

Measuring the Effectiveness of State Governance 2019-2024

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Abstract

Greece is one of the countries that has faced more than a decade of economic crisis, with significant economic and social consequences. After many years of systematic effort to implement key reforms in a timely manner, it is now among the countries with strong economic growth and remarkable performance in critical policy areas, as recognized by international reports and statements by international organizations. This publication presents the evolution of governance effectiveness in Greece in period 2019 to 2024, drawing on the findings of publications, researches and reports of European and international organizations and bodies. We take our point of departure in the broad definition of state governance effectiveness with emphasis on the fields of democracy, rule of law and better regulation.

Governance has been in argument for three decades in the context of theoretical approach. The wide range of governance topics has been understood to create an atmosphere of Accountability, Transparency, Rule of Law, Effectiveness and Efficiency in line with international and national standards. The purpose of this contribution is to spell out the level of state governance effectiveness in Greece towards multiple sectors. The findings inform academic literature by providing empirical evidence for analyzing the impact of economic reforms, policy changes, and societal perceptions on governance quality in the Greek context.

JEL Classification: H11

Keywords: state governance effectiveness, good governance, public administration, trust in democratic governance, rule of law

1. Concept, measurable changes, state governance effectiveness - International and Greek experience

Governance refers to characteristics that are generally associated with a system of national administration. Effective state governance is a structural concept for the development of states and societies, as it contributes to economic growth, the development of economic capital and the strengthening of social cohesion and security. Effectiveness captures

perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies.

State governance effectiveness and good governance are closely related concepts focused on how a state manages its affairs to achieve positive outcomes for its citizens. Good governance refers to all kinds of institutional structures that promote both good substantive outcomes and public legitimacy. Good governance is instrumental for enhancing individuals' sense of dignity in their interaction with governments, restoring individual and collective sense of security in the face of rapid societal and economic changes, and improving the efficiency and effectiveness of government to boost productivity. Central to this effort is the strategic use of digital technologies to increase transparency, responsiveness, and data-driven decision-making. Equally important are the modernization of procurement systems, the upgrading of budgeting frameworks, and the reform of regulatory structures - all of which are essential for navigating the complex challenges ahead.

The theoretical foundation of state governance effectiveness is not yet fully consistent. In some cases, indicators reflect the lack of definition. The indicators produced by International Organizations are widely used in academic literature to quantify perceptions of the quality of governance across countries over time, based on existing data sources or results of periodic surveys. Even though the paper relies on well-established international indices, there are still limitations related to factors like perception-based data that might diverge from institutional realities or some indicators may overlap.

Among the most representative indicators are those of WGI-Worldwide Governance, which are compiled on behalf of the World Bank, as well as indicators compiled by the European Commission and the Organization for Economic Co-operation and Development (OECD). These indicators are well-established and internationally recognized, assessing the performance of different countries and regions in governance, derived from periodic data collection among reliable entities (public, private, NGOs, etc.), providing comparable results between countries and are regularly updated. The collected data reflect the different views on governance in different countries worldwide.

To assess the state governance effectiveness, data are combined in a way that form a framework of six categories/dimensions, each of which refers to:

1. Accountability
2. Political Stability and Absence of Violence/Terrorism
3. Regulatory Quality
4. Rule of Law
5. Range of corruption
6. Government effectiveness

As a member of the global community of developed countries, Greece, in its recent history, has evolved rapidly in the direction of the modern democratic state, to develop all the different elements that ultimately form the framework of a modern state effective governance. Being an EU member state and a strong representative democracy, the country participates in the assessments of competent bodies and provides all the necessary data to reflect and highlight its current condition in relation to the international reality.

The continuous effort to establish modern effective governance has been determined by specific national characteristics and, more recently, has been marked by the economic crisis

of 2009-2019 and its consequences. Since 2019, after the stabilization of the national economic environment and despite the period of Covid-crisis, many resources were released to achieve a more effective system of state governance. In the context of the present study, the assessment of effective state governance is achieved using the following indicators:

- Democracy / Freedom Quality Indicators
- Indicators of the Rule of Law
- Regulatory Governance Indicators

The selection of specific indicators was based on the existence of relevant data which:

1. concern Greece,
2. come from different sources - stakeholders, to aim for pluralism and draw representative conclusions,
3. show identical conceptual and substantive content, so that they can be examined in a group; and,
4. cover a specific time period

2. Quality of Democracy

2.1 In general

Democracy, with its reference to free expression, citizens' participation in decision-making, free criticism and protection of rights and freedoms, creates a secure environment for the functioning of the state.

