

SYSTEM OF GOVERNMENT: Parliamentary

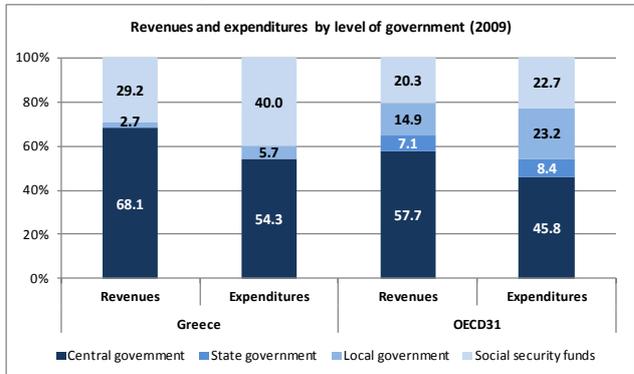
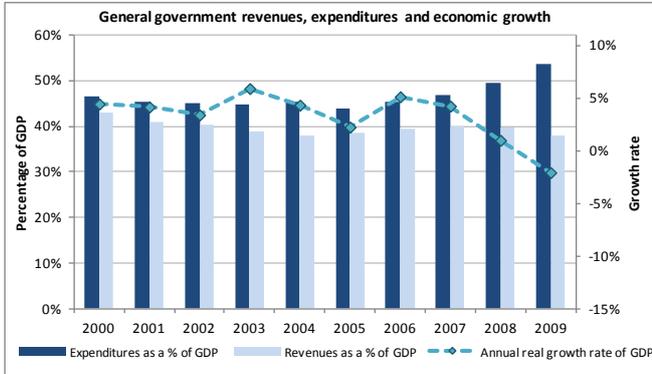
- No. of ministries: 15 (2010)
- No. of governments over last 20 years: 8
- No. of coalitions over last 20 years: 0

STATE STRUCTURE: Unitary

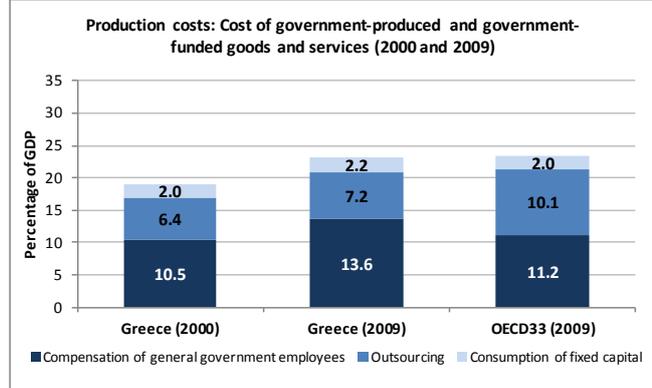
LEGISLATURE: Unicameral

- Upper house: none
- Lower house: elected using Proportional Representation

Consistent budget deficits over the past decade culminated in an unprecedented budget deficit of 15.4% of GDP in 2009 when expenditures rose to over 53% and revenues declined to 38% of GDP. The Greek government is highly centralised. Central government collects over 67% of revenues and accounts for about 54% expenditures. Local governments represent a very small portion of total expenditures, and receive most of their revenues as grants from the central government. Social security funds account for 40% of expenditures, the majority of which are health related.



Source: OECD National Accounts and Economic Outlook 89. [\[Revenues\]](#) [\[Expenditures\]](#) [\[Revenues by level of government\]](#) [\[Expenditures by level of government\]](#)



About 23% of the Greek economy was devoted to producing public goods and services in 2009, very similar to the OECD average. Production costs as a share of GDP increased substantially in Greece from 2000 to 2009, mirroring the increase in overall government expenditures. Compared to other OECD countries, Greece relies more heavily on government employees in the production process than private sector producers and service providers.

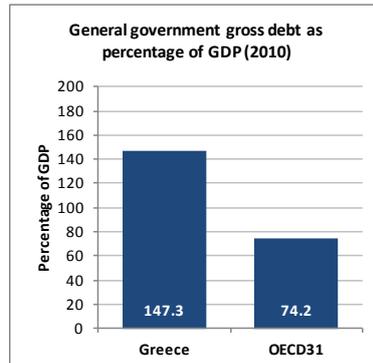
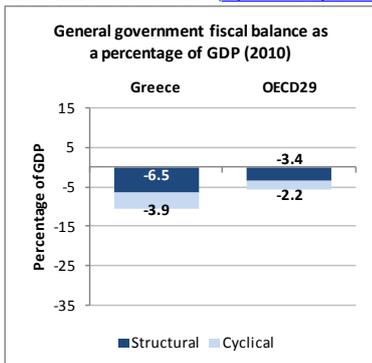
Source: OECD National Accounts. [\[Production costs\]](#)

