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RESEARCH ARTICLE

## Public Policy, Administration and Digital Governance in Greece in the Context of Europeanization

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#### Abstract

This study examines the dynamics of the digital transformation of the Greek public administration through the analytical lens of Europeanisation. Historically, the Greek administrative system has been characterised by persistent organisational rigidities, while Europeanisation has functioned as a multidimensional process involving adaptation, the diffusion of rules and standards, as well as institutional learning and adjustment. In the period under examination, however, digital transformation has emerged as a central pillar of a broader effort towards state modernisation, which is supported to a significant extent by European funding instruments, most notably the National Recovery and Resilience Plan (“Greece 2.0”). Drawing on the analysis of institutional documents and European policy reports (such as the DESI Index, the OECD Digital Government Index and the Digital Transformation Bible), the study captures Greece’s efforts to converge with the European average in the provision of digital public services, as well as the strategic planning associated with the introduction of emerging technologies, including Artificial Intelligence. Despite the notable quantitative progress recorded in recent years, the critical analysis reveals a structural mismatch between technological upgrading and the organisational maturity of the state apparatus. Ultimately, the findings suggest that for Greece to move towards a holistic and effective model of digital governance, it will be necessary to move beyond the simple digitisation of administrative procedures and pursue a substantive redesign of administrative processes.

**Keywords:** Europeanization, Public Administration, Public Policy, Digital Governance, AI, Greek Digital Transformation Bible

### 1. Introduction

The challenges faced by public administration in the twenty-first century are particularly complex, as its operating environment is shaped by globalisation, rapid technological change, continuous transformations and intensifying competition. Within the European context, this transitional trajectory extends beyond the boundaries of a purely domestic state matter, as it is decisively influenced by the process of Europeanisation. As Radaelli (2003) argues, Europeanisation operates as a process of

institutional and political transformation that reconfigures the institutions, procedures and dominant structures of national public policy, going well beyond the formal transposition of European directives. In the case of the Greek state, the interaction between European imperatives and the domestic administrative culture has been complex and, in several instances, conflictual (Spanou, 2020). Although earlier reform efforts often encountered deeply rooted internal rigidities, recent years have witnessed renewed attempts to reorganise the administrative apparatus within the broader framework of Europeanisation (Kritas et al., 2025). Digital transformation has emerged as a particularly salient field in which European influence in Greece becomes empirically visible, notably through the progress achieved in digital public services and the utilisation of European regulatory and financial instruments (Rossidis et al., 2023). From the digitisation of basic public services to the integration of advanced Artificial Intelligence (AI) systems, the objective is to achieve convergence with the European digital acquis through the combined use of both regulatory and financial instruments provided by the European Union.

The aim of this study is to critically examine this transition while analysing the impact that Europeanisation exerts on public policy, public administration and digital governance in Greece. To this end, the study first undertakes a conceptual delineation intended to clarify the notion of Europeanisation and to explore its connection with public administration and digital governance. This is followed by a brief assessment of the current situation, as well as an evaluation of the digital policies implemented in Greece. The analysis incorporates quantitative data and tables drawn from authoritative sources, including the OECD, the European DESI index, the Digital Decade framework and the national Digital Transformation Bible, with particular reference to the introduction of Artificial Intelligence. Finally, the study adopts a critical perspective in order to highlight the structural challenges and future prospects of digital transformation, underscoring the importance of the state's continuous technological and organisational adaptation.

## **2. Conceptual Framework**

### **2.1. Europeanization and Public Policy**

The concept of Europeanisation emerges as a crucial theoretical lens for understanding the trajectory of the modern state and the integration of national strategies within the broader European framework. Ladrech (1994) initially conceptualised Europeanisation as a gradual process of policy reorientation, through which the dynamics of the European Community become embedded in the organisational logic of national politics and policy-making, primarily emphasising a top-down process. Ioakimidis (2000) attributes a broader institutional and socio-political dimension to Europeanisation, arguing that

it constitutes a process of internalising environmental inputs originating from the political and social systems of the member states of the European Union. This process entails a continuous redefinition of functions, relationships, boundaries, values, cultural characteristics and regulatory standards that shape the internal dynamics of the political system. At the same time, it involves a reconfiguration of the boundaries between state and society, as well as the relationships both within state structures and within society itself.