The set of indicators for the quality of democracy is linked to the quantitative processing of data and the comparative evaluation of countries through the study of specific features of democracy. Such characteristics include parliamentary pluralism, the guarantee of political rights and the protection of individual freedoms.

Below, we will examine critical data concerning Greece and deriving from: a. the Economist Intelligence Unit's Democracy Index, and b. the Freedom in the World Index (Freedom House).

2.2 Economist Intelligence Unit – Democracy Index

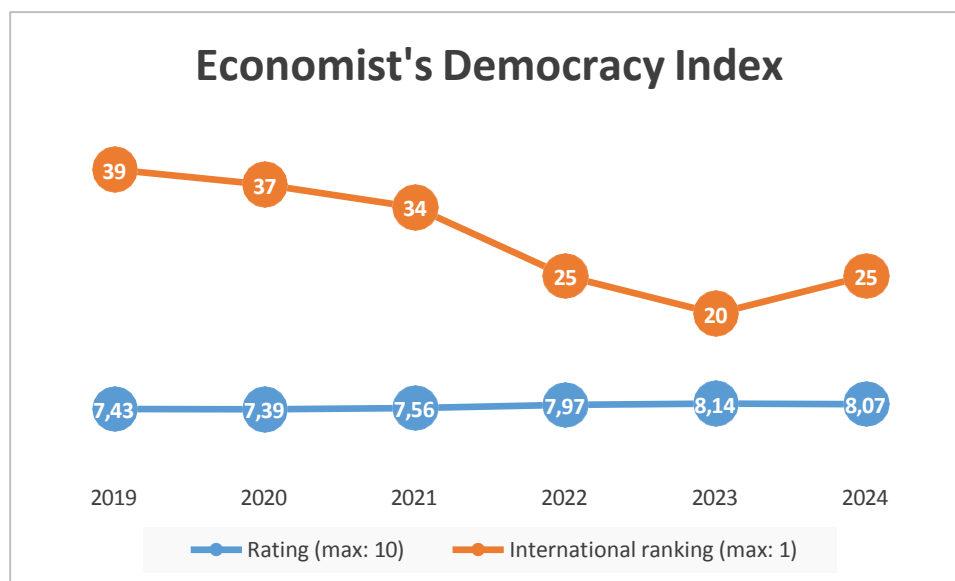
The Economist Intelligence Unit's Democracy Index provides a snapshot of the state of democracy in 165 independent countries. The analysis covers almost the entire population of the world and the vast majority of countries. The Democracy Index captures and assesses variables in five conceptual categories, on a scale of 0-10, as follows:

- electoral process and pluralism,
- functioning of the government,
- political participation,
- political culture, and,
- civil liberties

Based on the score of individual indicators in each of these categories, each country is classified into one of four types: "full democracy", "flawed democracy", "hybrid regime", "authoritarian regime".

In 2023, Greece was among the best performing countries according to the Economist's Democracy Index. It is noted that in 2023 -for the first time since 2008- after the outbreak of the great economic crisis, the country was upgraded to the category **“full democracy”**. In 2024, Greece, for a second consecutive year, was ranked among the full democracies. Note that only 6.6% of the world's population now lives in a full democracy, down from 12.5% ten years ago. Greece, with a score of 8.07 on a ten-point scale, ranks 25th out of 167 countries. The country's upward trend in the values of this index started already in 2022, when it showed an increase in its score by 0.41 points, already approaching the categorization as a “full democracy”.

Graph 1: Economist's Democracy Index: Greece



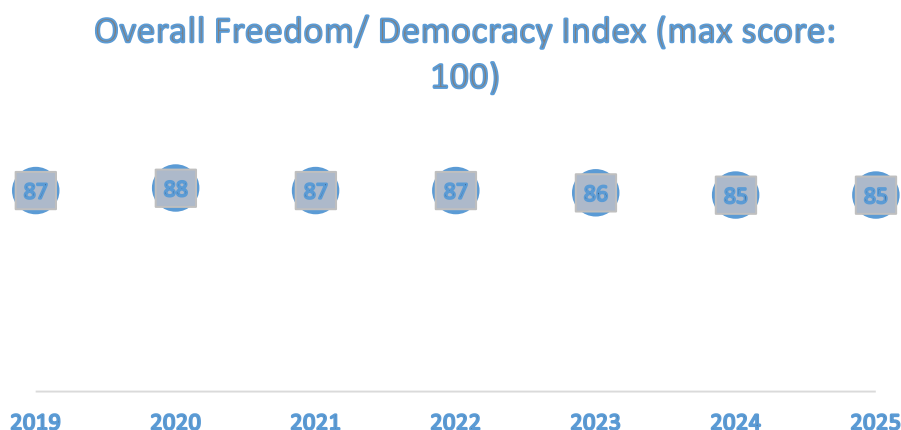
Source: <https://www.eiu.com/n/campaigns/democracy-index-2024/>

