



GREEK
Self Assessment Report

Open Government Partnership
September 2013, Version 1

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I. Introduction

Since April 2012, when the national Action Plan for open governance was submitted, Greece officially participates in Open Government Partnership - OGP.

The implementation of this Action Plan aims to enrich the Open Government framework in order to enforce the principles of transparency, participation, collaboration, accountability, effectiveness and efficiency. Focus is also given to the qualitative upgrade of the public services through citizen participation and everyday interaction with the public sector along with the efficient management of public resources and the effective usage of funding products and knowledge transfer and support programs for implementing the strategy for the Electronic Government.

The planning of a national strategy for open government actions depicts the importance of the collaborative projects in order to produce high quality services, the importance in access and use of open public data, transparency, and the partnership with citizens and enterprises in the development of a high organized Policy for the Electronic Government.

Improving Public Services

In order to improve the quality of public services, as well as offer any additional ones required, the government will work in close collaboration with social partners and citizens alike. Their input is required, in the form of suggestions, complaints, ideas, and comments. This will be a valuable feedback, as well as a control mechanism, for the process of improvement.

Increasing Public Integrity

In order to increase public integrity, a series of measures will be taken towards an open access to information, as well as the accountability of each public servant, each public administrative organization (in any level), and each decision maker of the government.

More Effectively Managing Public Resources

A series of measures undertaken for the national strategy for open government include actions that address the efficient management of the State budget and Public Procurement processes also focusing on the effective usage of foreign assistance and financing either through funding products for ICT businesses or through knowledge transfer and support to design and implement this strategy.

In addition, measures are being taken towards the restructuring of the Greek Public Sector with focus on the provision of a Human Capital Management System aiming to shift bureaucratic culture to citizen-oriented culture, cut down on budget costs and administrative burden deriving from disproportionate organizational structures, coordinate in a uniform and transparent way all human capital management policies and develop public servants to meet current citizens' needs.

II. Process Summary

Development of the Action Plan

For the development and implementation of the national strategy for ICT, open government and e-government, the Information and Communications Committee was formed (by act of the Cabinet in 2011). Chairman of the committee was the Deputy Minister for Administrative Reform and E-Government responsible for e-Government. Members were the General Secretaries of key ministries.

In order to monitor and effectively execute all projects, some specific project management offices were established - called Groups for Management, Design and Supervision of Projects (GMDSP). The GMDSPs undertook initiatives regarding planning, monitoring and coordinating actions on information technology, open government and communications. Each GMDSP had a designated scope area.

The GMDSPs were used as a channel of communication between ministries, in order to study and define the objectives of the country regarding open government on the part of public bodies. At the same time, the first attempts on engaging civil society were made. The goal was pinpointing civil society demands - as well as gathering needs, ideas and suggestions. Such efforts are described in the following.

Finally, the Greek state prepared (for the first time) a national strategy for ICT and e-Government in March 2012. The text also included the current directions to Open Governance. For the preparation of the strategy, three components were taken into account:

- The obligation to apply community guidelines for the implementation of the 'Europe 2020 Strategy' and the priorities of the Digital Agenda¹,
- First results of the work of GMDSPs,
- First results of citizen consultation.

In April 2012 the Action Plan on Open Governance was completed. It stems from the national strategy for ICT and e-Government. The text was submitted to the OGP; concurrently a process for continuous improvement of the action plan was launched.

Consultation on the Action Plan

Public Consultation: The Action Plan on Open Governance is available for public consultation on the website opengov.gr - it is the same site the government bills are published for consultation. The access is open to any citizen who wants to participate, either individually or by expressing opinions of organized group. The comments submitted are checked by an

¹ The European Commission launched in March 2010 the development strategy "Europe 2020" to exit the crisis and prepare the EU economy for the challenges of the next decade. The Digital Agenda for Europe (DAE) is one of the seven flagship initiatives of the 'Europe 2020', which is the development strategy of the European Union for the decade 2010-2020.

administrator for abusive and inappropriate language (this check is only about the language, not the content).

Work Progress: Public bodies, implementing the Action Plan, are gradually progressing to the fulfillment of the commitments that concern them. The GMDSPs became idle, so the horizontal communication between ministries is an open issue.

