



The Future of Government & Public Sector

Trends & Developments in the Greek Market

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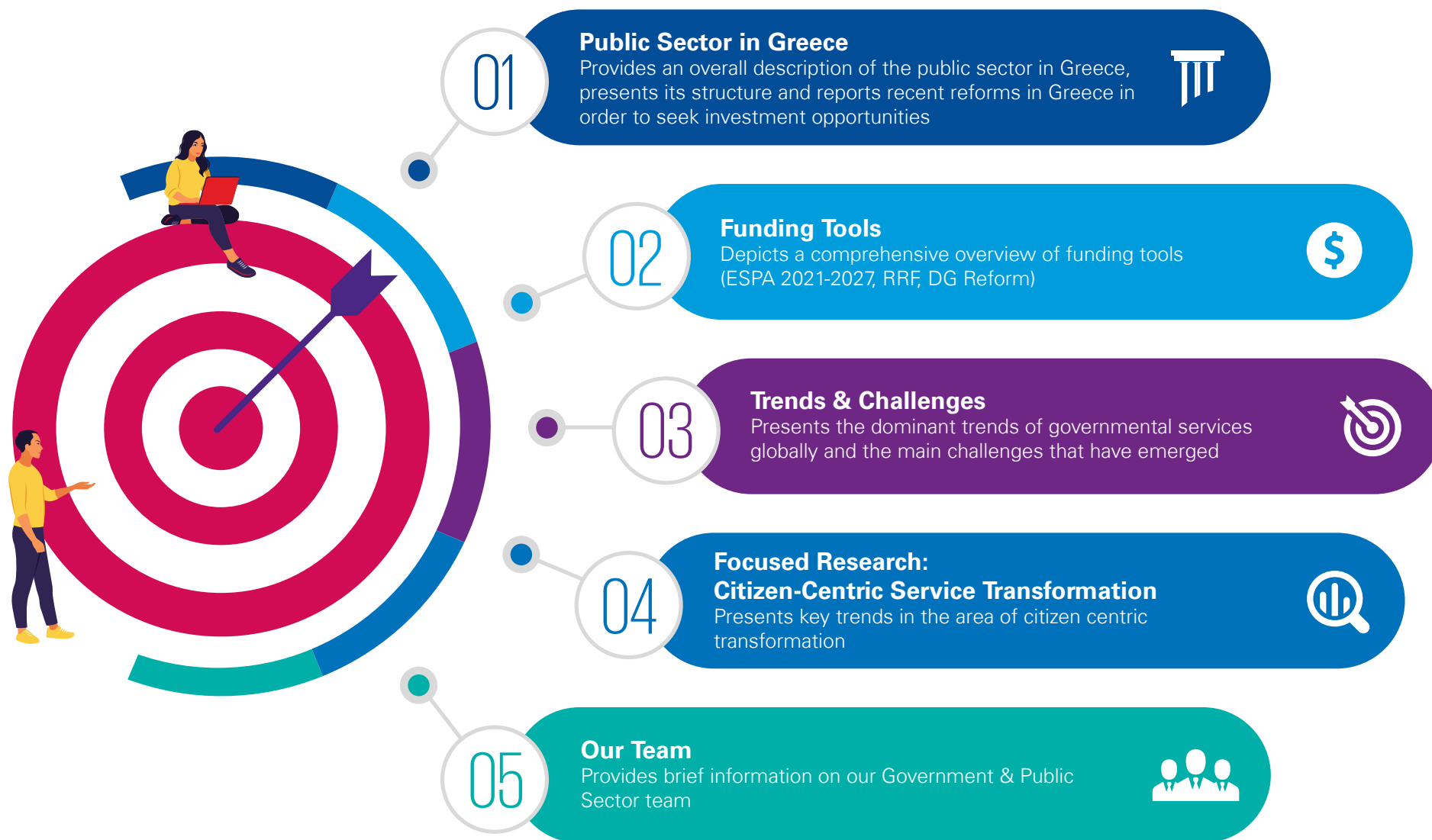
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Objectives





Greek Public Sector





Country's snapshot – Government effectiveness



10.6 M
Population



12.8%
Unemployment rate
(Jan '22)



179 B
GDP



7.2%*
Inflation rate
(Feb '22)



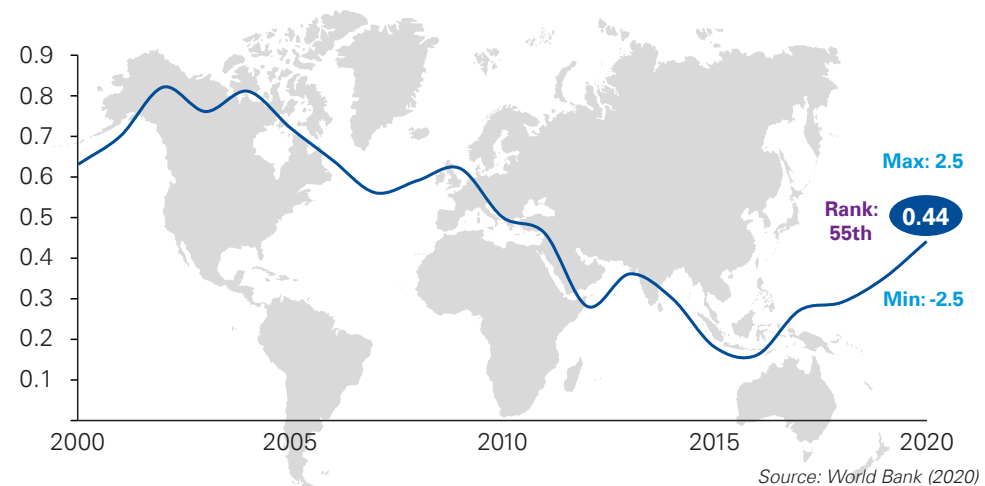
59%
General Government
expenditure (% of GDP)



14.2%
Total Investment
(% of GDP)

Sources: International Monetary Fund (IMF), Hellenic Statistical Authority (ELSTAT)
* Recent significant increase mostly attributed to global energy crisis

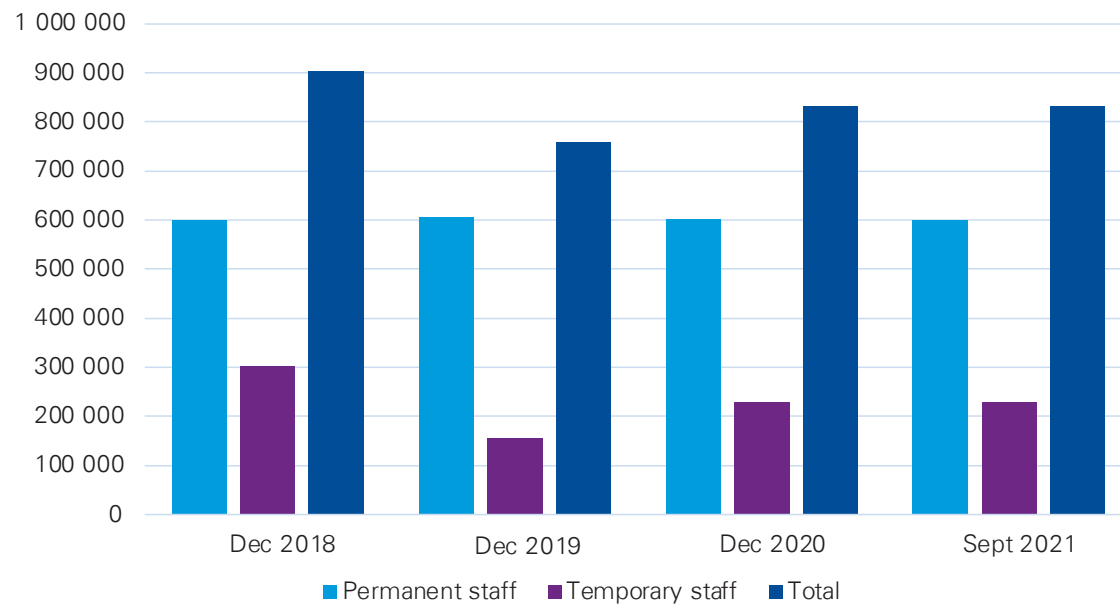
World Bank's **"Government effectiveness"** indicator (weakest = -2.5, strongest = 2.5) quantifies the perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. Greece ranks 55th globally and presents a steady increase the last few years. Public Sector reforms will play a crucial role in the country's attempt to extend this trend.