At a broader theoretical level, Radaelli defines Europeanisation as a process encompassing the construction, diffusion and institutionalisation of formal rules, informal procedures, policy paradigms and shared beliefs, which become embedded in the logic of national policy structures and choices (Radaelli, 2003, 2023). From this perspective, Europeanisation does not simply denote the adoption of European directives, but rather a deeper mechanism of transformation through which norms, rules and policy orientations formulated at the European level are incorporated into the logic of domestic public policies and national institutional structures. In this sense, it substantially influences the content, procedures and directions of political action (Bulmer, 2007; Mannin, 2013). At the same time, the impact of the European Union within member states does not display uniform characteristics. As Börzel and Risse (2016) note, this process presupposes the existence of a “misfit” between European guidelines and existing national institutions, which generates pressures for adaptation. While earlier scholarship tended to focus on a strictly hierarchical top-down approach, more recent perspectives recognise Europeanisation as a complex and multidirectional process. This broader view includes both feedback mechanisms from the member states towards European institutions and the horizontal diffusion of best practices among the member states themselves (Bandov & Kolman, 2018). Public policy thus becomes a field of continuous institutional learning and policy transfer.

Particularly during periods of crisis, the policy toolbox of public governance is rapidly recalibrated, often leading to profound shifts in governance models (Coman & Tulmets, 2021). New actors and patterns of interaction emerge, gradually limiting the traditional dominance exercised by the state (Leontitsis & Ladi, 2017). In Greece, this process has not followed a linear trajectory. Rather, it has been characterised by significant tensions, as the normative requirements of European integration have frequently confronted entrenched domestic administrative pathologies (Kritas, 2025). For Greece, Europeanisation has therefore functioned not merely as a mechanism of compliance, but as a deeper transformation of policy-making practices (Featherstone, 2001; Ladi, 2007). This evolution provides the necessary analytical background for examining the structural reforms that have subsequently been pursued within the core of the Greek public administration.

## 2.2. The Impact of Europeanization on Public Administration

Public administration has traditionally been regarded as a central component of national sovereignty and state organisation. However, under the pressures of European integration it has undergone profound transformations. The Europeanisation of national administrative systems presupposes the alignment of domestic institutions with European policy orientations, aiming at administrative convergence and the strengthening of the administrative capacity of member states (Chatzopoulou, 2020; Mastebroek, 2017). Within this context, the European Union has gradually expanded its role in supporting reform processes within member states, moving from the imposition of strict conditionality towards more facilitative governance approaches (Ongaro, 2024). Nevertheless, this process is far from uniform, as national administrative traditions and legal frameworks often filter, modify, or even resist European policy orientations (Van der Hoek, 2005).

In the case of Greece, the interaction between European commitments and domestic administrative culture has proven particularly complex. Historically, the Greek state has been characterised by strong centralisation, clientelistic networks and bureaucratic dysfunctions, features that have often hindered attempts at structural modernisation (Lampropoulou & Oikonomou, 2018; Makrydemetres et al., 2016). Although Europeanisation initially operated as an external catalyst for reform, this dynamic shifted significantly during the economic crisis that began in 2010. Public administration moved to the centre of stringent adjustment programmes, under conditions that may be described as coercive Europeanisation, while several reforms were effectively imposed by international creditors (Lampropoulou, 2020; Nikitas & Vasilopoulou, 2022). As Ongaro and Kickert (2020) observe, many of these reforms were inspired by French or German administrative models as standardised policy templates. In several cases, however, their outcomes remained limited, primarily due to the absence of substantial domestic ownership of the reform agenda. External pressure combined with conflicting objectives within the administrative system often produced uneven results, at times undermining rather than strengthening reform capacity (Spanou, 2019, 2020).