Appointment of Representative: On 27 August 2013, following a period of change of the political scene, the Minister of Administrative Reform and E-Governance reaffirms the country's commitment to the OGP and designates the Deputy Minister for Administrative Reform and e-Governance (Dr Evy Christofilopoulou) as the new national representative. Following that, the relevant work-groups are reactivated and the consultation process with public bodies, social partners and citizens is rekindled.

Calling organized groups of citizens: Along with the above, and aiming at the exchange of views with citizens, organized groups of citizens were invited to participate in the formulation of the specific documents. The progress report on the Action Plan (OGP) is one of these documents. There was an enthusiastic response, as nearly everyone involved offered suggestions. This was followed by a roundtable discussion of all stakeholders who responded, under the coordination of the Deputy Minister for Administrative Reform and E-Governance (Dr Evy Christofilopoulou) which is the designated representative in OGP. The Deputy Minister is expected to meet with each of these groups separately in the near future to further discuss the positions raised. Among the participants were: Transparency International Greece, the Greek Ombudsman, the National Confederation of People with Disabilities, the Greek Free/Open Source Society and the Federation of Hellenic ICT Enterprises.

Preparation of the Progress Report

This progress report utilized the same structures and processes used for the preparation of the Action Plan.

Law on e-Government (3979)	16/06/2011
Publication of the national strategy for e-Government	20/3/2012
Submission of Action Plan	9/4/2012
Preparation of draft progress report	15/8/2013
Meetings with public sector bodies	16/8/2013 - 14/9/2013
Launching of public consultation on progress report	18/09/2013
Invitation of social partners to comment on progress report	23/8/2013

End of commenting period by social partners	6/9/2013
End of public consultation on progress report	30/09/2013
Meeting with the social partners, discussions on progress report	25/9/2013
Finalization of progress report	28/9/2013

Process Challenges

During the development of the Action Plan a set of issues was identified - most important ones being:

- **Downgrading the importance of open government in relation to other strategic priorities.** While the government recognizes the critical importance of open government, most citizens and many public officials focus on other political issues e.g. the economic crisis, the level of unemployment, the public deficit, crime rate etc. This makes the active participation of the more difficult. It is for this reason, as they claim, that they do not issue to participate in drafting the Action Plan.
- **Citizen participation in public consultation is not at desired level.** Citizens find it difficult to believe that the comments they submit to public consultation are taken into account for the development of the Action Plan. Having witnessed minimum attention paid by legislators at the public consultation of the bills, they feel that the same approach will be held regarding the Action Plan - thus their participation in the public consultation is limited.

Focusing on and answering to these challenges, the Action Plan was successfully developed, reflecting the commitments of the Greek state for the OGP, and setting the next government goals for open governance.

III. National Action Plan Implementation

This section presents the progress regarding the four commitments the Greek government chose to undertake in 2012 action plan.

Target: Boost Public Engagement		
Goal 1:	Increase number of legislative acts going through online deliberation	Partially implemented
Goal 2:	Capitalize on citizen comments and suggestions	Partially implemented
Target: Enhance Public Resources Management		
Goal 1:	Operate central E-procurement information system	Fully implemented
Goal 2:	Operate central ERP information system	Partially implemented
Goal 3:	Operate central HRMS information system	Partially implemented
Target: Open (Up) Data		
Goal 1:	Open data regarding prices, as collected by Prices Observatory	Fully implemented
Goal 2:	Resolve legal issues regarding state geo-data	Fully implemented
Goal 3:	Offer additional taxation data	Partially implemented
Target: Enhance Transparency		
Goal 1:	Augment functionality of the Transparency Program	Fully implemented
Goal 2:	Publicize Public Sector procurement information	Fully implemented
Goal 3:	Enable open, transparent and safeguarded document circulation	Partially implemented