Structure of general government expenditures by function (2008)



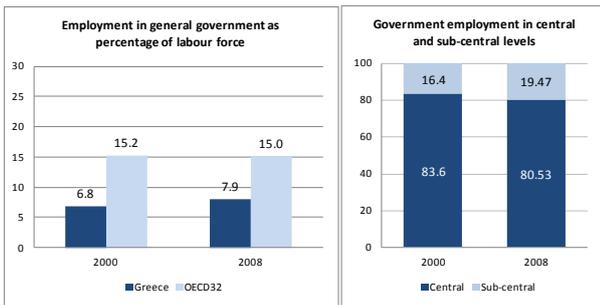
Compared to other OECD countries, the Greek government spends a much smaller portion of resources on education (8.3% vs. 13.1%), in part reflecting its smaller school-age population. It spends a larger share of resources on social protection, general public services and defence.

Source: OECD National Accounts. [\[Expenditures by function\]](#)



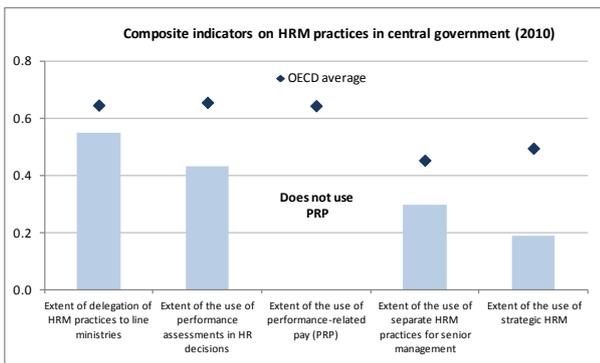
The Greek government operated at a deficit of 10.4% of GDP in 2010, and debt rose to 147.3% of GDP. To avoid sovereign debt default, Greece has taken a strict fiscal consolidation and structural reform path in line with an agreement with the European Commission, the European Central Bank and the IMF. It focuses on expenditure control and improving tax compliance with the aim of stabilising the level of public debt. The Fiscal Management Law, passed in July 2010, overhauls budget preparation, execution and monitoring procedures to support the consolidation strategy and fiscal discipline. OECD definition of deficits and debt differ from the Maastricht criteria

Source: OECD Economic Outlook 89. OECD average refers to the unweighted average [\[Fiscal balance\]](#) [\[Debt\]](#)



Greece has one of the lowest rates of public employment among OECD countries, with general government employing just 7.9% of the total labour force in 2008. This is a slight increase from 2000, when the rate was 6.8%. Across the OECD area, the share of government employment ranges from 6.7% to 29.3%, with an average of 15%. The Greek government has plans to further decrease this share, by replacing only 20% of staff leaving on retirement. Public employment is also highly centralised in Greece, with over 80% of staff working at the central government level.

Source: International Labour Organisation. [\[General government employment\]](#) [\[Distribution by level\]](#)



The Greek central government delegates only a few HRM functions to line ministries, such as the allocation of the budget envelope between payroll and other expenses and recruitment into the civil service. It uses performance assessments mainly for career advancement but does not link them to remuneration decisions. Performance-related pay is not utilised at all. While it has a separate group of senior civil servants, the employment framework that defines the status of senior managers is not different from the one applying to regular staff. The use of HRM practices strategically is in its infancy with the exception of workforce planning.

Source: OECD 2010 Strategic HRM Survey. [\[Delegation\]](#) [\[Performance assessment\]](#) [\[PRP\]](#) [\[Senior management\]](#) [\[Strategic HRM\]](#)

Transparency in public procurement, 2010

	Central proc. website	Contracting entity website	Domestic printed or electronic journal	Other website	Pct. OECD countries that publish info
Information for potential bidders	No	Yes	No	No	97%
Selection & evaluation criteria	No	Yes	No	No	97%
Tender documents	No	Yes	No	No	82%
Contract award	No	Yes	No	No	100%
Justification for award	No	Yes	No	No	59%
Tracking procurement spending	No	No	No	No	32%

Percentages refer to the share of OECD countries that reported publishing information "always" or "sometimes".

Achieving greater transparency in public procurement is important; especially given that the Greek Government spent an estimated 9% of GDP on average in 2008 on public procurement transactions.