Number of public servants

Evolution of number of public servants 2018-2021



Source: Ministry of Interior

Permanent staff

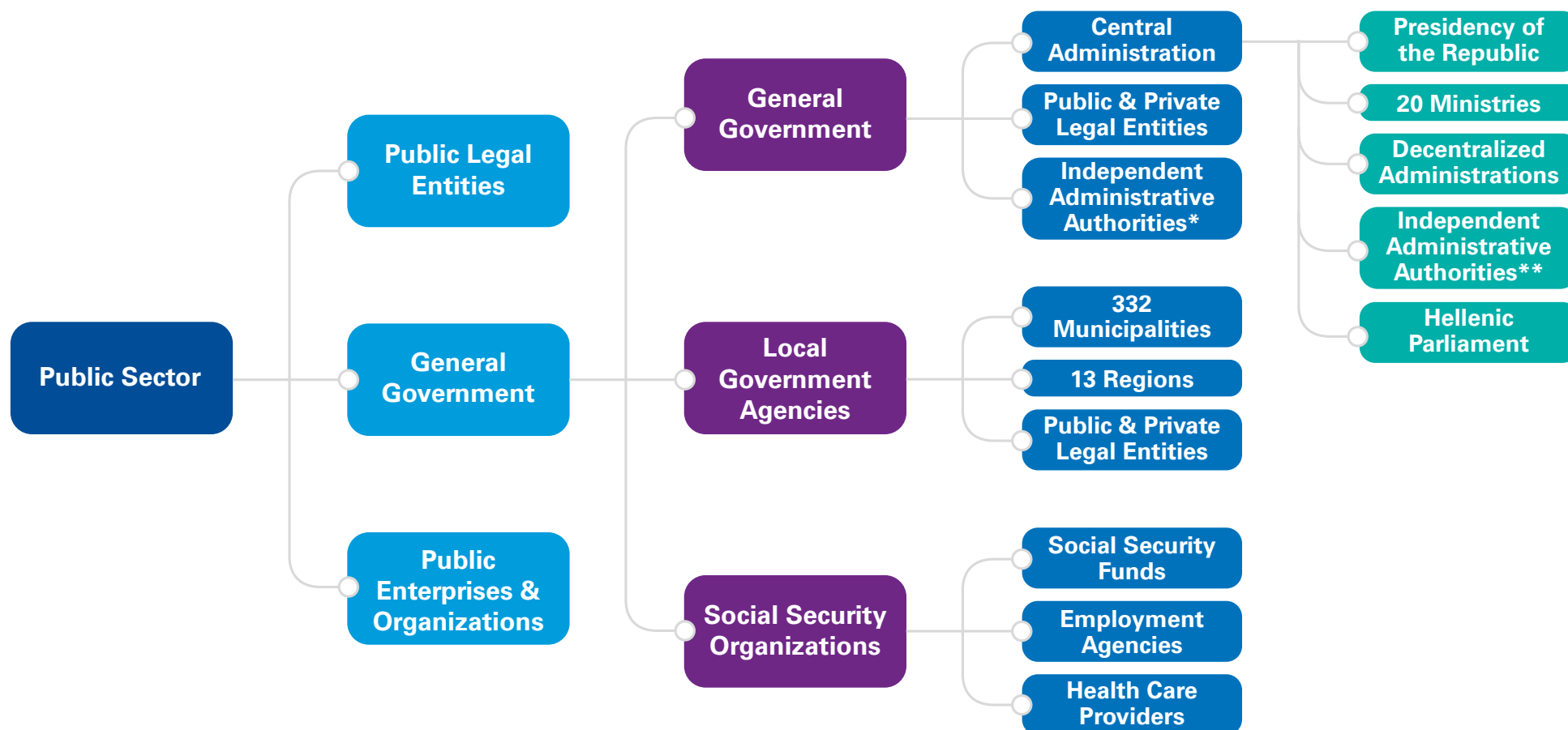
- Ministries
- Parliament
- State agencies
- Independent authorities
- Decentralized Administrations
- Local Government Agencies
- Public & Private Legal Entities

Temporary staff

- Contractors (Public Legal Entities)
- Contractors (Public & Private Legal Entities)
- Non-permanent employees
- Elected employees
- Members of board of directors
- Other special cases



Structure of the Greek Public Sector



* Independent Administrative Authorities with legal personality
 ** Independent Administrative Authorities without legal personality



Recent reforms

Public Administration



- Use of gov.gr for issuing digital documents
- Citizen service through the digital appointments service for a number of public services
- Submission of electronic applications to Citizens' Service Centre (ΚΕΠ)
- Videoconferencing and remote work

Education and Training



- Distance learning using modern training platforms
- Electronic submission of applications for enrolment in public kindergartens
- Issuance of digital certificates, certificates or extracts of graduation certificates of secondary education public schools

Health



- Paperless medical prescription via ehealth.gov.gr
- Creation of COVID-19 Patient Registry
- Creation of platforms emvolio.gov.gr, self-testing.gov.gr

Tourism



- Introduction of the "Green pass", the European Digital Certificate COVID-19

Employment



- Remote work and employment of digital systems
- Digitization of transactions of e-EFKA for insured persons
- Elimination of 68 procedures from the CSC (ΚΕΠ)
- Digital issuance of insurance clearance certificates
- Digital appointments service through myOAEDlive

Economy and Development



- Digital platform e-Consumer
- Issuance and payment of e-Fee available also in English
- Digital start of an individual entrepreneurship (freelancers)
- Digital file creation of enterprises (expected soon)

Justice



- Digital transfer of property
- Digital issuance of a single certificate of judicial solvency

Culture



- Recording theatrical performances in a digital archive, which can be utilized by the Ministry of Culture and Sports for five years



Opportunities in Greece

There is a need for extended public sector reforms. There are a lot of gaps vs leading practices in EU level. The below pillars are envisaged to be the main revenue streams of PS.

Digital transformation – Smart Cities – EU Funded

The “Bible” of Digital Transformation depicts the overall strategy of Digital Transformation of the country, including Smart Cities. We have started a strategic project that helped us getting a good position in the market.



03



04

Local administration - OTA

Local projects connected to local municipalities and reforms that are included in the plan of the current Government.



02

Recovery Fund

Post-pandemic recovery fund that would allocate Greece around Euro 32 billion to help deal with the fallout of COVID-19. There are a lot of opportunities for management/support of the program.



01

DG REFORM

There is a big opportunity (80m/year for EU – 5m/year for Greece, 1m for KPMG) for funding of reforms of public sector entities. DG REFORM provides funding for technical support via a framework contract that we participate.