III.1 Boost Public Engagement

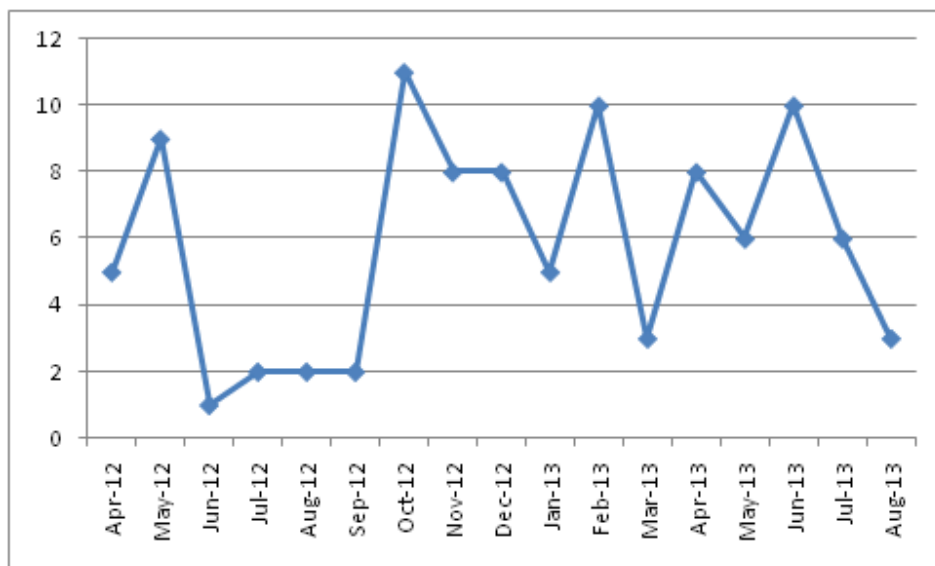
The Greek government has initiated the use of online tools in order to engage citizens and organizations in discussions on issues of public interest, such as legislative acts and public policies. With the 2010 revision of the Standing Orders of the Parliament, every proposed legislation submitted must also be accompanied by a report on the results of the public consultation that took place prior to this submission.

The online consultation platform (opengov) is available at <http://opengov.gr>. The National Centre for Public Administration and Local Government (EKΔΔΑ) is responsible for its operation.

Goal 1: Increase number of legislative acts going through online consultation

Currently online consultation is limited. The Goal was doubling the number (percentage) of legislative acts that go through this process by June 2013, as well as increase of public engagement and feedback received.

Almost four years have been passed since the start of the operation of the online consultation platform (opengov). From October 2009 up until September 2013 358 consultations took place and 99.750 comments were submitted. The number of consultations for the last year has been higher than expected (approximately 90 consultations per year). On the other hand there is a 10% decrease on the number of the comments submitted.



Graph: Number of consultations per month.

Indicators (10/2009 - 09/2013):

- Number of consultations: 358
- Number of comments: 99.750
- Categories of consultations: Legislative 52% Pre-Legislative 27%, Others 23%
- Mean duration of consultation: 18 days (3 - 71 days)
- Mean number of comments per consultation: 278 (0 - 13.741 comments)
- Median of the number of comments per Consultation: 80
- Mean number of consultations per month: 7.5 (1 - 11 months), declining during July and August
- Network of Consultation Managers: 87 administrators as representatives of institutions.

In order to evaluate the public consultations system, the National Centre for Public Administration and Local Government (ΕΚΔΔΑ), working with the Department of Administrative Science, Faculty of Political Science and Public Administration of the National and Kapodistrian University of Athens, supported in spring 2013 a relevant survey, as a part of a PhD Thesis, with broad citizen participation. Using an online questionnaire, a series of questions have been investigated, such as participation frequency in public consultations, citizen satisfaction for the process, the material provided, webpage accessibility and feedback, as well as alternative ways of expressing opinion. The questions were based on the principle of completeness and reliability, the principle of trust, the principle of equal treatment and equality before the law and the principle of open use and re-use of public information.

The preliminary results indicate that although citizens consider an online public consultation system very useful, especially today, they have reservations if their opinion and comments are taken into account during the formulation of legislation. The final results will be published after the completion of the survey from the University of Athens and the National Centre for Public Administration and Local Government

Also, an important point raised during the public consultation on the present progress report, is the exclusion of certain groups of persons with disability from the consultation process since the e-consultation platform has not implemented the necessary accessibility procedures and tools.

It is also important to underline that during the implementation of the consultation process:

- The average consultation time is much less than the statutory. Agencies are uploading proposed legislation for a limited number of days, effectively preventing citizens and social partners to participate. This is supported by the average consultation time value of just 17 days.
- A high percent of Bills are given for consultation in their final stage. Almost 50% of the number of consultations is about final stage Bills and not pre-legislative texts.

