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**The Administrative Reform in the era of crisis :
The Greek paradigm.**

(Summary)

The rapid changes taking place in recent years (globalization, shifting of economic activity from West to East and arrival on the scene of new powerful players, China, India, Brazil, etc., exhaustion of energy resources and increasing prices, economic crisis, revolution of Information Technology) impose on all states major reforms in all sectors and of course in their administrative systems. But while there is consensus to the need for reforms in general and more specifically in Public Administration, disagreements arise when questions are raised about the extent of the reforms, the manner and the time needed, the areas they should relate to, their course of action e.t.c.

The main point of controversy regarding the reform of the State and Public Administration, in our opinion, is whether the weberian model of organization and functioning of the state and public administration is to be strengthened or be replaced by another model inspired by the laws of the market and particularly the running mode and management of private companies, one which could be called "market model."

In the first part of our presentation, the main argument on which we will try to elaborate is that the weberian model, despite the problems and malfunctions it displays, should not be seen as an archaic one nor be replaced by the "market model" in any country, especially in countries like Greece, where this model is not yet fully operational and its achievement is being pursued. The weberian model is interwoven with the modern democratic societies and it serves their needs, but it should be reformed drawing certain methods from the "market model" as well, provided that these methods are compatible with the weberian one.

In a second part of our presentation we will mention briefly some basic malfunctions as well as some of the major reforms that have been implemented or are still being implemented within the Greek administrative system in an attempt to eliminate them, during the last three years, namely the period in which a fiscal crisis has been smouldering in the country. In particular, we will refer to reforms having been instituted shortly before the

signing of the first Memorandum of Understanding (MoU) between our country and the troika and to those that followed till the recent third Memorandum¹.

Within this context, we will refer to the "Kallikratis" program for the reorganization of the Local Government structures, to the "Clarity" program which aims to increase the transparency in the administrative action and especially in the way administrative authorities manage public funds, to the efforts being made to reduce the size of the public sector in Greece by abolishing / merging legal entities, to reduce the structures of ministries and legal entities through an assessment process, to reduce the number of civil servants, to extend the working hours of the Public Administration staff, to establish a stricter disciplinary law for civil servants, performance incentives for them as well as a system of mobility so that they will be able to move easily from service to service in order to meet specific needs, etc.

In a second section of the second part, we will attempt to assess the administrative reforms in Greece. We will examine whether the right method has been followed, whether it is in the right direction, whether the performance is the expected one, whether they seem to endure, etc.

At this point, it is advisable that we make certain conceptual clarifications.

The administrative reform is a (natural) process of a continuous quest for organizational and administrative changes that will lead –at least, this is what is expected and proclaimed by the reformers–to the improvement and the upgrading of the administrative behavior and the organizational function, so that it meets the social and political conditions and requirements of the environment in which it is located.

¹The three memorandums signed by our country with the troika (European Commission , European Central Bank and International Monetary Fund have taken the form of laws .

The laws related to the Memorandum are:

- 1. L.3845/2010** : (1st Memorandum)
- 2. Law 3985/2011**: (1st medium term)
- 3. Law 3986/2011**: (Implementation Law of 1st medium term)
- 4. (4024/2011)**
- 5. Law 4046/2012**: (2nd Memorandum)
- 6. Law 4047/2012**: (Implementation Law of 2nd Memorandum)
- 7. Law 4093/2012**: (Prior actions to 3rd Memorandum, will be the 7th update of the program)

This process of constant change is 'natural' in the sense that it happens all the time, even if it is not directly observable. Namely, as time does not stand still, so the organizations, the administration and the reformists do change.

Associated with the reform are the concepts of modernization, change, evolution, renewal, development, adaptation, etc.

But while the evolution, the change, the renewal and the adaptation signal for changes that are made without resistance, the reform, instead, signifies changes that does encounter resistance.

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