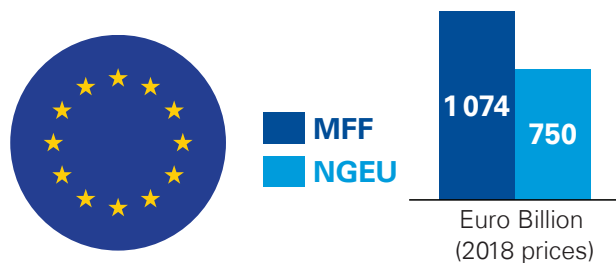


Funding Tools

2



Funding Tools



Multiannual Financial Framework

— The MFF is the EU's seven-year framework regulating its annual budget. The financial framework sets the maximum amount of spending in the EU budget each year for broad policy areas ("headings") and fixes an overall annual ceiling on payment and commitment appropriations.

Next Generation EU

— EU's respond to the crisis of COVID-19;

— Recovery package;

— The main tool of the NGEU mechanism is the RRF, prepared by EU members, which sets out the reform and investment agenda of each Member State for the period 2021-2026. (RRF absorbs 90% of the total amount of Euro 750 billion.



National Strategic Reference Framework (ESPA) 2021-2027

— Greece will receive a total of Euro 26.2 billion (of which Euro 21 billion comes from the EU - MFF and approximately Euro 5.3 billion are national funds) to support projects that involve a green and digital economy; more social cohesion; a holistic approach to the fisheries, aquaculture and maritime sectors; and a digital society.

Greece 2.0

— The National RRF (Greece 2.0), is designed for the optimal use of resources from the Recovery Fund. It also operates in relevance and complementary to the new ESPA 2021-2027.



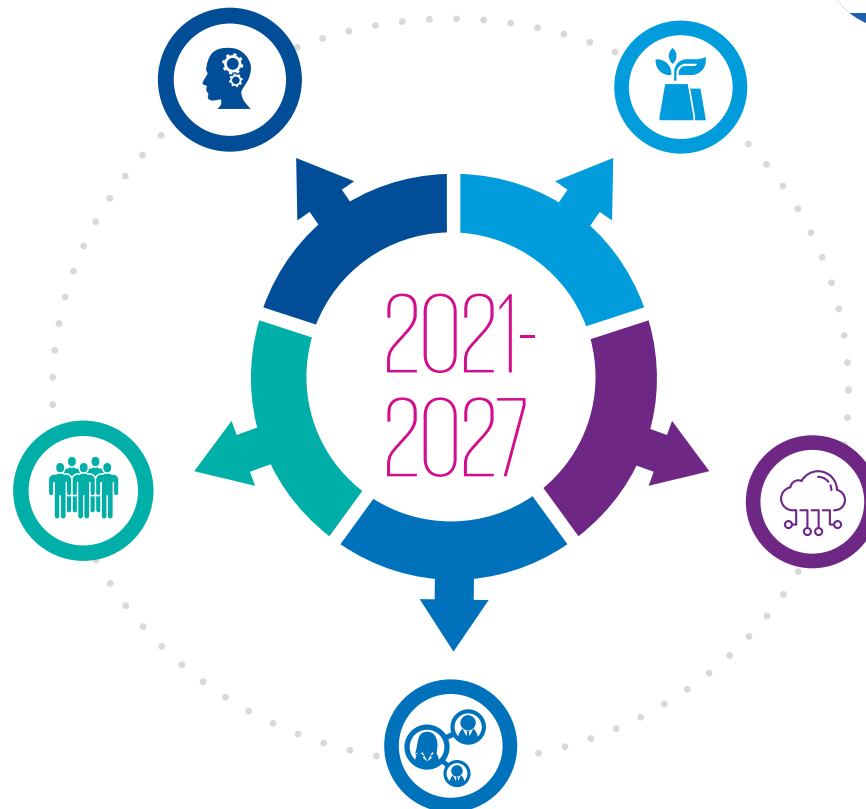
Technical Support Instrument Programme (TSI) is an EU programme (supervised by DG REFORM) that provides tailor-made technical expertise to EU Member States to design and implement reforms. TSI will use funds both from MFF and NGEU.

Funding Tools



EU Policy Objectives 2021-2027

- A more **competitive** and **smarter** Europe
- A **greener**, low-carbon transitioning towards a net zero carbon economy
- A **more connected** Europe by enhancing mobility
- A more **social and inclusive** Europe
- Europe **closer to citizens** by fostering the sustainable and integrated development of all types of territories



National Priorities 2021-2027

- A **smarter** Europe through the promotion of innovative and smart economic transformation
- A **greener**, lower carbon and resilient Europe by promoting clean and equitable energy transitions, green and blue investments, cyclical economies, climate change adaptation and risk prevention/management
- A **more interconnected** Europe through enhanced mobility and regional ICT interconnections
- A more **social Europe** through the implementation of the European pillar of social rights
- A Europe **closer to its citizens**, by promoting the sustainable and integrated development of urban, rural and coastal areas, and by supporting local initiatives



9 Sectoral Programmes

- Environment - Energy - Climate Change
- Transport Infrastructure
- Competitiveness, Entrepreneurship and Innovation
- Human Resource Development Education and Lifelong Learning
- Civil Protection
- Digital Transformation
- Fair Transition Program
- Fishery, Aquaculture and Sea
- Technical Assistance and Beneficiaries' Support



13 Regional Programmes

- Epirus
- North Aegean
- Ionian Islands
- Peloponnese
- Crete
- Western Macedonia
- South Aegean
- Eastern Macedonia and Thrace
- Central Macedonia
- Thessaly
- Western Greece
- Attica
- South Aegean



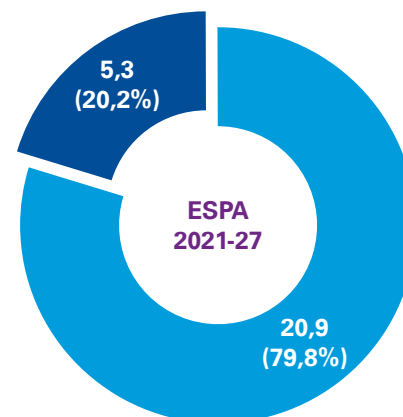
5 Territorial Cooperation Programmes

- Greece - Italy
- Greece - Albania
- Greece - Northern Macedonia
- Greece - Bulgaria
- Greece - Cyprus



ESPA 2021-2027

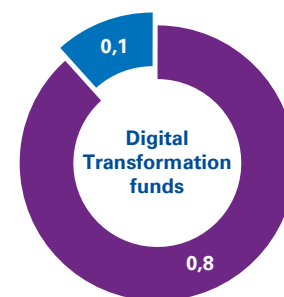
Funding sources and digital transformation



■ National contribution

■ European Funds (ERDF, ESF+, JTF, EMFF)

The European Regional Development Fund (ERDF), Cohesion Fund, European Social Fund (ESF+), Just Transition Fund (JTF), European maritime and fisheries fund (EMFF)



■ Funded from the ERDF

■ Funded from the ESF+



Greece 2.0/ Overview

Why

EU response to socio-economic impact of COVID-19 in EU

Purpose

Financing of reform and investment programs in the countries most affected, with the ultimate goal of a more sustainable and resilient Europe

What is it

- RRF is the core of NextGenerationEU
- Exceptional and temporary recovery instrument with **3 pillars** to complement national stimulus packages
- On top of EU's 2021-2027 multiannual financial framework