During 2013 the National Centre for Public Administration and Local Government is planning the second stage of evaluation of the consultation mechanism, in order to investigate the use of comments in the final stage legislative acts.

Evaluation: Partially implemented

Next steps:

- Further increase the percentage of acts that are published for consultation
- Extend the period during which each act enters consultation

Goal 2: Capitalize on citizen comments and suggestions

There is no common and rigorous mechanism in place, to ensure that citizen comments and suggestions are fully utilized. This reduces citizen motivation to participate in future consultations. Each public body applies its own methods for utilizing comments and suggestions submitted - in most cases without a feedback mechanism regarding this utilization. An audit trail mechanism needs to be developed, throughout the process, to explain which criteria were applied when weighing up the evidence from the process, and therefore how the views of those involved have improved the final result.

Evaluation: Partially implemented

New parallel ways of communicating with citizens and social partners have also been initiated. A number of innovative participatory workshops have been organized to support the electronic deliberation process. The goal the workshops is the emergence of modern public policies and the formulation of an implementation framework with the participation of officials from the public sector, experts from Greece or from abroad, members of the academic and research community as well as representatives from private and non-governmental organizations. These innovative workshops are a close consultation process, in alignment with the objectives set by the Open Governance regarding shaping public policies, the submission of proposals to improve Public Administration and for addressing existing problems and dysfunctions especially in areas which citizens have a low degree of satisfaction with the services provided. The National Centre for Public Administration and Local Government, that is institutionally responsible for the operation of the website of the public consultation, has implemented workshops in fields as:

- «Competitiveness and Improving the business environment»
- «E-Prescription»
- «Increasing transparency - Fight against corruption»
- «Innovations in Consultation: civic participation in decision-making»
- «Athens: City in crisis;»
- «E-Gov Framework»
- «Transparency Program: Present and Future of Transparency in Public Life»
- «Electronic Publication, Distribution and Archiving»

III.2 Enhance Public Resources Management

The Greek government focuses on enhancing public resources management, in order to achieve a more efficient result. As a target is not part of the OGP initiative, but the following goals are prerequisite for the proper implementation of the commitments required by OGP. Therefore three goals have been put in the 2012 Action Plan.

Goal 1: Operate central E-procurement information system

The project National Electronic Public Procurement System (NEPPS) aims to create and operate an electronic system for implementing e-procurement for all public sector. The project is undergoing in pilot operation with a projected start date of productive operation in April 2014.

At this stage the Central Electronic Registry for Public Contracts (CERPC), a NEPPS subsystem, which publishes information on public procurement is in pilot mode. There are recorded all the tendering processes of public procurements for all public sector entities (goods or services or works) which are initiated by a primary request of the contracting authority and with budget over 1000 euros.

By the end of August 2013, with effect from 04.02.2013, had been registered approximately 118,332 procurement claims

Its purpose is to enhance the transparency and control of rational and proper Public Accounting use of public expenditure.

The aim of the registry is to strengthen the healthy competition in the markets concerned and eliminating phenomena as «cartelization» of subsectors which are unable to cope with conditions of effective competition without the "protectionism" of the state which is against the public interest.

Evaluation: Fully implemented

Next steps:

- Completion of the pilot operation of the various stages of the tender process for the implementation of a public contract (electronic publication of decisions, e-tendering, e-assessment, framework agreements, electronic auctions, electronic invoicing).
- Operation of the platform with mandatory use by the central government as well as local and regional governments
- Communication and training and education programs for users of the platform
- Periodic monitoring mechanisms for the degree of assimilation and evaluation of e-procurement platform from users
- Customize and update the system to legislative changes in the field of public procurement at national and European level.

Goal 2: Operate central ERP information system

The implementation of centralized system for managing operational resources of the Central Government is in progress. In collaboration with an Expert technical team the text of the declaration has been finalized and the submission of offers is expected in October 2013 with expected completion in two years – by the end of 2015.

Evaluation: Partially implemented

Goal 3: Operate central HRMS information system

The human resources information management system in the public sector is under planning. Regarding the human resources management of the public sector the Census system (<http://apografi.gov.gr>) has been implemented under which the census of civil servants has been completed.