These externally driven measures generated significant domestic reactions, which were also strongly manifested at the level of local government. In this arena, instances of local resistance emerged against externally imposed policies, highlighting the limits of institutional adaptation within a state traditionally characterised by strong centralisation (Hlepas, 2020; Tsekos & Hlepas, 2018). Ultimately, despite these reactions and structural difficulties, a broader process of state recalibration took place, marked by the emergence of new governance arrangements and the substantial strengthening of independent regulatory authorities. This development altered the domestic regulatory landscape,

functioning as a counterbalance to the traditional administrative model (Lavdas et al., 2017; Lavdas, 2018).

In the post-memorandum period, the orientation of Europeanisation shifted towards institutional reconstruction and the strengthening of administrative capacity, with European financial instruments playing a decisive role (Nakrošis et al., 2023). Initiatives such as accelerating the delivery of justice, the restructuring of public enterprises (Rossidis et al., 2026) and reforms in the health sector illustrate that the effective implementation of European policies requires moving beyond entrenched administrative practices. Within this evolving context, contemporary demands for an efficient public administration have become closely intertwined with the imperative of digital transformation (Tkachenko et al., 2025). In this way, the foundations are laid for a transition from the traditional bureaucratic model towards an era of digital and open governance.

### **2.3. Digital Governance and Digital Transformation**

The shift away from the classical bureaucratic model and the principles of New Public Management towards the contemporary era is theoretically framed by the concept of Digital Era Governance. According to the foundational work of Dunleavy et al. (2006), digital governance goes beyond the mere technical incorporation of information and communication technologies into the structures of the state. Rather, it presupposes a substantive integration of fragmented public sector structures, organised around the actual needs and expectations of citizens.

The internet and digital platforms are reshaping the structural foundations of public policy (Margetts, 2009), rendering digital transformation a decisive factor for the institutional modernisation of administrative systems (Millard, 2023). Within the European Union, digital transformation increasingly functions as a dynamic mechanism through which the principles of Europeanisation are diffused and operationalised. E-government is widely recognised as a key driver of European integration (Troitiño et al., 2024), as European-level governance continuously generates new policy initiatives aimed at digitalisation, with particular emphasis on interoperability, transparency and accessibility (Gherghin, 2025; Lungu et al., 2025). European policy orientations also operate as binding benchmarks for evaluation, while simultaneously exerting significant adaptive pressures on member states in order to promote convergence towards a common digital *acquis*.

In the Greek context, digital governance has emerged in recent years as a central field of application of technological Europeanisation, with the primary objective of addressing long-standing administrative weaknesses. The introduction of digital tools within both central government and local

authorities aims to simplify administrative procedures and substantially reduce bureaucratic burdens (Bousdekis & Kardaras, 2020). However, the success of this endeavour is closely linked to organisational factors and to the capacity of the administration to effectively manage change, avoiding the mere digitisation of inefficient practices (Xanthopoulou et al., 2022). In this respect, scholars have emphasised the importance of avoiding the so-called “myths of e-government”, according to which technological progress alone, without organisational redesign, can ensure improvements in public administration (Bekkers & Homburg, 2007).

Despite these organisational challenges, the impact of digital transformation in Greece is increasingly visible and documented through European monitoring instruments, such as the DESI index (Rossidis et al., 2023). At the same time, the effective implementation of digital governance extends beyond technological upgrading and has also been associated with improvements in fiscal efficiency, accountability and the strengthening of democratic institutions (Efthalitsidou et al., 2025). Ultimately, this emerging administrative architecture prepares the ground for the integration of new technological innovations, such as artificial intelligence, enabling the state to move beyond bureaucratic processing towards a more strategic and predictive approach to public policy-making. Such developments are closely associated with more structured and multi-criteria approaches to decision-making within public administration (Emmanouil-Kalos, 2024).