2.3 Freedom in the World - Freedom/Democracy Index

Freedom in the World is a comprehensive and long-term assessment of civil rights and civil liberties, providing valuable information on the state of freedom in 195 countries and 13 regions worldwide. The index is scored from 0-100 and is a sum of the overall score for the subcategory 'Civil Rights' (assessed on a scale of 0-40) and the overall score for the subcategory 'Civil Liberties' (assessed on a scale of 0-60). The assessment of countries is carried out in two ways: a. scoring based on 0-100 index values and b. classification of countries into categories of "not free", "partly free", "free" (based on the score obtained from mode a).

The last published report for Greece was issued in 2024, for year 2023. On the basis of this indicator, Greece has been labeled "free" over time. Based on its score, the country seems to have reached a peak in 2020, reaching a score of 88 and in recent years it has reached a score of 85. The latest report (2024) of the organization shows strong competition between political parties in Greece and at the same time a large guarantee for political freedoms.

Graph 2: Freedom in the World Index: Greece



Source: <https://freedomhouse.org/report/freedom-world>

3. Rule of law

3.1 In general

The concept of the Rule of Law is intertwined with the concepts of accountability, transparency, equality, justice and the fight against the weaknesses that can develop in any democratically organized state (e.g. arbitrariness, corruption, illegal use of force).

The Rule of Law Index is a quantitative assessment that measures the extent to which a country respects the rule of law in practice. It is designed to provide a comprehensive state of the rule of law by examining various dimensions of how this feature is experienced and perceived in different countries. In other words, the Rule of Law Index attempts to answer the question: "How well does the rule of law work in a particular country?".

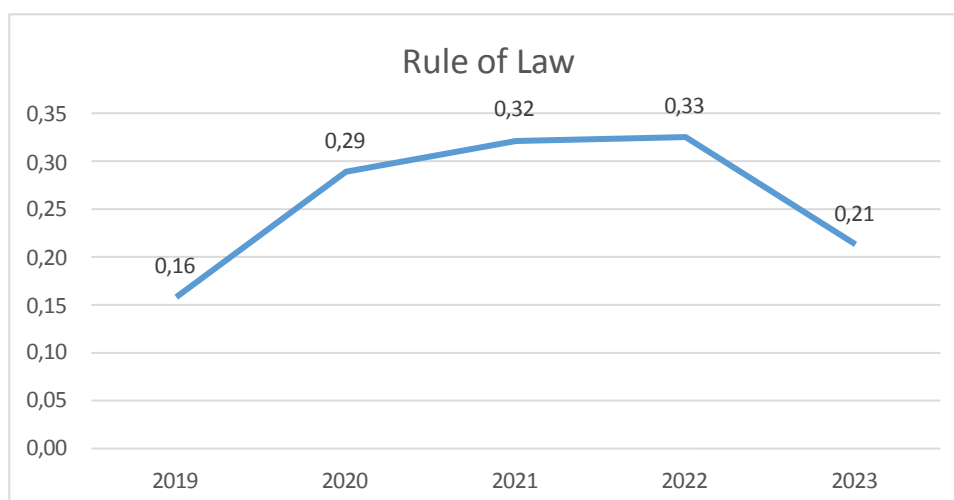
3.2 World Bank - Rule of law

For the assessment of the Rule of Law, the main components considered by World Bank are:

1. Perceptions about the extent to which social actors have confidence in the rules of society and abide by those rules
2. The quality of contractual relations and the protection of the right to property
3. The maintenance by the police of the rules
4. The quality of justice
5. The likelihood of criminal and violent behavior

Greece shows a gradual improvement in this indicator from 0.2 in 2019 to 0.3 in 2020, a performance that is maintained until 2022. In 2023 the indicator shows a slight decline, reaching 0.2.