Financial backfire of **Euro 750 billion** (Financed via issuance of EU bonds):

- grants (Euro 390 billion)
- loans (Euro 360 billion)

Greece will receive **Euro 32 billion**:

- grants (Euro 18 billion)
- loans (Euro 13 billion)

REACT-EU

- part of NextGenerationEU
- additional funding of Euro 47.5 billion at EU level. Euro 1.6 billion will be provided in Greece
- focus on supporting labor market resilience, employment, small and medium-sized enterprises, low-income families and lay the foundations for green and digital transition and sustainable socio-economic recovery



Pillar 1

Assisting Member States in repairing and eliminating the crisis



Pillar 2

Restart the economy and contribute to the revitalization of private investment



Pillar 3

Meeting Europe's strategic challenges and better preparing for impending crises



Greece 2.0/ Pillars of the national RRP



Green Transition: Interconnection of islands, installation of smart telemeters, extensive program of energy upgrading of building infrastructure, development of accessible charging stations for electric vehicles, urban planning reform, promotion of urban regeneration strategies of high development and environmental value, major investments in irrigation and flood control projects, New National Reforestation Plan combined with reforming of forest maps, initiatives for the protection of biodiversity, which include the establishment of a National Reforestation System permanent monitoring of species and habitats and surveillance of protected areas. Creation of Regional Civil Protection Centers through PPPs, etc.



Digital Transition: preinstallation of optical fiber infrastructure, development of 5G network corridors on Greek motorways, digital business transformation, broad investments in digital public services, digital social security system (EFKA), digitization of urban municipalities, justice (e-justice), "smart cities" etc.



Employment, skills and social cohesion: labor market reform and the promotion of modern Active and Passive Labor Market Policies, the creation of new jobs, a network of protection against unemployment, pension reform; modern training and retraining programs, reform of vocational education and apprenticeship systems, reforms and investments that enhance the autonomy of greek universities, the efficiency and resilience of the health system, programs to strengthen the economic and social integration of vulnerable groups, etc.



Private investment and economic and institutional restructuring: reforms and investments to combat tax evasion, codification and modernization of tax legislation, anti-smuggling actions, electronic interconnection of cash registers and POS with tax authorities and the use of artificial intelligence to facilitate tax controls, actions to modernize the public finance management framework, sectoral policies to strengthen culture, tourism, smart industrial production, and agri-food, development of multi-modal, climate-adapted, smart and sustainable transport infrastructure and systems, improving connectivity and regulatory reform.



DG REFORM -TSI/ Overview

What is it?

DG REFORM assists EU Member States in planning, developing and implementing their reforms. It provides tailor-made expertise (technical support) on the ground to help EU Member States design and implement growth enhancing reforms in a wide range of policy areas.

Technical Support Instrument (TSI)

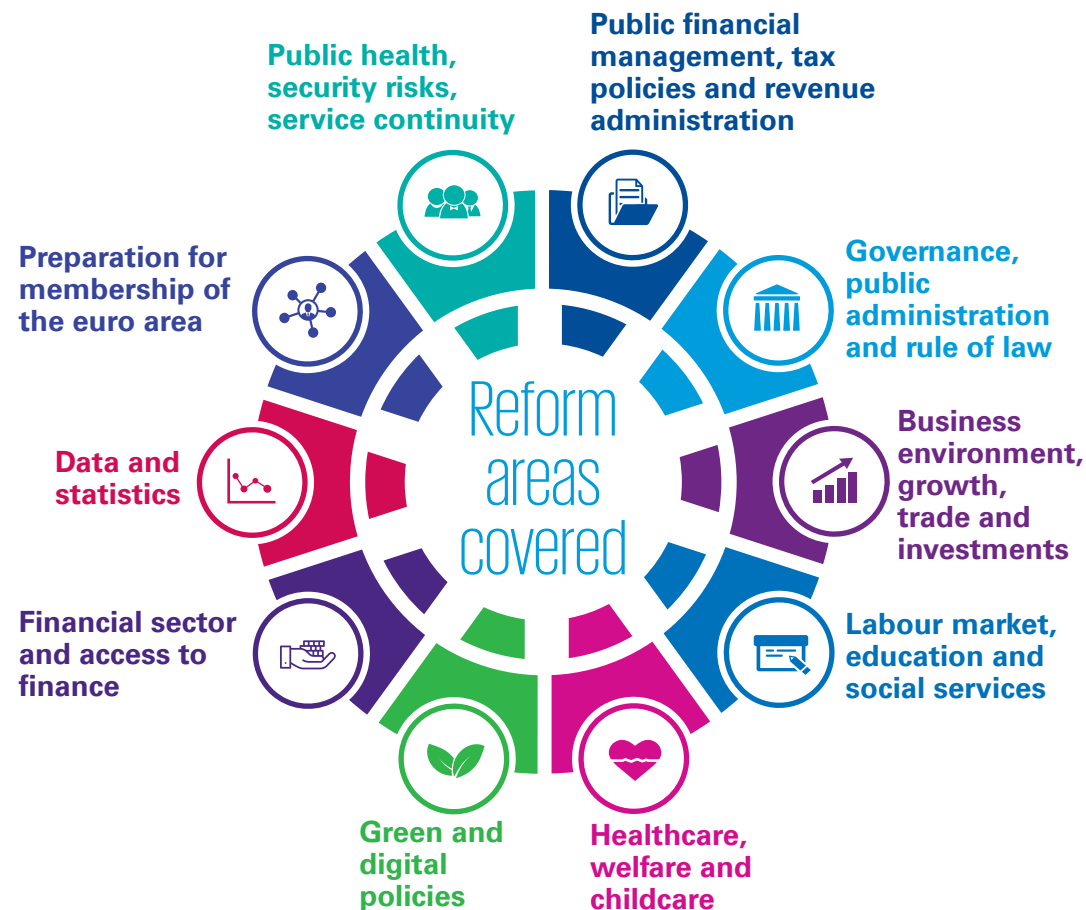
- The support is provided primarily through the new TSI
- The European Commission's Directorate-General for Structural Reform Support (DG REFORM) manages the TSI
- Part of the MFF 2021-2027 and of the RRF
- General objective: to promote the Union's economic, social and territorial cohesion by supporting Member States' efforts to implement reforms
- The TSI builds on the success of its predecessor, the Structural Reform Support Programme (SRSP)