Like 12% of OECD member countries, Greece does not have a central procurement website. Instead, most of all public procurement information is published on the contracting entity website as it is done by nearly half of OECD countries.

Greece also publishes information on procurement plans, selection and evaluation criteria, and contract awards (name and amount of selected contractor) on the EU DG market website.

Currently, Greece is one of the countries that publishes information on justifications for awarding a contract to a selected contractor like in 59% of OECD member countries. However, Greece does not allow tracking public procurement spending on line as is done by 32% of OECD member countries, nor does it publish information on contract modifications.

Providing an adequate degree of transparency throughout the entire public procurement cycle is critical to minimise risk of fraud, corruption and mismanagement of public funds in order to ensure fairness and equitable treatment of potential suppliers. Additionally, it allows for effective oversight by concerned institutions and the general public.

Source: OECD 2010 Survey on Public Procurement. [\[Transparency in public procurement\]](#)

REGULATORY GOVERNANCE

Regulatory governance mechanisms, 2008

Functions of the oversight body	Year	Percentage of OECD countries responding "yes"	GREECE
Consulted as part of process of developing new regulation	2005	73%	No
	2008	82%	No
Reports on progress made on reform by individual ministries	2005	43%	No
	2008	56%	No
Authority of reviewing and monitoring regulatory impacts conducted in individual ministries	2005	43%	Yes
	2008	50%	Yes
Conducts its own regulatory impact analysis	2005	43%	Yes
	2008	47%	Yes
Anticipating compliance and enforcement			
Regulatory policies require that issue of securing compliance and enforcement be anticipated when developing new legislation	2005	57%	No
	2008	70%	No
Guidance for regulators on compliance and enforcement	2005	37%	No
	2008	47%	No
Existence of policy on risk-based enforcement	2005	N.A.	N.A.
	2008	30%	No

This table presents two elements drawn from the wide range of activities for managing regulatory quality.

Greece is one of the few OECD member countries which by 2008 had not established institutional structures for regulatory management according to the OECD survey on regulatory management. There is currently no single leader on regulatory management within the administration, and no dedicated leader at political level.

The responsibility for the different elements of regulatory policy is mainly divided between the General Secretary to the Government (GSG), the Ministry of the Interior, and the Ministry of Economy and Finance. The GSG, whose main responsibility is to coordinate policy developments across ministries, includes an Office of Legislative Work responsible for technical and procedural checks on draft regulations. A Regulatory Control Unit within the GSG is responsible for overseeing compliance with the requirement to submit a regulatory impact analysis (RIA) together with a regulatory proposal, but it has no power to block a proposal that is not accompanied by an RIA or that has a poorly developed RIA. The Ministry of Interior has responsibility for promoting government-wide progress on regulatory reform, and overall responsibility for the simplification policy. The Ministry of Interior and the Ministry of Economy and Finance have joint responsibility for the administrative burden reduction programme.

The Greek government has not developed an explicit risk-based policy on enforcement.

Source: OECD 2008 Survey on Regulatory Management; OECD (forthcoming), Better Regulation in Europe – Greece, OECD Publishing, Paris.
[\[Oversight bodies\]](#) [\[Compliance and enforcement\]](#)

E-GOVERNMENT

E-Government building blocks and e-procurement, 2010

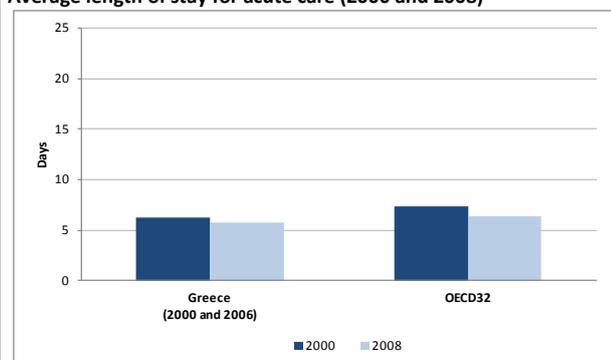
e-enabling laws and policies	Greece	OECD25
Recognition & use of digital signature	●	100%
Electronic filing within the public sector	○	88%
Administering PPPs for e-government projects	●	64%
Services offered on single-entry procurement website		
Tender searches	No single-entry site	62%
Tracking of outcomes of contracts	No single-entry site	32%
OECD percentages refer to percentage of responding countries answering in the affirmative. ● Yes ○ No .. Data unavailable		

Similar to most OECD countries, the Greek Government has put laws and/or policies in place to promote the use of digital signatures and the use of public private partnerships in the implementation of e-government projects. Unlike 88% of responding OECD countries, however, Greece does not have a law or policy in place promoting the use of electronic filing in the public sector. E-filing is an OECD practice that increases efficiency by supporting integration in the back office and facilitating the flow of information between government organisations, thereby helping to cut costs and reduce administrative burdens.