Graph 3: World Bank - Rule of law: Greece



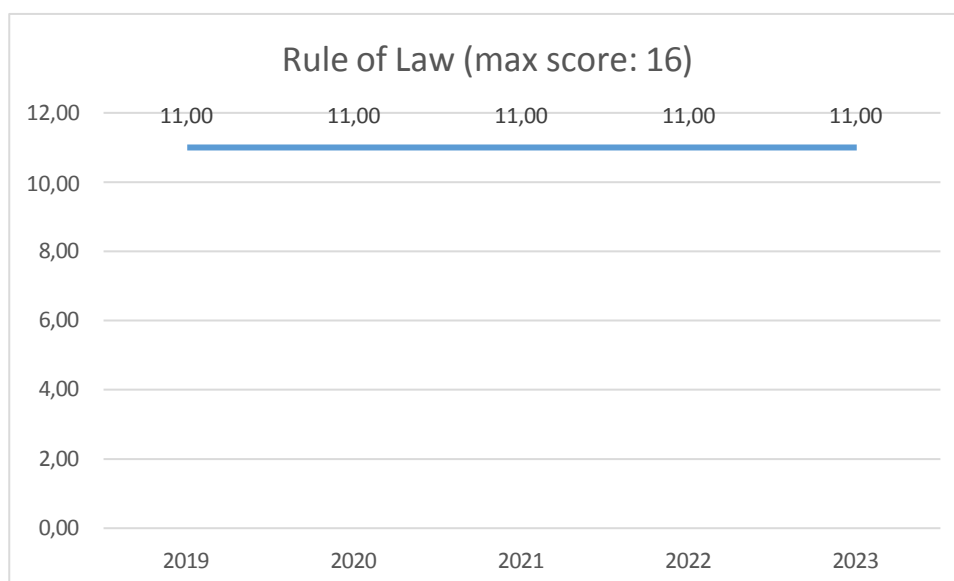
Source: <https://databank.worldbank.org/source/worldwide-governance-indicators/Series/RL.ES>

3.3 Freedom in the World 2024 – Rule of Law

Freedom in the World also assesses the quality of freedom and democracy in different countries. It uses the Rule of Law sub-index, which is a component of the Civil Liberties Index. The Rule of Law sub-index uses data relative to the following variables:

- Degree of judicial independence
- Law enforcement in civil and criminal matters
- Protection from the unlawful use of force
- Ensuring equal treatment for different population groups

Graph 4: Rule of Law Index -Freedom in the World: Greece



Source : <https://freedomhouse.org/country/greece/freedom-world/2024>

3.4 European Commission - Rule of Law Report 2024

The European Commission's Annual Rule of Law Report is a self-monitoring process introduced in 2020. It allows Member States and the European institutions to carry out a detailed mapping of the functioning of democratic institutions and justice, identify weaknesses and good practices, create a basis for convergence and harmonization of policies and ultimately ensure that Europe continues to have the highest standards of the rule of law in the world. The adoption of specific recommendations over the last three years has enhanced the impact of the report.

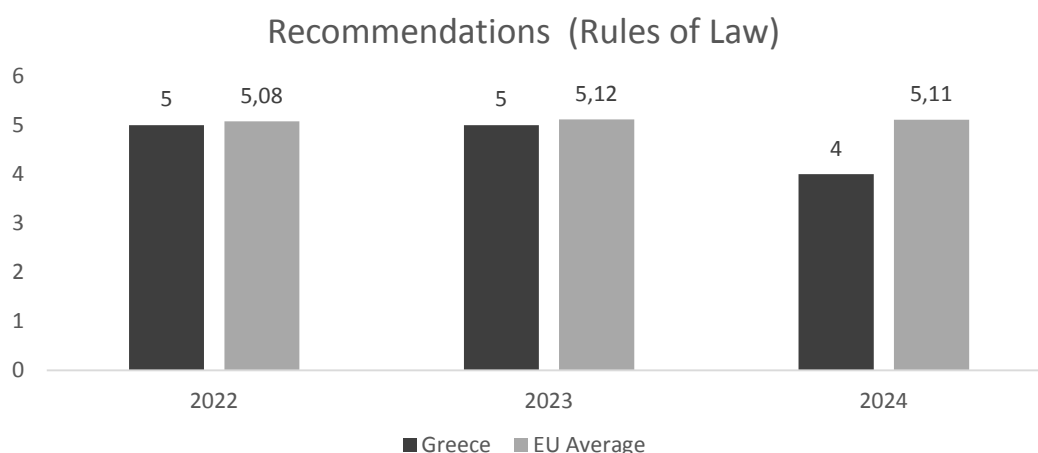
The report covers developments in four key areas: the system of justice, the anti-corruption framework, media freedom and pluralism and other institutional issues linked to the institutional counterbalances of a democratic state.

