses in areas (forest and urban) and also in human lives, which means that the system that has been established is not effective. Specifically, in paragraph 1. Plan Purpose & 5 of Xenokratis Plan it is stated: *“Finally, the creation of a communication and information flow system between all services and actors involved in crisis management is envisaged”*. It is a given that the said system will provide for the flow of information between many services and bodies. In particular, this interconnection is necessary, and its effectiveness will be evaluated in incidents that constitute a crisis. It would be really worth presenting the effectiveness of this system and the main thing that this system has, if it has, been tested. In paragraph 6. Administrative Care- Coordination – Communications & c Communications, general formalities for the use of existing systems are described. Are these sufficient for the direct flow of information?

The above must be considered a necessary, in my opinion, new planning, in the direction of strengthening the action of the relevant bodies and with modern communication systems, automatic image and information transfer. The Hellenic Fire Service plays a pivotal role in the planning, and rightly so, as its actions are closest to the subject of civil protection. It is also considered necessary to assimilate and implement the incident management system based on the know-how of the OA 2004 on the basis of operational handling of the incident by the relevant body.

9. Conclusions-Proposals

The operational framework and especially the operational procedures at the national level need improvement. In any case, problems that arise during the implementation of the various plans and are related to the coordination of actions and operations, the interventions of the agencies, can be addressed - resolved by carrying out appropriate exercises and simulations at the national and international level with the participation of all agencies.

In Hellas, this is an imperative need as in times of disasters, problems were observed and are observed in the coordination of the action of the agencies and the

competent forces, with the result that overall, the action and effectiveness of civil protection do not have the desired results for the whole of society.

It is necessary to modernize or install a real-time image and information flow of the Civil Protection Operations Center, as well as its interconnection with the Operations Centers of the agencies involved in responding to Emergency incidents (Armed Forces, Hellenic Police, Hellenic Coast Guard, etc.), as well as its interconnection with the Civil Protection units based in the first- and second-degree local governments.

This modernization automatically means immediacy in the flow of information between all agencies and services for incidents that occur. Consequently, the immediacy of information means immediate and optimal solutions for the successful solution - outcome of all incidents - events.

Strengthening the role of the Armed Forces in responding to natural disasters, as the Armed Forces have resources, means, and know-how to respond to crises.

Regular execution of simulation exercises at the command and operational level for better cooperation, readiness, control of response time and coordination of services and bodies involved in civil protection in order to identify any malfunctions. Care should be taken in the exercises to include all forms of disasters and thus identify and correct gaps in planning.

Continuous training and education of executives involved in civil protection, so that these executives can become familiar with civil protection issues at national and European level and the practices followed in each case.

Strengthening of early warning systems at the national and international level, financing them and connecting them with operational centers. It should be noted that disasters, especially natural ones, never stop but increase over time. To these should be added technological disasters, which are a consequence of the development of technology in our time in all sectors. The triptych in which civil protection should be active in dealing with disasters is prevention, response and restoration. The first reduces the probability, the second reduces the effects, and the third alleviates the effects. Development of volunteerism as there is both the institutional framework and the know-how that was acquired during the OG of 2004. Awareness of volunteerism can be achieved not only with appropriate information but also by providing special incentives. Volunteers can mainly be employed at the local level, as they know the area and the environment in which they live and when they gain experience through exercises, they will be able to contribute constructively to the response to various incidents.

Development of cooperation at bilateral and multilateral levels, with the signing of relevant agreements that will lead to optimal response to disasters. In particular, these actions should be developed with neighboring countries, in order for the times of assistance in means and resources to be more immediate and consequently more effective in providing immediate assistance.

Finally, as mentioned, the provisions of the "XENOKRATIS" plan are causing concern, in particular, how civil protection executives will approve plans of other relevant bodies and how they will coordinate actions and actions of bodies that are

specialized in their subject matter and have executives with expertise suitable for dealing with crises, incidents and events that fall within their sphere of competence. Also, with what modern system of communication and information flow (in addition to the already conventional ones that exist) between the involved bodies, will their coordination be achieved when they are called upon to act jointly? Especially in the latter, a great and arduous effort is needed.