### **3. State of Play and Evaluation of the Implemented Policies**

#### **3.1. The «Digital Transformation Bible 2020-2025» and the Funding of Digital Transition**

The structural shift of Greek public administration towards the digital era is not the product of a fragmented technocratic approach. On the contrary, it is grounded in a centrally designed roadmap that is closely aligned with European policy orientations. A key point of reference for this effort is the “Digital Transformation Bible 2020–2025”<sup>1</sup> (Ministry of Digital Governance, 2021). This strategic document goes beyond the narrow logic of simple computerisation, placing at the centre of the reform agenda the radical redesign of administrative processes, the interoperability of public registries through the “once-only” principle, and the development of user-centred public services. Through the Digital Transformation Bible, the Europeanisation of public policy in Greece acquires concrete and measurable characteristics. The objectives pursued are closely aligned with the broader European vision for the promotion of open government and the achievement of digital convergence among the member states.

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<sup>1</sup> See: <https://digitalstrategy.gov.gr/en/>.

The implementation of this complex and ambitious reform agenda became feasible largely due to the favourable circumstances created by European funding through the Recovery and Resilience Facility (RRF). The National Recovery and Resilience Plan, entitled “Greece 2.0” (Special Coordination Service of the Recovery Fund, 2021), constituted the critical financial pillar supporting this transformation. This instrument enabled the transition from theoretical policy planning to the implementation of concrete reform initiatives. At the same time, the effective implementation of these reforms remains closely linked to the development of data infrastructures and the capacity to support evidence-based and data-driven policy-making processes (Fylatos et al., 2022). According to the structure of the plan, digital transformation is recognised as the second core pillar of the programme.

Within the framework of the “Greece 2.0” plan, 23.3% of the total budget is allocated exclusively to the digital transition, a share that exceeds the minimum target of 20% set by the European Union. In particular, resources approaching €2.1 billion were allocated for the transformation of the state, business structures and digital infrastructures, creating unprecedented momentum for the modernisation of public service delivery. These resources are directed towards the financing of projects of strategic importance, including the digitisation of critical archives in sectors such as justice, urban planning and land registries. At the same time, the programme includes the upgrading of the Government Cloud (G-Cloud) and the strengthening of national cybersecurity systems. The mobilisation of these European financial resources illustrates the evolving role of the European Union. The Union no longer acts solely as a regulatory authority but increasingly intervenes as a principal financier and accelerator of reform processes (Nakrošis et al., 2023).

### **3.2. Greece in the European Digital Decade and the DESI Index**

The assessment of the outcomes generated by these strategic choices is conducted through the official evaluation instruments of the European Union. Over time, the Digital Economy and Society Index (DESI) has constituted the central measurement framework and the main reference point for monitoring the performance of EU member states (European Commission, 2026). At the present stage, Greece’s progress is closely monitored within the framework of the Digital Decade policy programme, where a rapid (though not entirely balanced) improvement in national performance is observed (European Commission, 2025a). Based on the data published by the European Commission, the Greek state has achieved notable progress in the field of digital public services, largely attributed to the operation of the central government portal gov.gr. Despite the lag recorded in previous years, a rapid convergence with the European average is now evident. Nevertheless, certain structural challenges persist in specific indicators, as presented in Table 1.

**Table 1: Performance in Digital Public Services (Digital Decade Targets)**

Indicator (Digital Public Services)	Greece's Performance (%)	EU Average (%)	EU 2030 Target (%)
Digital Public Services for Citizens	84%	84%	100%
Digital Public Services for Businesses	86%	89%	100%
Access to Electronic Health Records (e-Health)	81%	79%	100%
Access to Electronic Identification (e-ID)	76%	74%	100%

Source: Adapted from European Commission 2025b (Digital Decade 2025 Country Report: Greece).

An examination of the data presented in Table 1 indicates that Greece has managed to bridge the gap that previously separated it from the European Union in the provision of digital services for citizens, reaching levels comparable to the European average. It is also worth noting that Greece demonstrates comparatively strong performance in critical areas such as eHealth—with characteristic examples including electronic prescription services and the MyHealth app—as well as in digital identification systems.

By contrast, the comparatively lower performance in services addressed to businesses highlights the complexity of licensing and administrative procedures affecting the business environment. This finding underscores the need for deeper organisational reforms that go beyond the mere digital conversion of existing administrative practices (Xanthopoulou et al., 2022). The qualitative dimension of this digital trajectory is examined in greater depth in the eGovernment Benchmark report (Capgemini et al., 2025). In this study, the evaluation framework shifts from the simple availability of digital services towards the usability and transparency experienced by the final user.