The 2024 report assesses the state of the rule of law in the 27 EU Member States, including the follow-up to recommendations made in 2023 as well as significant developments at EU level since July 2023. It consists of a general report and devotes a specific chapter for each Member State accompanied by specific recommendations to further strengthen their efforts, promote ongoing reforms and help identify areas of improvement.

The EU's recommendations have been reduced from seven to four over the last four years. Greece is now among the 15 EU countries with the fewest number of recommendations. In this year's report (year 2024), 18 EU Member States receive more recommendations than Greece (including Germany, Spain, the Netherlands, Belgium, Italy and others). In addition, Greece shows an improvement in 4 recommendations as also 3 other countries (Luxembourg, Sweden, Croatia), while 4 countries receive 3 recommendations (France, Lithuania, Denmark, Estonia) and finally 1 country, Latvia, receives 2 recommendations.

In particular, the recommendation for timely and effective consultation in the legislative process, for the independence of the judiciary, and for strengthening the control of declarations of assets has been removed, while there has also been a significant improvement in the protection of the media -journalists and the fight against corruption.

Graph 5: EU Recommendations Greece - Average EU



Source: https://commission.europa.eu/document/download/6741f4b2-6a10-44ba-b40c-97a5a38e6827_en?filename=21_1_58062_coun_chap_greece_en.pdf

4. Regulatory governance

4.1 In general

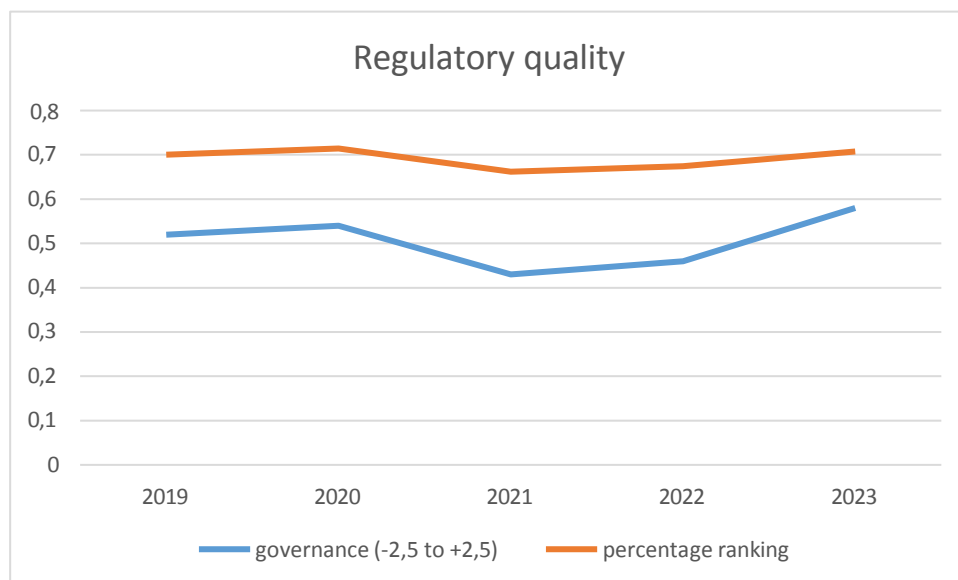
One of the components of state governance effectiveness is regulatory governance, which refers to the guarantee of clear rules, supervisory mechanisms and a central oversight structure in government optimally producing legal consistency over the public interest. Regulatory governance indicators are not a particularly widespread measure. Their study reflects the growing recognition of the importance of well-designed and effectively implemented regulations for economic growth, social welfare and environmental protection. Ensuring the appropriate regulatory environment enables businesses and citizens to co-design the legislative framework, thereby improving its design and quality.

This section studies elements from the field of regulatory governance, to measure the quality of communication, consultation, stakeholder participation and transparency in the adoption of new legislation. The above factors are critical in building a sense of ownership of the policies produced. In recent years, the country has achieved significant progress in improving the regulatory process with sustained efforts and achievements. Based on the World Bank's Regulatory Quality Index, as well as data related to the recent regulatory reform in Greece, there has been a gradual improvement in the quality of the legislative process.

4.2 World Bank - Worldwide Governance Indicators - Regulatory Quality

Regulatory quality captures perceptions of the government's ability to formulate and implement sound policies and regulations that enable and promote private sector development. Below we can observe the evolution of the 2019-2023 regulatory quality index for Greece, as compiled by the World Bank.