Conflict of Interest Statement

The authors declare no conflicts of interest.

About the Author(s)

Dr. Dr. Tryfon Korontzis is a former officer of the Hellenic Coast Guard (1992-2018) [Rear Admiral (ret)]. He holds a post-doctorate in European Public law from the University of Macedonia, a post-doctorate in public law from Panteion University, a PhD in Public Administration and a PhD in International and European Institutions from Panteion University. He has graduated from the Hellenic Navy Academy. Further, during his career, he graduated from the Hellenic National Security College and from the Hellenic National Defense College.

He has been lecturer and associate professor in higher education for many years since 2000, teaching maritime law, port police, public policy and finance, finance and law, civil protection and management crises, administration systems, international and public relations, public finance, port authorities etc at bachelor and master level in Hellenic Universities, in the Hellenic National Administration School and Colleges offering UK programmes. His research interests are focused on maritime law, port police, public policy and finance, civil protection and management crises, administration systems, international and public relations, port authorities, international police cooperation, international public law, organized crime, and European public law. He is the author of 15 books, he has participated in chapters in collective books, his work has been published in international and national peer-reviewed academic journals and he has made a lot of announcements in international and national conferences.

He is member of many Academic journals as a reviewer and member of Editorial Boards and a certified trainer from NATO and the Hellenic Police.

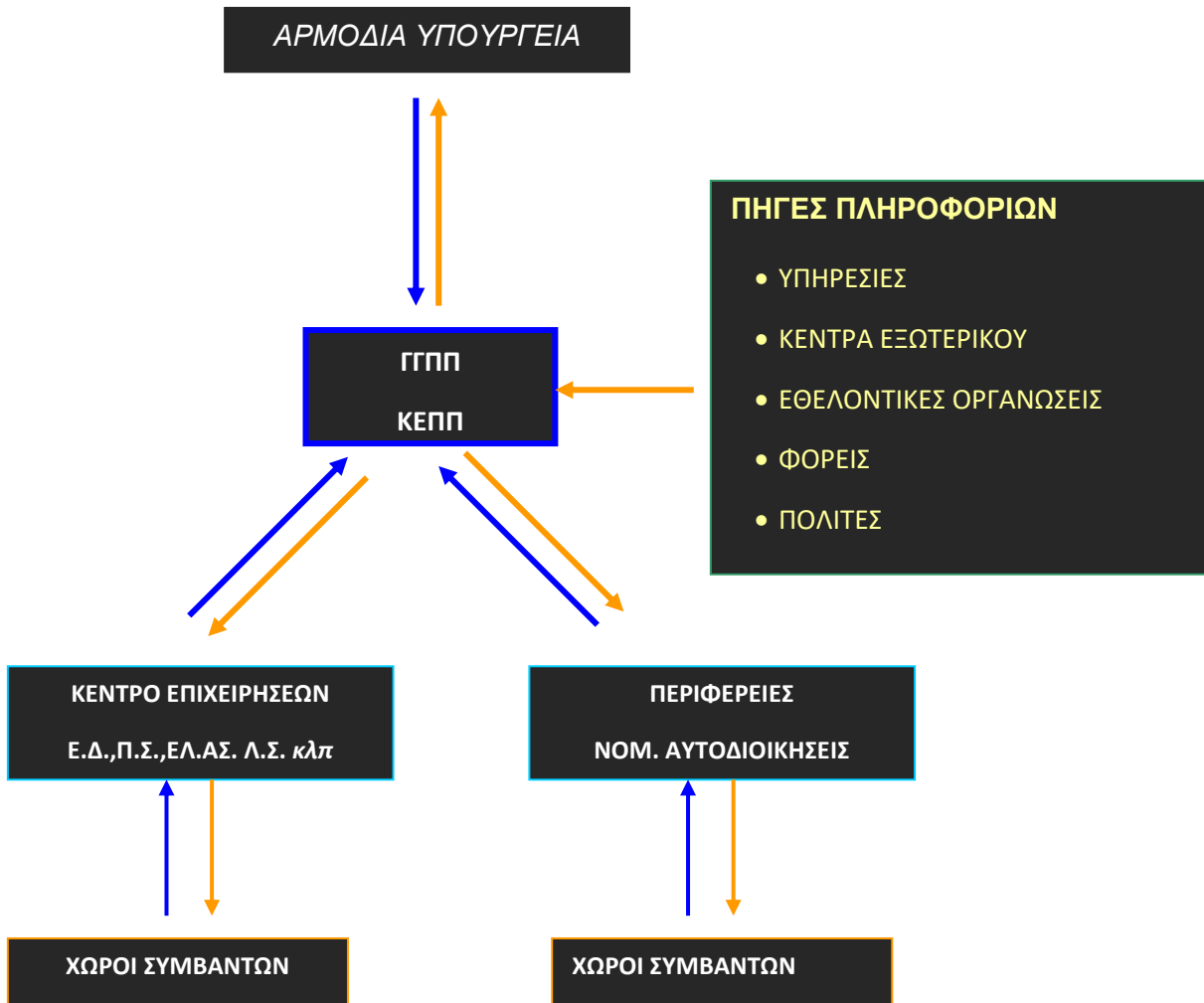
During his service at the Hellenic Coast Guard (1992-2018), he was posted in Staff and Regional Services (as Deputy Harbor Master, Deputy Commanding Officer, Commander, Head of Units, Head of Port Police Authorities, Head of the Hellenic Delegation at Europol, National Representative at NATO Headquarter etc). He can speak fluently English language and can speak Italian language in an intermediate level.