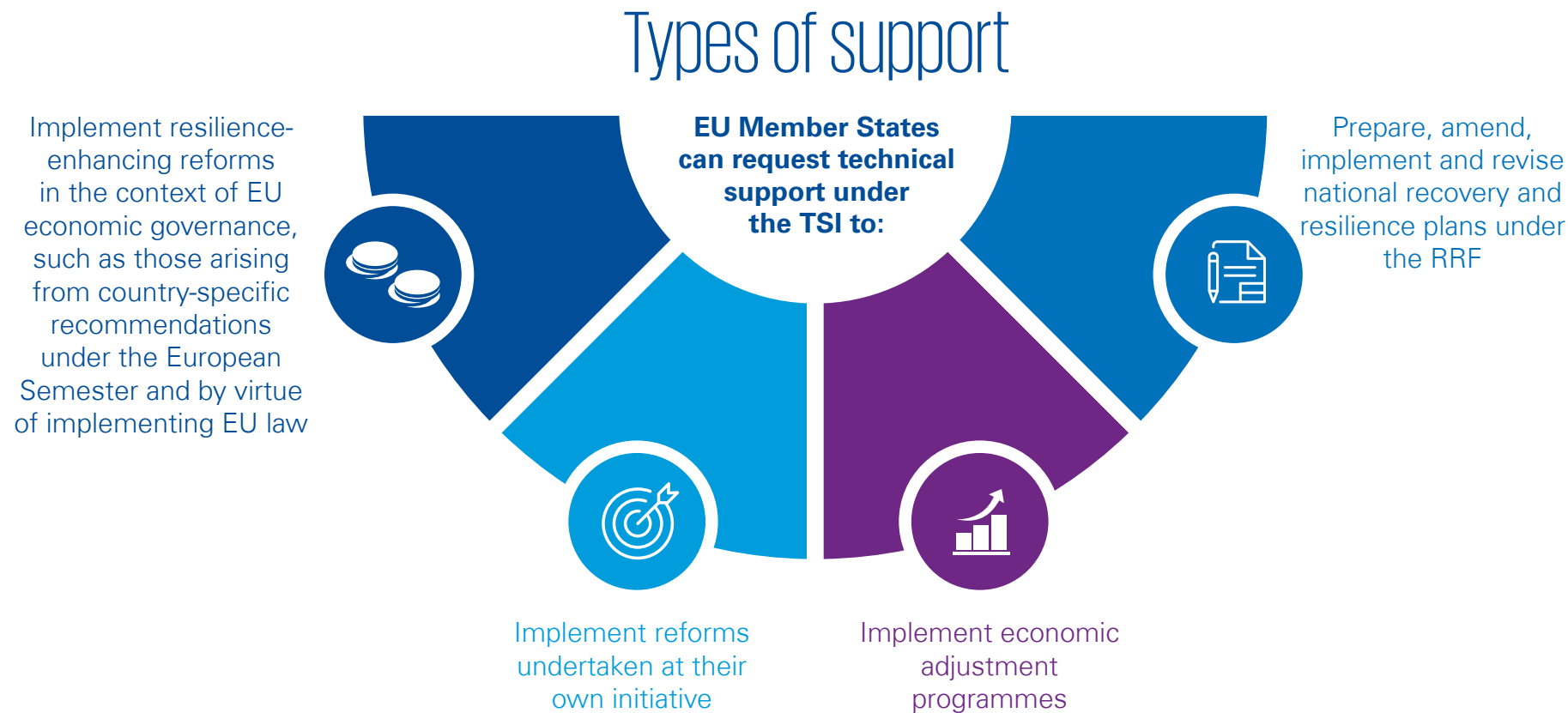


Euro 864 million

How does TSI relate to the NGEU and the RRF?

Through the TSI, the Commission can also help Member States in preparing, amending and implementing their Recovery and Resilience Plans (RRPs), which are necessary to access financing from the RRF.



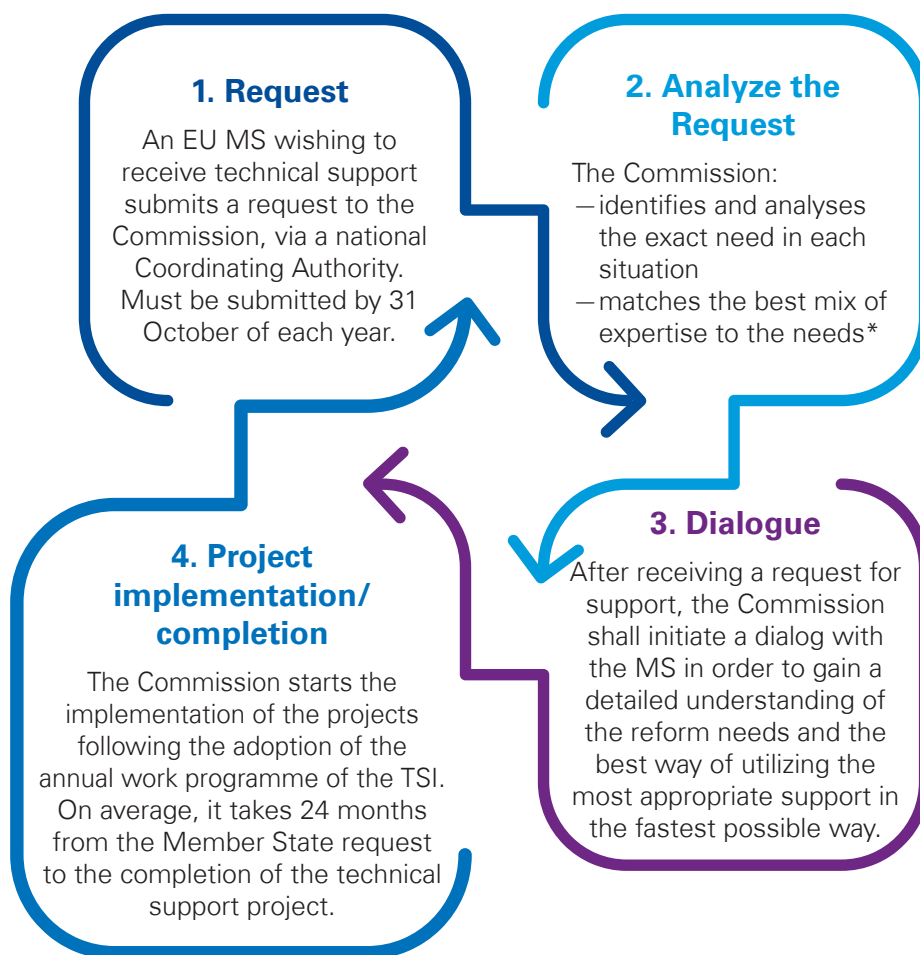




DG REFORM -TSI/ Application process

How can a Member State apply for reform support?

The support can cover all stages of reforms, from the initial design and conceptualization phase, until the implementation, change management and evaluation phase. It can take the form of strategic or technical advice, studies assessing reform needs or options in specific areas, training or in-country missions by experts.



*** Support may be provided directly through the Commission's in-house expertise or with other providers of technical support:**

- experts from EU Member States' national administrations (TAIEX)
- international organisations
- private firms and consultancies
- individual experts from the private sector