According to the statistics so far (which are available in <http://apografi.yap.gov.gr>) shows that around 720,000 civil servants are paid from the public purse. The data were collected by self-inventory of civil servants and confirmed by the directorates of personnel.

The data in the above project will be fed into the the central system for Human Resources Management (HRMS) which is under development. This system is in specification phase and is expected by the end of 2015 to be operational. With this system, human capital management policies will be implemented in an effective way by promoting the principles of accountability and effective use of human resources.

Evaluation: Partially implemented

III.3: Open (Up) Data

The third commitment of the Greek Action Plan is focused on opening up public data. The free availability of data, the public administration generates, collects and manages and concerns the economic and social life of citizens, was very strongly supported by the public consultation conducted for the Action Plan of our country.

Until now, free access to information is guaranteed constitutionally in Greece and provided by law. But what finally finds the essence of the right is not only the legal framework but also the organizational and technological choices which implement it. Towards this, the priorities of Greek government were aligned with the commitments undertaken by the country into the framework of the Initiative for Open Governance and with the comments of civil society stakeholders.

Some important issues that have been promoted are:

- The creation of the centralized collection and distribution directory of public data (data.gov.gr) through which data are now available. This is also related with the specific goals 1 (Open data regarding prices, as collected by Prices Observatory) and 3 (Offer additional taxation data) of this Commitment to Open Public Data.
- Allowing via data.gov.gr citizens to ask the distribution of public data.
- The organizational and legal settlement pending on geospatial information.

Goal 1: Open data regarding prices, as collected by Prices Observatory

The website data.gov.gr already published data concerning the price observatory for consumer products. The price data collected are published every fifteen days and can be exported to be processed by any interested party. Data concerning the last fifteen days are also available via web service from the web site <http://services.e-prices.gr/> allowing dynamic data recovery and creating value added applications. It is noted that part of the data concerns the fuel prices which had been persistently requested by citizens.

Evaluation: Fully implemented

Next steps:

- Expansion of the web service concerning the prices of consumer products, in order to give access to historical price data.

Goal 2: Resolve legal issues regarding state geo-data

The institutional framework has been enriched and the basic outstanding issues regarding the use and distribution of geospatial information have been fixed.

More specifically, by passing two laws (4161/2013 and 4178/2013), various outstanding issues relating to geospatial information are regulated as well as some organizational issues. At the same time the G.A.C.M (Greek Agency for Cadaster and Mapping) is abolished, and its functions are transferred to the corporation «National Cadaster and Mapping Agency S.A.» («NCMA S.A.»).

On the proposal and consultation with civil society in the law a provision was added which states that the set of geospatial data can be made available to public sector bodies free and without restrictions apart from reporting their origin. At the same time public data are available to any third party free and with appropriate open licenses, if they are to be used for non-commercial purposes. Also are abolished the exclusive agreements in force which do not allow free sharing of geospatial data with other public authorities or disproportionately restrict access and further use of geospatial data.

We should also mention that GACM launched a pilot portal in order to meet the country obligations under Directive 2007/2/EC (INSPIRE), until the implementation of the information system.

Evaluation: Fully implemented

The dispute regarding the operation and management of the website geodata.gov.gr (website for the free distribution of geospatial data of the wider Public Administration) and the right of use of the domain name space remain pending.

Next steps:

- Continuous updating and enrichment of the central deposit of geospatial information under NCMA jurisdiction.
- Designing and implementing a project for the creation of a National Policy of geoinformation and the National Interoperability Framework of Geoinformation and Services, the development of an information system and internet services.

Goal 3: Offer additional taxation data

This Goal, according to the Action Plan, calls for specific data to be made available:

1. Quarterly reports of overdue debts
2. Monthly reports of progress indicators of regional tax offices
3. Online data provider service for businesses and professionals.

Regarding the commitment to report quarterly overdue debts figures for overdue debts these are published in two points:

- On General Secretariat of Information Systems (GSIS) webpage (www.gsis.gr) is published information on debtors by name and the amount past due (data with limited utility)
- On General Secretariat of Public Revenue (GSPR) (www.publicrevenue.gr) website are published the detailed objectives of recovery of arrears, the objectives of audit and revenue from large businesses and individuals of great wealth as well as the corresponding results. The update is monthly and currently presents the aggregated data from all regional tax offices.