Graph 6: Regulatory Quality: Greece



Source: <https://www.worldbank.org/en/publication/worldwide-governance-indicators/interactive-data-access>

This indicator shows slight fluctuations over the reporting period.

4.3 More data on regulatory governance in Greece

A milestone for regulatory governance in Greece was the legislation establishing the executive state (law no. 4622/2019), which introduced significant reforms in the legislative process, such as the public consultation of all draft laws for at least two (2) weeks (art. 61) and

a stronger centre of state governance. The new legislative framework has introduced a synthesis of centralized and decentralized models of lawmaking: by introducing more alternatives to the first draft and entrusting the assessment of the final draft to a body with a fixed composition, the Committee for the Quality Evaluation of the Legislative Process. The Committee for the Quality Evaluation of the Legislative Process, which replaced the Central Legislative Committee, is an independent advisory body, with the participation of both lawyers and economists, to carry out the final effectiveness check of draft legislation. The Committee is not limited to the establishment of substantive rules, but strongly supports the procedures aimed at enhancing the quality of law drafting and addressing existing structural deficiencies.

It evaluates and provides advice to the Secretary General of Legal and Parliamentary Affairs on the application and compliance with the principles of better regulation including law drafting, ministerial amendments, legislative acts, regulatory decrees before their submission to the Council of State, regulatory ministerial decisions and Regulatory Impact Analyses.

As part of the above reform, systematic work has been undertaken to improve the quality of regulatory governance. Among the improvement actions implemented, the following can be distinguished:

a) The drafting and publication of guidelines with templates including:

- *Lawmaking Methodology Manual*
- *Regulatory Impact Analysis Manual and templates*
- *Coding Manual*

b) Elements of EU directives transposed into national law

c) The operation of the National Codification Portal, which constitutes the electronic hub of legislation and codifications (legislative and administrative), providing open access to updated primary and secondary legislation.

By way of example, **fifteen codifications of legislation** were completed between 2020 and 2023, **compared to just ten in the twenty years** between 2000 and 2020. A significant number of additional codifications are also underway, in areas of fundamental importance such as labor law, tax law, education legislation and consumer protection legislation. In addition, all laws submitted to the Greek Parliament have been drafted in accordance with the standards of the legislative methodology, accompanied by a Regulatory Impact Assessment and have fully completed the public consultation process.

5. OECD and European Commission: Assessing state governance effectiveness in Greece

5.1 In general

Relevant studies/reports by OECD and European Commission evaluate regularly specific policy areas by comparing national performance with the average of their Member States.

Their recommendations are reflected in annual reports considered in the decision-making process in most countries.

Below, we will take a look at some of the data that emerge from the OECD's Annual Reports 2024 for Greece on anticorruption and regulatory governance, as well as the corresponding Annual State of Law Report of the European Commission. The presentation of data focuses

on the strong points as pointed out in the latest annual reports and then on the most significant challenges ahead. Finally, there is a special reference to the innovations initiated by law no. 4622/2019, aimed at improving efficiency in state governance.

5.2 Strong points

5.2.1 OECD 2024 Reports for Greece

According to the OECD annual reports 2024, Greece has made progress in the field of anti-corruption with actions and measures which attach greater importance to:

- Strengthening the regulatory and institutional framework (e.g. the Independent Transparency Authority, electronic asset declarations)
- Increased prosecutions and penalties in cases of significant corruption, including high-ranking officials
- Improving cooperation with international entities (OECD, Europol) to combat financial fraud and tax evasion
- Improving the quality of legislative output and consultation
- Systematic public consultation on draft laws, with respect for deadlines and wider participation of social partners
- The application of the Regulatory Impact Assessment (RIA) method for the evaluation of legislative initiatives
- The use of digital platforms (e.g. OpenGov) to increase transparency in decision-making and eliminate administrative burdens

Furthermore, there are significant achievements in digital transformation and process simplification summarized as:

- Acceleration of the digitization of public services (e.g. gov.gr, electronic document submissions)
- Reduction of bureaucracy for businesses and citizens (e.g. automated permits, digital identity for buildings)
- Strengthening cybersecurity and data protection

Moreover, according to the OECD's 2024 survey on Regulatory Policy and Governance (iREG), Greece's strongest dimension, Transparency, scored 0.7 out of a scale of 0 to 1. This score is part of a larger assessment where Greece's overall index on regulatory governance was 2.2 on a 0-4 scale, with an OECD average of 2.3.