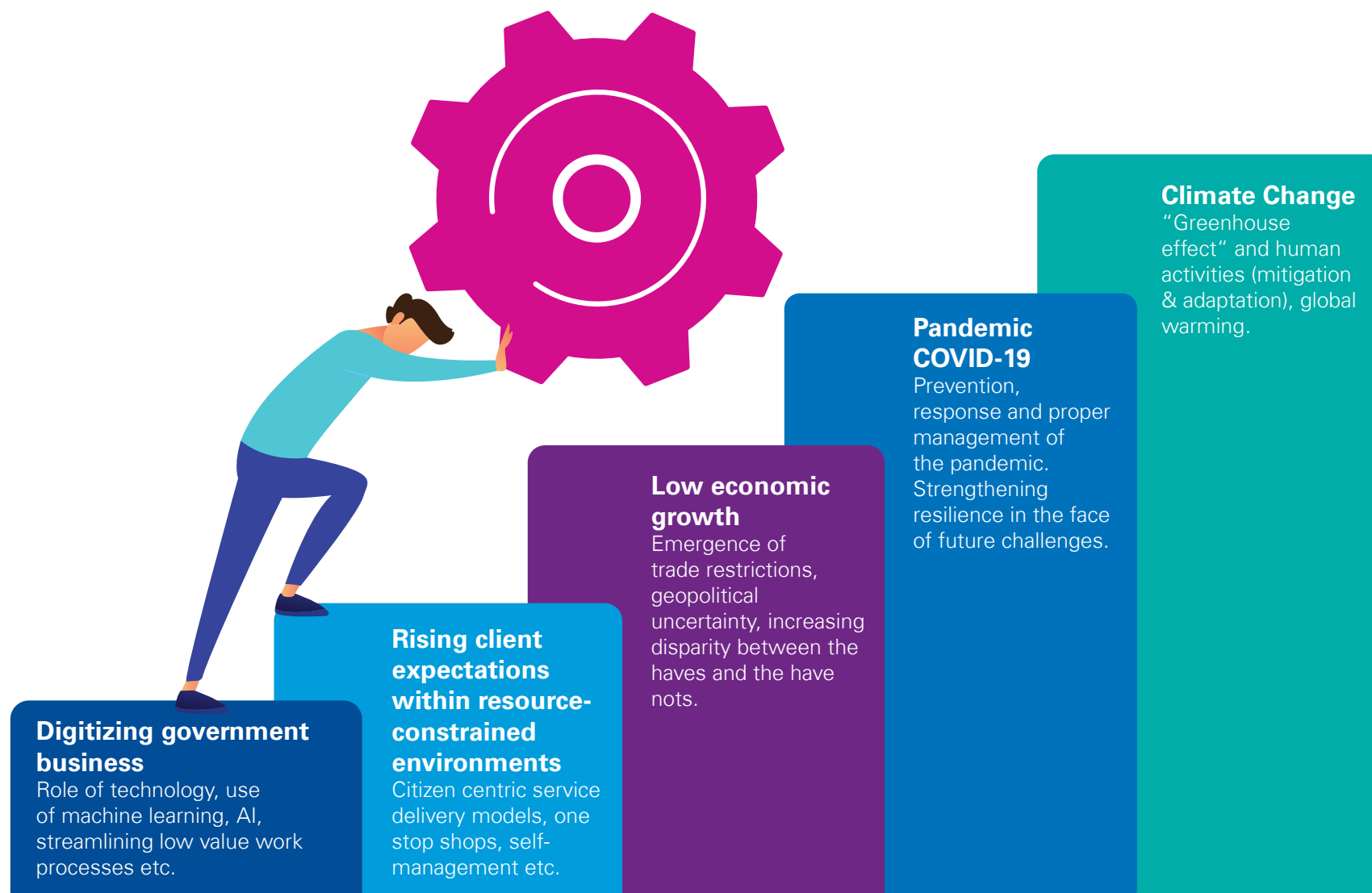
Trends & Challenges

3





The top 5 challenges faced by governments





Digitizing government business



Status quo

COVID-19 has sparked considerable shifts in the way we work and communicate, but for the public sector, the pandemic has created a new era of digitization. The pandemic accelerated the digital transformation and created a landscape that encourages innovation and technological adoption.



Challenge

Digitizing government business mainly involves:

- Transfer of data from traditional servers to cloud storage
- Creation of a secure digital environment to ensure data protection
- Process automation and modern technology (AI) implementation
- Making services historically face-to-face provided available through digital platforms
- Redesign of existing services in order to be more citizen friendly



Goal

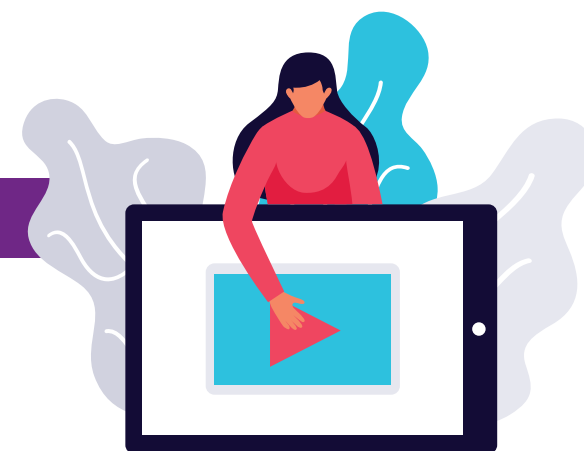
A modern digital ecosystem that enables government :

- Provide any service to any person or business on any platform using any device
- Deliver a seamless customer experience to the citizen
- Improve the quality of services rendered
- Achieve process simplification
- Promote effectiveness and higher level of transparency in public services



How to achieve

- Investment in revolutionary technologies, platforms, systems and processes — ultimately reshaping governments into a newly responsive, cost-efficient, customer-centered model
- Accelerate research and innovation and recognize it as one of the most important global public goods for the coming decades, complemented by a set of new institutions and social norms in terms of taxation, work, education and welfare





Rising client (citizen) expectations



Status quo

Even prior to the pandemic, technology had become an increasingly important part of the private sector. Businesses were looking at technology as a helpful means of engaging with customers and a way to introduce automation and faster processes. On the other hand, public sector was less concerned with adopting this kind of technology in the services provided to the citizens. However, for some countries, the pandemic urged them to accelerate the digital transformation in their public sector and for others it was an incentive for upgrading the quality of services provided to their citizens, making them more citizen centric.



Challenge

- Personalization of digital public services based on the profile of the citizen
- Sharing and centralization of information being held across the multitude of government agencies and departments
- Provision of customer help service in real time when guiding through digital platforms
- Optimization of citizen's experience using the digital public services
- Building public trust in the government's use of data



Goal

- Personalization of digital public services based on the profile of the citizen
- Provision of customer help service in real time when guiding through digital platforms
- Optimization of citizen's experience using the digital public services
- Building public trust in the government's use of data
- Sharing and centralization of information being held across the multitude of government agencies and departments

KPMG's 2020 Global Customer Experience Excellence survey

of more than 100 000 consumers illustrates the pandemic's influence on customer loyalty, expectations and experience:

- Consumer priorities have shifted to health and safety, understandably, but also toward heightened convenience, reliability, authenticity and transparency
- 45% of consumers say digital channels will be their primary means of engaging future services



How to achieve

Governments should use data and technology for evidence-based insights and decision making that will help them effectively identify, respond to and anticipate public needs and expectations.



Low economic growth



Status quo

The Global Financial Crisis of 2007-2008 was undoubtedly one of the worst financial crises in the history which had a severe adverse effect in the economic growth globally. No sooner had the economies all over the world started to recover than a Global Health Crisis, the COVID-19 pandemic showed up and hit inevitably the economic activity worldwide. According to IMF, the global economy shrunk by 4.4% in 2020. However, the pandemic's abrupt impact has revealed just what is possible when today's governments tap into resources, expertise and technology to manage extreme challenges.



Challenge

- The Fourth Industrial Revolution; the next inevitable health emergency; natural disasters and climate change; aging populations; evolving demographics; economic and geopolitical uncertainty, national security and more
- Emergence of trade restrictions, increasing disparity between the haves and the have nots



Goal

- Support financially the industries in order to recover from the negative consequences of COVID-19
- Strengthening entrepreneurship by simplifying the procedure of opening a start-up
- Augment existing workforces with new digital skill sets
- As a significant employer globally, governments should stimulate significant job creation in partnership with industry



How to achieve

- Challenges and disruptions that we face today require an in-depth economic transformation at a large scale that current generations have not witnessed before
- Governments need to be responsive in revolutionary new ways, pursuing an agile, rapid-service design model that can turn emerging challenges into opportunities for advancement. Localized place-based solutions will likely gain prominence to allow governments to respond to challenges and issues with new levels of precision and speed



Pandemic COVID-19



Status quo

COVID-19 has governments at all levels operating in a context of radical uncertainty. The regional and local impact of the COVID-19 crisis is highly heterogeneous, with significant implications for crisis management and policy responses. With massive sums of stimulus money being pumped into communities and economies during the pandemic, public debts are soaring to record levels. COVID-19 triggered an unprecedented global fiscal response (US\$12 trillion) according to the IMF.