Regarding the commitment to monthly reporting of regional tax offices key indicators:

- It is not yet implemented. Technical issues (collecting the data of the primary sources in a specific format to be stored in database) have not allowed it. The data also are expected to be offered in the future in editable format (.xls), while the ultimate goal is the creation and distribution of interconnected open data sets, to enable third parties offer value added services.

Regarding the online data provider service for businesses and professionals:

- The online data provider service for individuals and legal entities was operational, freely available to all citizens, but was withdrawn because of a complaint made which involved the unauthorized provision of personal data to third parties. The Hellenic Data Protection Authority (HDDPA) by its decision defined the conditions for the re-provision of data from the web service. More specifically the authentication of the user is required (legal or natural person), the acceptance of the conditions to be set for the use of the service, but also the need for authorization in the case information of third parties is sought. Finally there will be a limit to the number of searches each user can make on a daily basis. The GSIS has completed the process of reassessment and redesigning the use of the web service and published a call for the cooperative development of this with the Greek Free/Open Source Society (GF/OSS). This effort will be the first action of participatory development of e-Government web services in Greece.

Apart from the above, additional steps have been taken in order to make available the open public data:

- Apart from the monthly reports per regional tax office regarding the arrears, on the website of GSIS are published detailed information on the monitoring of VAT refund requests that are sent to the regional tax offices. The information is updated on a weekly basis, and is concerning the processing of applications for VAT refund per regional tax office. In fact, the three regional tax offices with the greatest positive changes (improved throughput) and the three regional tax offices with the greatest negative changes (deteriorated throughput) are published. The data are available in pdf and xls format.
- At its website GSIS also publishes details (on. xls format) in order to monitor the aggregate tax administration. Also data are published (.Pdf format) on the progress of pending tax cases at the courts.

Evaluation: Partially implemented

Next steps:

- Restarting the internet service for data provision of natural and legal persons, which will be implemented under collaborative development actions already launched.
- Disclosure of the list of offshore companies as open data
- Recently is founded and operated the General Commercial Registry which keeps data on every company operating in Greece and the open distribution of specific data of the General Commercial Registry via a web service in planned.

III.4 Enhance Transparency

Goal 1: Augment functionality of the Transparency Program

The Transparency program introduces - for the first time in Greece - the obligation to publish all the decisions of government and administrative entities on the Internet aiming primarily to bring about the maximum publicity to government policy and administrative actions through wide publicity and access to information. Through this program citizens are able to exercise fully their constitutional rights, such as the right to information and to participation in the Information Society. At the same time, the compulsory uploading of all decisions by legal entities exercising public authority on the Internet leads to the reinforcement of responsibility and accountability.

On submission of the Action Plan in April 2012 had already been in operation the first version of the applications for supporting the whole process of publishing decisions. The decision publishing process and the user support were underway and had been problems mainly with the search application due to the substantial increase in the number of users and data.

During this time in order to implement the new system the following actions have been made:

- Supply and installation of equipment to optimize system performance
- Conduct a study to identify new data model and procedures to improve functionality by connecting different bodies' systems and through automatic data exchange and also the ability to more effective search and reporting (aggregated and detailed) by various user defined criteria.
- Start implementing a new information system that will support the second phase of operation of the action. The contract was signed on 01/03/2013 and the project mainly concerns the development of the second generation system, with faster response times, increased availability and many new features that make the system "citizen-centered" ensuring effective citizen service

- Conducting compliance audits in public administration bodies by the Inspectors-Controllers Body for Public Administration –I.C.B.P.A.

Indicators (September 2013):

- Affiliated bodies: 4.070
- Number of decisions: 9.231.929
- Number of active users: 32.775
- Number of active signatories: 26.494
- Total expenditure posted: 63.574.705.473 euros
- Monthly traffic: 247.043 visits, 6.156.358 hits

Evaluation: Fully implemented

Next steps:

- **Cleansing of data:** a process of checking and cleansing gathered data is planned to start in order to facilitate users' search functionality.
- **Simplify document circulation procedures of government entities:** Based on the new legislative provision, the uploaded electronic documents have the same validity as the originals, reform that would allow the exclusive documents circulation of documents via the Transparency Portal (www.diavgeia.gov.gr).