**Table 2: Qualitative Indicators of eGovernment (eGovernment Benchmark)**

Key Indicator (Top-Level Benchmark)	Greece's Performance (%)	EU Average (%)
User Centricity	92%	93%
Transparency	71%	65%
Cross-Border Services	64%	60%
Technological Enablers (Key Enablers – e.g., eID, eDocuments)	80%	76%

Source: Adapted from the eGovernment Benchmark 2025.

The figures presented in Table 2 attest to the level of maturity of the digital state in Greece. The high level of user centricity, reaching 92%, demonstrates that the strategic choice to integrate public services under a single point of access effectively addresses citizens' needs. At the same time, it is particularly noteworthy that the country exceeds the European average in areas such as transparency and key technological enablers. This success is closely linked to the operation of systems such as Diavgeia and the Central Electronic Public Procurement Registry (KIMDIS). These platforms constitute characteristic examples of the Europeanisation of Greek public administration, as they substantially strengthen transparency, accountability and public oversight (Rossidis et al., 2023).

The combined analysis of quantitative and qualitative data confirms that digital transformation in Greece can no longer be regarded merely as a theoretical commitment towards European institutions. Rather, it has evolved into an established administrative reality that is reshaping the relationship between the state and citizens.

### **3.3. OECD assessment of Digital Governance**

In contrast to the measurement frameworks developed by the European Union, which focus primarily on the digitisation of services and social inclusion, the Organisation for Economic Co-operation and Development (OECD) adopts a different analytical perspective. Its approach places greater emphasis on the organisational and institutional readiness of state structures. A central instrument within this framework is the Digital Government Index, which serves as the main tool for assessing the maturity of digital governance systems.

This measurement instrument goes beyond the narrow notion of electronic service delivery, examining the extent to which administrative systems adopt a comprehensive model of digital governance (OECD, 2026). The OECD's evaluation framework is structured around six core dimensions, reflecting the capacity of the state to evolve into an ecosystem based on data, openness and innovation. These dimensions, together with the objectives that underpin them, are presented in Table 3, forming the analytical basis for assessing the trajectory of Greek public administration towards international and European alignment. The adoption of these principles by Greek public policy reflects a structured effort towards the structural reorganisation of the state. According to the OECD criteria, Greece demonstrates notable performance in the areas of digital-by-design governance and user-driven service provision, both of which are closely associated with the effectiveness of the Single Digital Gateway (gov.gr). The gradual transformation of the traditional bureaucratic apparatus into a government-as-a-

platform model constitutes clear evidence of the advanced Europeanisation of administrative functions.

**Table 3: The Six Dimensions of the OECD Digital Government Index**

OECD Dimension	Policy Objective / Description	Link to the Greek Digital Transformation
1. Digital by Design	Integration of digital tools from the earliest stages of policy design.	Simplification of administrative procedures prior to digitisation (avoiding the digitisation of bureaucracy).
2. Data-driven	Use of data for predictive analysis and evidence-based policy-making.	Interoperability of public registries and implementation of the Once-Only Principle.
3. Government as a Platform	Provision of open tools to enable value co-creation with the private sector.	Operation of API hubs and the unified Government Cloud (G-Cloud).
4. Open by Default	Publication of open data to strengthen transparency and accountability.	Transparency platforms (e.g. Diavgeia) and open datasets (data.gov.gr).
5. User-driven	Active participation of citizens in the design of public services (user experience).	Continuous user feedback and integration of services through the gov.gr portal.
6. Proactiveness	Provision of services before citizens explicitly request them, based on life events.	Automated services (e.g. birth registration and electronic prescription services).

Source: Adapted from the OECD Digital Government Framework (OECD, 2026).