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Appendix

Table 1: General Information Flow Diagram of Civil Protection Management Systems



* The evaluation and exploitation of the information is carried out by the relevant services and bodies. The flow of information is also carried out depending on the involvement of each body or service.

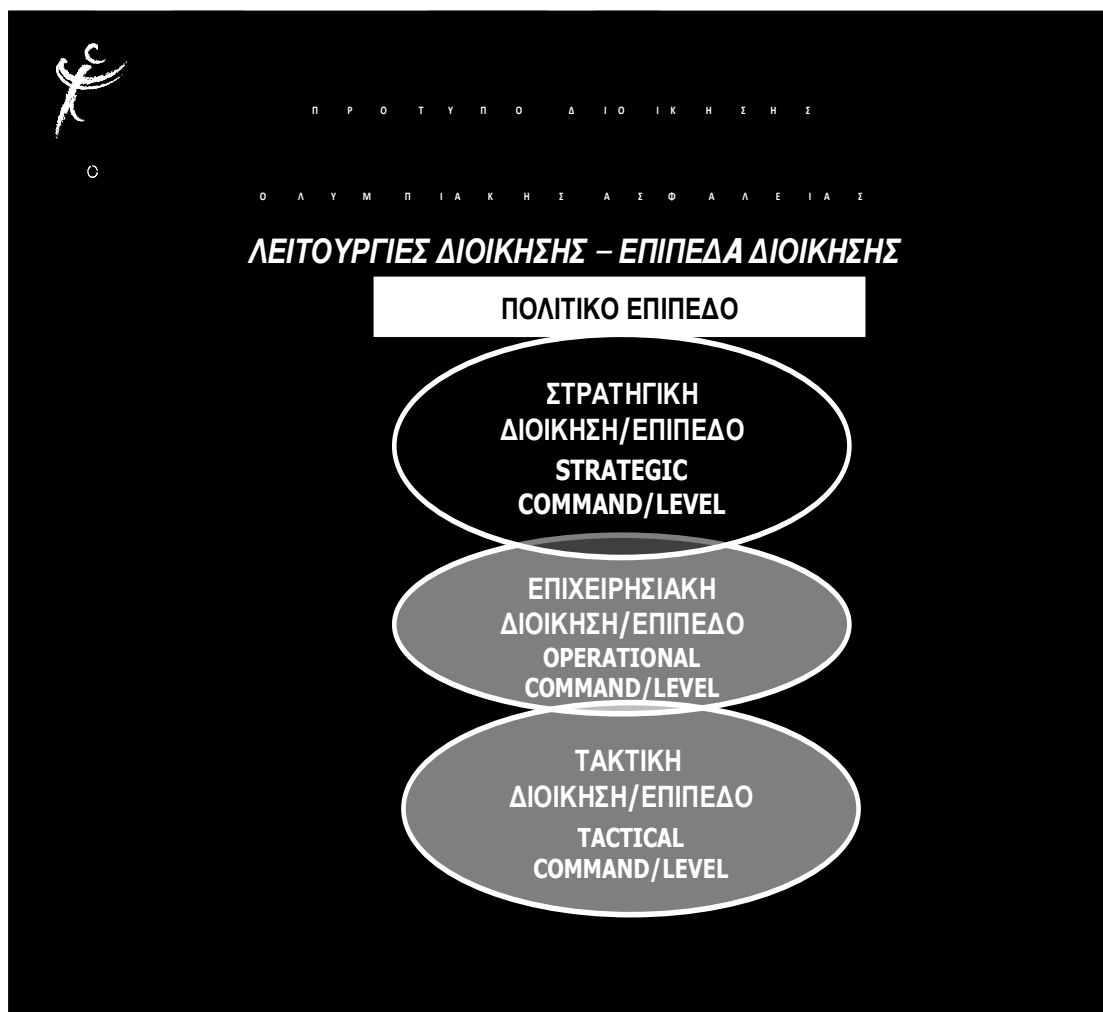
Source: Xenokratis Plan.

Translation

ΑΡΜΟΔΙΑ ΥΠΟΥΡΓΕΙΑ = Relevant Ministries,
 ΓΓΠΠ = General Secretary of Civil Protection,
 ΚΕΠΠ = Civil Protection Operational Centre,
 ΠΗΓΕΣ ΠΛΗΡΟΦΟΡΙΩΝ = Intelligence Sources,
 ΥΠΗΡΕΣΙΕΣ = Services,
 ΚΕΝΤΡΑ ΕΞΩΤΕΡΙΚΟΥ = Centres in foreign,