Challenge

- The COVID-19 pandemic has shown the world how ill-equipped it is to handle crises, as many countries did not have crisis management plans for pandemics
- Tackling health and vaccine inequality
- COVID-19 has widened gaps and exacerbated existing social and economic challenges around the world
- Regional disparities in access to health care and lack of essential health equipment are quite high in some countries
- Fundamental need for a coordinated response to emergencies and their aftermath & understanding the risks associated with uncoordinated and/or heavily bureaucratic approaches to crisis management



Goal

- Recover from the crisis
- Return to economic growth rates at levels such as before the pandemic
- Strengthen Public Health Systems to ensure smooth operation during and after the pandemic
- Achieve greater resilience in the face of future challenges
- Reshape of daily habits in terms of buying goods (e-shops), access to public administrative services as well as the way people work



How to achieve

- Identification of priorities at mutual level between governments in order to reinforce their partnerships concerning future health crises
- Mobilizing funds to support the recovery of adversely impacted countries by the COVID-19 pandemic (e.g. NGEU)





Climate Change



Status quo

Climate change is one of the most complex issues we are facing today. It involves many dimensions – science, economics, society, politics and moral and ethical questions – and is a global problem, felt on local scales, that will be around for decades and centuries to come. As countries move forward rebuilding their economies after COVID-19, recovery plans can shape the 21st century economy in ways that are clean, green, healthy, safe and more resilient. The current crisis is an opportunity for a profound, systemic shift to a more sustainable economy that works for both people and the planet.



Challenge

- Understanding local risks (droughts, floods, storms, wildfires and extreme temperatures) in order to adapt to climate change and developing plans to manage them
- Transition to a new productive model without interrupting the supply chain
- Climate change poses new risks for food safety and human health
- A stronger greenhouse effect will warm the ocean and partially melt glaciers and ice sheets, increasing sea level
- Addressing climate change in order to protect life on earth



Goal

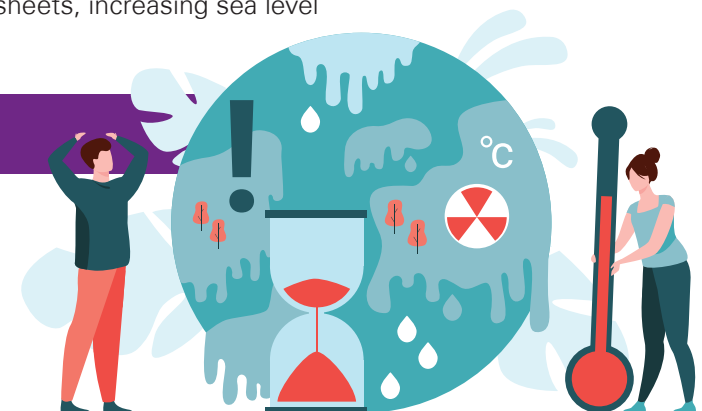
- Addressing climate change (mitigation, adaptation) in the context of the European Green Deal
- Abiding by the Goals of COP26 – net zero emissions, communities and natural habitats protection, cross-border cooperation to mobilise finance and to deliver results
- Industries to adopt green technologies in their production process



How to achieve

Responding to climate change involves a two-pronged approach:

- Giving incentives to industries for reducing greenhouse gases emissions (Climate change mitigation)
- Informing and sensibilizing citizens in order to foster an environmentally friendly way of life (Climate change adaptation)



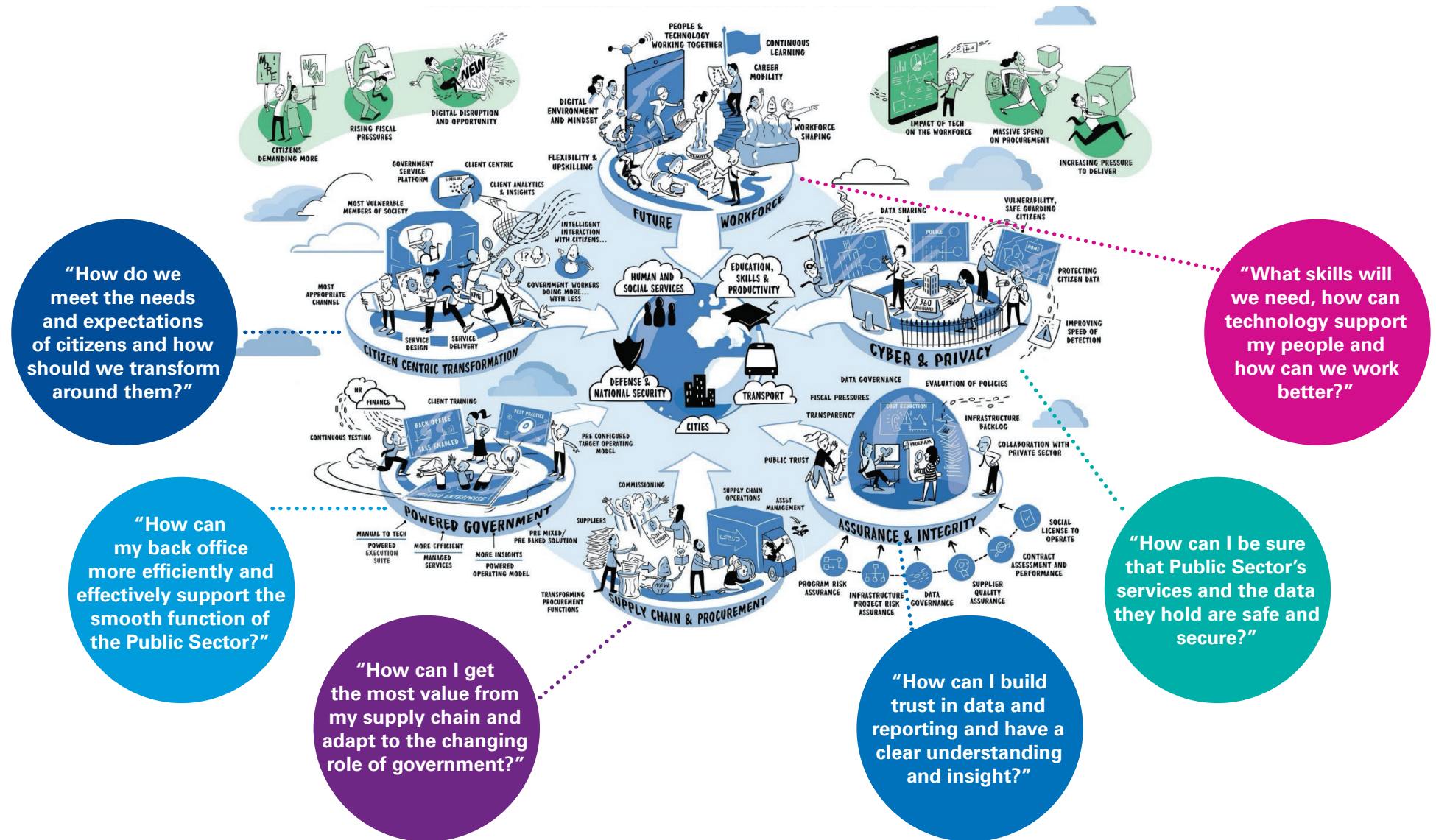


Trends





Key questions governments must answer





Key questions governments must answer



Powered Government

Replacing legacy IT systems with cloud-enabled Oracle/SAP platforms that are pre-configured for best practice and sustainable Target Operating Models in the Finance and HCM functions

Back Office



Supply Chain & Procurement

Helping Govt clients to transform outdated procurement functions, manage the acquisition of major public services or assets, and build supply chains that are resilient, demand driven, sustainable, and efficient

Middle Office



Citizen-Centric Transformation

A suite of solutions, powered by analytics, to help Govt clients gain better insights into the citizens and businesses they serve, using insights to design services in a more intelligent way, and improve delivery of those services

Front Office



Future Workforce

Helping Govt clients to understand the implications and opportunities of new digital technologies (e.g. automation, augmented reality, and mobile apps), develop scenarios for how their workforce will need reshaping, and then break complex, multi-year workforce transformation into manageable steps.