Goal 2: Publicize Public Sector procurement information

This goal includes the publication of information on the whole procurement cycle, of all public sector bodies, on the website agora.gov.gr.

The website is a subsystem of the electronic platform for the operation of public procurement (www.eprocurement.gov.gr). This platform also supports electronic submission of bids, electronic auctions and implementation of framework agreements.

At this stage it is possible to fully capture the planned public contracts of the broader public sector and local authorities (Municipalities and Regions). Scope of application is the entire spectrum of procurement of goods, services and works over € 1000 concluded in writing, by electronic means or orally, at every stage (from the request of the Contracting Authority to the payment order) and independently of the procurement procedure.

Up to the end of August 2013, and started from 04.02.2013 had been registered approximately 118,332 procurement claims.

Evaluation: Fully implemented

Next steps:

- **Interoperability.** The Registry will interoperate with systems in the public sector to simplify procedures, reduce bureaucracy and administrative costs and facilitate business participation in tendering procedures for public contracts.
- **Business Intelligence.** Implementation of a system for drawing conclusions regarding the structure and functioning of the markets with which transacts the Public Administration and its systematic use for policy making on public procurement in the country.

Goal 3: Enable open, transparent and safeguarded document circulation

This Goal of the Action Plan refers to the interconnection of electronic protocols systems of various public services such as the Di@vgeia (Clarity) program, the IT system for drafting Joint Ministerial Decisions and third external systems.

Parallel with the implementation of the new system which will support Phase II of Di@vgeia interoperability mechanisms with other public sector bodies systems that serve this purpose will be implemented by the end of the year. Examples include the following systems for which are developed mechanisms for interoperability with Di@vgeia:

Also, based on new legislative provision stating that the published electronic documents have the same effect as the originals, the physical handling of documents is replaced by the use of electronic documents that are publicly available on the website of the Program. This provision removes the obligation to present a natural authenticated copy of the documents of Di@vgeia and enables the use of IUN (Internet Uploading Number, which is given from the program Clarity in each uploading) which is unique, from individuals and bodies, instead of presenting the authenticated copy of a decision.

While the implementation of the interconnection of electronic protocols has not been completed (a first phase of pilot operation has been completed), nevertheless have been other significant actions aimed at open, transparent and safeguarded public document circulation.

E-invoice: is expected in mid-September a decision setting out the details for the format to be used and the providers who will certify the invoices issued electronically. It will also set the stages for the adoption by businesses and public bodies. The application of electronic invoice will start at 1/1/2014.

Electronic Fee: has begun pilot implementation for certain services of the Ministry of Transportation (driving license, digital tachograph card and driving license stamp). Gradually it will be offered for services of other agencies. This process cannot be opened for all the agencies at the same time, because it requires a specific role for the users of the agency in order to allow the check and binding of the electronic fee.

Evaluation: Partially implemented

Chapter IV. Conclusion, Other Initiatives and Next Steps

The quality improvement of public services is a primary objective of the Greek government through the introduction of information systems that will reduce the bureaucratic burden of citizens and improve the services provided. Actions such as the electronic circulation of public documents, the electronic invoice and electronic fee will facilitate transactions between citizens and businesses but primarily transactions between them and the public sector.

However, improving the quality of services is achieved not only by the introduction of new IT systems but also with the **more effective management of public resources** (human resources, infrastructure, etc.). For an IT system to function requires a properly designed framework, re-engineering of its processes, and qualified human resources. The implementation of **human resource management system** can ensure optimum management of civil servants, promotion of transparent and citizen-centered culture in the public sector, cutting expenditure and reducing administrative costs.

Citizens' participation in the process of improving public services has become reality through the consultation process. The citizen may now express suggestions, complaints, ideas and comment through the consultation mechanism of the proposed legislation (opengov.gr). The aim is both to increase legislative acts going through the consultation procedure, as well as urging and facilitating more citizens to participate in this process. However, it is important for the citizens to have a feedback regarding the successful utilization of their proposals and comments in the produced legislation.

Strengthening integrity may be **enhanced through open access to information for both citizens and business**. **The accessible open public data** not only ensure the control of government by the citizens (Open public data available from the price observatory, open access tax data, central catalog for collection and distribution of public data (data.gov.gr)), but may create business activities and provide opportunities for many of our citizens through the development of value added applications.