5.2.2 European Commission's 2024 Rule of Law Report for Greece

Regarding the substance and content of the European Commission's Annual Report on the Rule of Law, extensive reference is presented in paragraph 4.4 "European Commission - Rule of Law Report 2024". According to the report, a full compliance is accepted with respect to the recommendation, regarding the need to involve the judiciary in the appointment of the President and Vice President of the Council of State, the Supreme Court and the Court of Auditors, taking into account the European standards for the appointment of the Heads of the Supreme Courts and in addition it is noted that the implementation of reforms financed by the Recovery and Resilience Fund aimed at improving the quality of the administration of justice. It is further reported that progress has been made in strengthening efforts to establish credible follow-up of corruption cases, including high-level corruption, with accelerated prosecutions

and final decisions. Progress was also recorded in promoting non-legislative safeguards as well as in the regulatory framework for the protection of journalists. Measures for abusive lawsuits against journalists and their insurance have been strengthened, in line with the adopted Protocol of Understanding and European standards for the protection of journalists' work. In addition, progress is noted in the effective and timely consultation of stakeholders in the drafting of legislation, including the provision of sufficient time for the public consultation process.

5.3 Challenges

5.3.1 OECD 2024 Reports for Greece

The OECD 2024 reports on anti-corruption and regulatory governance identify challenges for the coming years to further improve state governance effectiveness.

The reports point out that fighting corruption remains a challenge, especially in the area of implementing relevant legislation at the local level, although it is noted that strong progress has been already made (e.g. establishment and effective operation of the National Transparency Authority).

In relation to decentralization and local government, it is noted that despite reforms (e.g. Kallikrates reform for local authorities), local administrations still need stable funding and enhanced expertise for more effective management.

Additional challenges are identified in the areas of digital transition and regional economic efficiency and management. On the topic of digital transition, even if the country has significantly improved digital transformation processes (e.g. Gov.gr Wallet, e-health platforms), attention is still needed to mainly address:

- Asymmetric digitization between urban and rural areas
- The risks of the digital divide, which is particularly prevalent among older people and specific population groups

5.3.2 European Commission's 2024 Rule of Law Report for Greece

The report states that efforts to increase the level of digitization of justice services should continue with the implementation of major reforms financed by the Recovery and Resilience Fund. The new judicial map in civil and criminal justice is an important reform to be completed as it can achieve a balanced distribution of cases among primary judges for faster justice. Efforts to reduce the length of proceedings include the transfer of categories of non-judicial cases from courts to lawyers and the planned reform of the preliminary proceedings of the Council of State.

It is also pointed out that the audits of political parties have brought about a better level of compliance with the new rules. The government's systematic effort to develop a comprehensive risk management system to further enhance transparency and integrity in public procurement is also highlighted.

5.4 Recent developments in state governance effectiveness in Greece

National objectives for a modern effective state governance, taking into consideration the recommendations of international organizations and bodies, was reflected in the law on executive state (no. 4622/2019), where it is underlined: *"...However, beyond the consolidation into a single legislative act, ... a series of institutional reforms are being introduced aimed at creating the necessary structures for the **effective functioning of the state mechanism**, regardless of political changes, **based on the best international practices**.*

*In this way, for the first time in Greece, a **modern manual of governance** based on the distinction of the organs of the state and the standardization of public procedures is being established."*

On the above basis, an important innovation introduced by article 52 of the new legislation is the firm adherence of a concrete annual plan of the policy cycle, which aims at a more effective governance system.

The planning process starts in April when the Council of Ministers approves the key government priorities and objectives by policy area and by Ministry, as reflected by the General Secretariat for Coordination of the Presidency of the Government (hereinafter referred to as GSCo).

In May, the approved priorities and objectives, together with the instructions for the preparation of the next year's Action Plans, are communicated to the respective Coordination Services of each Ministry, to start drafting the Annual Action Plans, which should be sent to the Presidency of the Government by mid-July.

Based on the guiding principles, the Ministries start drafting the Action Plans in parallel and in coordination with the drafting of other programmatic documents such as the budget and the Medium-Term Fiscal Policy Plan.

During the preparation period, GSCo cooperates with the relevant departments and assesses the plans in terms of their compatibility with the Medium-Term Fiscal Strategy Framework.

The Presidency of the Government draws up the final Consolidated Government Policy Plan which is approved by the December Cabinet together with the Action Plans, which become published increasing the transparency and accountability of government action.