Nevertheless, significant challenges remain in the areas of proactiveness and the full exploitation of public sector data. Overcoming these obstacles requires strengthening interoperability across administrative systems and improving the digital capabilities of the public administration’s human resources. Only through such institutional upgrading will it become possible to utilise advanced technologies effectively, enabling the state apparatus to anticipate societal needs rather than merely responding to them in a reactive manner.

### 3.4. The Integration of Artificial Intelligence in Public Administration

The achievement of a high level of digital maturity creates the necessary foundation for the integration of emerging technologies into the central administrative apparatus. In this context, artificial intelligence emerges as a dominant technological driver that is expected to fundamentally transform the organisation and functioning of state mechanisms, particularly through the utilisation of big data and advanced decision-support systems (Efthymiou et al., 2020). While it is widely associated with

the automation of administrative processes and enhanced data analysis, it simultaneously raises concerns regarding transparency, bias and data privacy (Efthymiou et al., 2023). Its introduction constitutes a critical reference point for assessing the current trajectory of digital transformation in Greece.

This strategic orientation is officially reflected in the Digital Transformation Bible 2020–2025, where artificial intelligence is recognised as one of the most influential technologies of the contemporary era (Ministry of Digital Governance, 2021). In particular, strategic axis 7.6 of the document links the effective use of artificial intelligence with GDP growth, national economic development, and the creation of a sustainable innovation environment. From the perspective of Europeanisation, the development of a national strategy for artificial intelligence cannot be interpreted as an autonomous technocratic decision of the Greek state. Rather, it should be understood as a necessary adaptation to European policy directives, aiming to prevent the marginalisation of the country within the global digital landscape.

The implementation of artificial intelligence within the Greek public administration goes beyond theoretical declarations and materialises through specialised projects aimed at exploiting public sector data. In the field of economic governance, machine-learning algorithms are being developed to combat tax evasion, enhance transparency in public procurement, and strengthen the monitoring of fuel distribution. At the same time, the Public Employment Service (DYPA) is adopting interactive systems for citizen services and advanced information tools designed to improve the matching of labour supply and demand in the labour market. Similar innovations are being promoted in tourism through systems that provide personalised information to visitors, as well as in the primary sector, where neural networks are used to diagnose crop diseases through image analysis (Ministry of Digital Governance, 2021).

The future prospects of the state apparatus are also strongly influenced by developments in Generative Artificial Intelligence. According to the specialised report *Generative AI Greece 2030*, the integration of such systems is expected to facilitate the automation of document production and improve the design of public policies (Tsekeris & Karkaletsis, 2023). However, this transition is accompanied by significant institutional challenges. The deployment of artificial intelligence requires strict adherence to ethical standards and the assurance of high-quality data, in full alignment with the European regulatory framework, including the Artificial Intelligence Act. Moreover, critical issues related to security and skills development emerge. The Digital Transformation Bible highlights the dual nature of this technology in the field of cybersecurity: while it provides new defensive capabilities, it

simultaneously expands the potential surface for cyberattacks. In order for these reforms to yield tangible results, the parallel development of digital skills across the entire spectrum of public administration and society is considered essential, ensuring that human capital can effectively respond to the new technological demands (Tkachenko et al., 2025). This strategic orientation ultimately confirms that Europeanisation through technological transformation gradually leads to the adoption of a model of smart and anticipatory public administration.

#### **4. Discussion**

The critical assessment of the digital transition of the Greek public administration, viewed through the lens of Europeanisation, reveals a particularly complex and multi-layered reality. As discussed in the previous sections, Greece has achieved significant technological progress, establishing digital transformation as a key pillar for the qualitative upgrading of the state (Rossidis et al., 2023; Millard, 2023). This development reflects a transition from a form of coercive Europeanisation, which characterised the period of the fiscal crisis (Lampropoulou, 2020; Nikitas & Vasilopoulou, 2022), to a model based on facilitation and direct financial support, primarily through the Recovery and Resilience Facility (Ongaro, 2024; Nakrošis et al., 2023). Nevertheless, it should be noted that the domestic administrative culture often tends to perceive digitalisation as an end in itself, a tendency that entails the risk of merely transferring existing bureaucratic rigidities into an electronic environment (Xanthopoulou et al., 2022; Bekkers & Homburg, 2007).