 ΦΟΡΕΙΣ = Bodies-Institutions,
 ΚΕΝΤΡΟ ΕΠΙΧΕΙΡΗΣΕΩΝ = Operational Centre,

ΕΔ = Armed forces,
ΠΣ = Hellenic Fire Service,
ΕΛΑΣ = Hellenic Police,
ΛΣ = Hellenic Coast Guard,
κλπ = etc,
ΠΕΡΙΦΕΡΕΙΕΣ = Regions,
ΝΟΜ. ΑΥΤΟΔΙΟΙΚΗΣΕΙΣ = Prefecture Governmental Organizations,
ΧΩΡΟΙ ΣΥΜΒΑΝΤΩΝ = Hot Spots.

Table 2: Management Levels



Source: Olympic Games Security Division (O.G.S.D.), 2004.

Translation

ΠΡΟΤΥΠΟ ΔΙΟΙΚΗΣΗΣ ΟΛΥΜΠΙΑΚΗΣ ΑΣΦΑΛΕΙΑΣ = Olympic Security Management Standard,
ΛΕΙΤΟΥΡΓΙΕΣ ΔΙΟΙΚΗΣΗΣ-ΕΠΙΠΕΔΑ ΔΙΟΙΚΗΣΗΣ = Management Functions-Management Levels,
ΠΟΛΙΤΙΚΟ ΕΠΙΠΕΔΟ = Political Level.

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