Source: OECD 2010 e-Government Survey and OECD 2010 Public Procurement Survey. [\[E-enabling laws\]](#) [\[E-procurement\]](#)

GOVERNMENT PERFORMANCE IN SELECTED SECTORS

Average length of stay for acute care (2000 and 2008)



The average length of stay (ALOS) for acute care indicates the average number of days that patients spend in hospital for curative care. Similar to other OECD countries, the ALOS decreased from 6.2 days in 2000 to 5.8 days in 2006 in Greece. This decrease is slightly lower than that of the OECD average, where the reduction was about one day over the same period. Over time, reductions in ALOS could reflect efficiency gains, as it could signal that hospitals are expanding early discharge programmes, shifting to day-case surgery for suitable procedures, utilising less invasive procedures, and/or improving pre-admission assessment, all of which can help reduce costs. Too short a length of stay however could cause an adverse effect on health outcomes.

Source: OECD Health Data 2010. [\[ALOS for acute care\]](#)

Production costs are a subset of total government expenditures, excluding government investment (other than depreciation costs), interest paid on government debt and payments made to citizens and others not in exchange for the production of goods and services (such as subsidies or social benefits). Production costs include compensation costs of general government employees, outsourcing (intermediate consumption and social transfers in kind via market producers), and the consumption of fixed capital (indicating the level of depreciation of capital).

Structure of government expenditures: Data on expenditures are disaggregated according to the Classification of the Functions of Government (COFOG), which divides government spending into 10 functions. More information about the types of expenditures included in each function can be found in Annex B of *Government at a Glance 2011*.

“Gross general government debt” refers to general government gross financial liabilities that require payments of principal and interest. For the European Union countries, gross public debt according to the Maastricht criteria is not presented here (see Annex Table 62 of OECD Economic Outlook No. 89). These data are not always comparable across countries due to different definitions or treatment of debt components. Gross debt is used rather than net debt due to the difficulties in making cross-country comparisons of the value of government-held assets, and because it is more relevant in the context of debt interest payments.

HRM Composites: The indexes range between 0 (low level) and 1 (high level). Details about the theoretical framework, construction, variables and weighting for each composite are available in Annex E at: www.oecd.org/gov/indicators/govataglance.

- The **delegation index** gathers data on the delegation of determining: the number and types of posts needed in an organisation, the allocation of the budget envelope, compensation levels, position classification, recruitment and dismissals, and conditions of employment. This index summarises the relative level of authority provided to line ministries to make HRM decisions. It does not evaluate how well line ministries are using this authority.
- The **performance assessment index** indicates the types of performance assessment tools and criteria used, and the extent to which assessments are used in career advancement, remuneration and contract renewal decisions, based on the views of survey respondents. This index provides information on the formal use of performance assessments in central government, but does not provide any information on its implementation or the quality of work performed by public servants.
- The **performance-related pay (PRP) index** looks at the range of employees to whom PRP applies and the maximum proportion of base pay that PRP may represent. This index provides information on the formal use of performance related pay in central government, but does not provide any information on its implementation or the quality of work performed by public servants.
- The **senior management index** looks at the extent to which separate management rules and practices (such as recruitment, performance management and PRP) are applied to senior civil servants, including the identification of potential senior civil servants early in their careers. The index is not an indicator of how well senior civil servants are managed or how they perform.
- The **strategic HRM index** looks at the extent to which centralised HRM bodies use performance assessments, capacity reviews and other tools to engage in and promote strategic workforce planning, including the use of HRM targets in the assessments of middle and top managers. The index does not reflect situations where strategic workforce planning has been delegated to the ministry/department/agency level.

Regulatory governance: The OECD average refers to the following number of countries:

- Functions of oversight bodies 2005: OECD30. Data are not available for Chile, Estonia, Israel and Slovenia.
- Functions of oversight bodies 2008: OECD34. Data for Chile, Estonia, Israel and Slovenia refer to 2009.
- Anticipating compliance and enforcement 2005 and 2008: OECD30. Data are not available for Chile, Estonia, Israel and Slovenia.