Despite the notable improvement in quantitative indicators at the European level, qualitative challenges remain substantial. As Spanou (2019, 2020) highlights, external pressures for structural change have historically confronted internal resistance. The existing mismatch between contemporary European requirements for open data and the traditionally centralised nature of the Greek state (Börzel & Risse, 2016; Makrydemetres et al., 2016) makes a deeper organisational redesign necessary, one that goes beyond the mere development of digital interfaces. Furthermore, the attempt to adopt cutting-edge technologies such as artificial intelligence generates new organisational and institutional demands. While the strategic commitment aligns with European policy directions (Gherghin, 2025; Lungu et al., 2025), its practical implementation presupposes a high level of administrative readiness and, above all, the substantial upgrading of the digital skills of public sector employees (Tkachenko et al., 2025; Tsekeris & Karkaletsis, 2023). Similar adaptation challenges can also be identified within local government and public enterprises, where the pace of modernisation often lags behind that of the central state, resulting in a pattern of multi-speed transformation (Bousdekis & Kardaras, 2020; Tsekos & Hlepas, 2018; Rossidis et al., 2026).

Within a broader social and geopolitical context, effective digital governance and European convergence constitute necessary preconditions for addressing complex challenges such as cross-border crises and migration flows (Tzagkarakis et al., 2021; Coman & Tulmets, 2021). Long-term prospects are generally assessed as positive, as the institutionalisation of digital platforms and the strengthening of independent oversight mechanisms confirm a broader process of state restructuring (Kritas et al., 2025; Lavdas, 2018; Ongaro & Kickert, 2020). If deeper interoperability and a culture of data-driven decision-making are successfully established, external European pressure may gradually be transformed into genuine domestic innovation, ensuring efficiency, transparency, and democratic accountability (Efthalitsidou et al., 2025; Troitiño et al., 2024).

## 5. Conclusion

The present study examined the dynamic interaction between processes of Europeanisation, public policy, and the digital transformation of the administrative structures of Greece. The analysis demonstrated that the trajectory towards European alignment did not constitute a linear or uninterrupted process of adaptation. Rather, Europeanisation evolved from a mechanism of mandatory fiscal compliance during the years of the economic crisis into a powerful catalyst for institutional modernisation and structural innovation, with the digital transformation of the state emerging as its central pillar.

The examination of strategic policy choices, as reflected in the Digital Transformation Bible and in the utilisation of resources from the Recovery and Resilience Facility, confirms the rapid convergence of Greece with European standards. High performance in international rankings, such as the Digital Decade 2025 and the eGovernment Benchmark, provides evidence of the development of citizen-centred public services and the substantial strengthening of transparency and accountability within public administration. Nevertheless, the technological upgrading of digital interfaces does not automatically entail the comprehensive functional modernisation of state structures. The adoption of the stricter evaluation criteria introduced by the Organisation for Economic Co-operation and Development reveals that significant organisational rigidities and institutional resistance persist. These factors continue to hinder the full transition towards a governance model that is genuinely driven by data. At the same time, the digital transition is closely linked to the strengthening of the state's administrative capacity (state capacity), as the effective utilisation of digital infrastructures presupposes institutional stability, organisational adaptability, and a high level of administrative competence.

The Greek public administration therefore finds itself at a critical juncture of structural reorganisation. The successful integration of advanced technologies, such as Artificial Intelligence, as well as the reduction of internal digital disparities (particularly between central government, local authorities, and public organisations) requires deeper changes in administrative culture and in the organisational foundations of public policy implementation. Under these conditions, digital Europeanisation must move beyond the mere electronic execution of administrative procedures and evolve towards a broader organisational redesign combined with the systematic strengthening of the digital skills of public sector personnel. Only through such a holistic approach can a public administration be established that is characterised by long-term resilience, institutional effectiveness, transparency, and democratic accountability. In this sense, digital transformation may ultimately function as a mechanism for deepening Europeanisation, transforming external institutional pressure into genuine domestic administrative innovation.

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