GSCo plays a catalytic role to guarantee the coherence and successful completion of the planning process. Drawing on its many years of experience, the service has now developed an innovative methodology for monitoring the implementation of government planning on a monthly basis.

For flagship projects, a more rigorous monitoring mechanism has been established. This mechanism can record all the critical stages of monitoring process throughout the project's life cycle.

To enable the staging of projects, critical milestones have been set, thus allowing the identification of the critical path for the implementation of each project.

Following the methodology for project management developed by the European Recovery and Resilience Fund, the governmental projects are divided into reforms and investments. Depending on the category of reform and investment, the basic policy route is specified using predefined and mandatory milestones. The main implementation stages for the two categories of projects can be described as follows:

Reforms

1. Design
2. Primary Legislative Process
3. Secondary legislation
4. Implementation of the Reform
5. Completion

Investments

1. Design
2. Integration process
3. Auction / Call for tender
4. Competitive Procedure
5. Implementation & Control
6. Completion

Moreover, GSCo develops a new system of monthly reporting (government dashboard) to incorporate updated information on all projects, their current implementation status, indicating whether they are on schedule and defining next steps for better monitoring and completion. This is an important development reflecting both the outcomes of government actions to support the public and people's perceptions of government competence in policy design and delivery, as well as their expectations of the behaviour of public institutions and their representatives.

6. Conclusions

During our research, we focused on three representative areas: the quality of democracy, the rule of law and regulatory governance, and we assessed national progress using internationally recognized indicators. Our study concludes that the country achieved significant improvement in the relevant metrics over the period.

In the period 2019- 2024, there is a remarkable performance in critical areas for growth and economy, either by improving the effectiveness of state governance in years when there was relative normality, or by maintaining its position in times of turbulence.

Throughout the decade-long crisis, long lasting weaknesses were overpassed and many lessons learnt occurred. The OECD's Recommendation on Policy Coherence for Sustainable Development (PCSD) underlines the critical need to align actions across sectors and levels of government to advance sustainable development. Enhancing policy coherence effectively entails robust whole-of-government co-ordination and a clear, strategic long-term vision. Greece has made strides in this direction. As presented above, the country implements formal governance arrangements for effective collaboration between ministries and departments. These arrangements include inter-ministerial working groups and networks, focal points, councils, and interdepartmental commissions, while the annual governmental work is agreed at the highest political level, by the Council of Ministers. This is a clear mandate to enhance policy coherence and mitigate divergences between sectoral policies.

Moreover, as for digital governance and innovation, Greece placed digital transformation at the core of its modernization efforts to streamline processes, enhance agility and create more responsive, transparent and effective government functions, including enhancing policy implementation. Greece has made significant improvements in its digital performance, exceeding the European average, although it started from a low point.

It comes very close to achieving the Digital Decade target, in terms of 5G network coverage, as recorded in the European Commission's annual report on the Digital Decade for 2025. Specifically, in 2024, the country had one of the highest coverage rates in the EU at 99.80%, exceeding the average (94.35%) and showing a spectacular increase compared to 2019, when it was 0%. In digital public services, the country continues to increase the very high rate of

digital service usage by citizens to 76.7% in 2024 from 75.9% in 2023. Since the end of 2023, AI has been integrated into the public sector with the digital assistant "mAigov" on gov.gr, which provides 24-hour service to citizens on public administration issues ensuring support and transparency. Since its launch, "mAigov" has answered more than 2.5 million questions from citizens. In addition, as part of the National Strategy to combat algorithmic addiction, the Kids Wallet app has been developed, a digital tool that helps parents and children to set limits on minors' internet browsing. Moreover, using funding from the Recovery and Resilience Fund, interventions are being implemented for the digital transformation of health and justice.

This literature shows that the criteria for effectiveness change over time; that organizations choose different criteria at different times-that many organizations manage to identify them effectively and others do not. Understanding how challenges are identified and addressed is more complex than saying that this is the basis of effectiveness.

The center of state governance helps the head of government and ministers make good decisions by ensuring they receive steady, strategic, evidence-informed, and coherent advice. It also co-ordinates the various players in the policy process to resolve issues, and to help ensure the quality and capability of the policy system.

The country has developed a strong executive body - the Presidency of the Government – steering responses to challenges ahead, interchanging with the Ministries and using high qualified personnel, modern tools and mechanisms for coordination and guidance. The recent innovation for a stronger implementation of government policies is under further development, exchanging expertise with many countries across the world, well supported by an integrated information system.

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