Assurance & Integrity

Governments need trust, and the ability to deliver against program outcomes is critical. A&I is a suite of solutions designed to provide assurance over the delivery/performance of major programs, public services, contracts, suppliers and data governance. Our sophisticated approach to helping clients understand the relationship between risks and outcomes (i.e. considering factors like contagion and velocity, as well as the impact and likelihood of risk) is unique.



Cyber & Privacy

Cyber security and privacy affects most, if not all, parts of any organisation. We translate cyber risk into an appropriate language for each – from the boardroom to the back office and data centre. We understand business priorities, strategic direction and operations – to bring an appropriate context to cyber security risks and help protect critical processes.



Focused Research: Citizen-Centric Service Transformation





Framework and insights



Meeting these expectations demands smart use of analytics to enable Government and Public Sector organizations to build a better understanding of their 'clients', to use those insights to redesign services more intelligently, and to use technology to deliver a better overall service and experience.

Ultimately, a complete CCST transformation framework also requires citizens to have the ability to engage in co-designing services, public sector workforces to be incentivized and supported to behave in a 'mission-centric' way. System-wide platforms also need to be in place – to break down organizational silos and enable multi-channel access by citizens and businesses alike.

Framework and insights explained



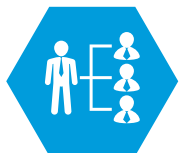
Citizen/Client Analytics and Insights: Assisting public sector organizations to better define who they are serving, who they should be serving, why, and at what cost. Using the concept of citizen/client lifetime value (CLV), adapted to each industry sector such as health and social services, KPMG brings to the table CLV models/analytic algorithms and experience-based insights to help governments better anticipate the needs of their citizens, track the level of citizen/client engagement, and report on the right outcome measures.



Citizen-Centred Service Design: Practical ways to achieve outcome-based service design, reduce overlap/duplication and address gaps in service delivery. Helping governments to offer citizens a 'no wrong door' approach to accessing services and to be able to effectively consider the level of urgency, complexity and risk associated with services to vulnerable populations. Agile, responsive, inclusive and intelligent services will become the hallmark of leading public sector organizations.



Connected and Intelligent Service Delivery: Assisting public sector organizations in delivering personalized, anticipatory services tailored to the needs of citizens and businesses. Offerings within this service line include the foundational services and technologies that are needed to understand the current status of a citizen's interactions with programs and services, understand/anticipate their needs, and suggest the most optimal path forward.



Mission-Centric Workforce: Public sector organizations need to clearly understand the citizens/clients who they serve, why and what the expected outcomes are, and have a clear mission that drives governance, operations and engagement. Supporting a mission-centric workforce requires strategies, systems and processes that: (i) acquire the right talent to fit the culture and direction of the organization; (ii) retain and develop talent; (iii) empower the workforce to make decisions and deliver services that achieve the mission. Performance is measured on engagement and outcomes.



Government-as-a-Platform: Public sector organizations need a simplified, unified, and shared network of government-wide digital services, infrastructure, resources, and systems that enables multi-channel access by citizens and businesses. Government will take on the role of an enabler, connecting citizens/clients seamlessly to commissioned service-providers. This platform of shared components, services, processes, data and infrastructure will be the nervous system for citizen/client-centric services and a mission-centric workforce.



Citizen-Driven Digital Ecosystem: With the introduction of GAAP (generally accepted accounting principles), citizens will look to public sector organizations to conduct collaborative design of services, and to get at the very core of digital innovation by introducing co-creation opportunities. Citizens will be engaged in: (i) the ongoing enhancement of business processes; (ii) real-time trusted transactions (voting, contracting), and (iii) in policy reform. Citizens and business will contribute to data and technology development on the government's platform.



Key areas that need systemic presentation

01

Citizen Analytics and Insights

Industry-specific CLV models/algorithms

Citizen-centric program strategies and plans

Citizen experience and engagement analytics

Citizen-centric key performance indicators and reporting

02

Citizen-Centred Service Design

Citizen journey orchestration and simulation modelling

Dynamic service/process simulation modelling

Policy simulation modelling

Service benchmarking and optimization

03

Connected and Intelligent Service Delivery

Citizen relationship management

Citizen digital ID and identity services (including IoT)

Citizen/customer and digital engagement platforms including (blockchain)

Intelligent business process management (AI)

Intelligent service pathway management (AI)

04

Mission-Centric Workforce [See our Future Workforce Proposition]

Cultural assessment and change management

Workforce engagement platforms

Citizen engagement center workforce systems

Digital workforce solutions (e.g. RPA, cognitive)

05

Government-as-a-Platform

Open source platforms (Dev Ops)

Open service ecosystem (APIs) and open data platforms

06

Citizen-Driven Digital Ecosystem

Smart citizen participation services (blockchain)

Data and context brokerage services

Incubation and co-creation

Ecosystem management and governance services



Best practice cases



Infrastructure Victoria is an independent advisory body tasked with developing a 30-year infrastructure strategy, providing advice to the Australian state of Victoria and publishing research on infrastructure-related issues.

The organization recognized it had a need for greater customer centricity and more sophisticated analytical planning tools. KPMG in Australia was engaged to develop a new agent and activity-based model for the State's largest city, Melbourne. This model is known as the KPMG Melbourne Activity and Agent Based Model (MABM).

The primary purpose of strategic models is to assess how travel behavior might change in response to things like new transport projects or policies. Traditionally, strategic transport models in Victoria use a trip-based approach, which considers the characteristics of individual trips.

The MABM is different. It uses an advanced approach developed over the last 25 years by researchers. The MABM is customer centric – it considers the characteristics and behaviors of individuals, rather than trips. The MABM is a significant first for Australia and is in line with international leading practice.



The Province of Ontario provides over \$20 billion annually through more than 40 income-based benefits to its citizens. This support is disbursed in the form of cash payments, subsidies and in-kind services through ten program Ministries, numerous delivery partners and channels.

To respond to the challenges of this approach, the Benefits Transformation sector initiative was established to integrate benefits delivery and shift from a program-by-program to a client-focused delivery approach in order to make it easier for clients to access income-based benefits and to administer programs efficiently.

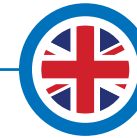
KPMG in Canada was engaged to define and ensure that Transformed Delivery Model(s) were consistent with the initiative and broad end-state vision. The firm also developed a digital strategy and identified a path to implementation.



One of India's largest public road transport operators connects semi-urban and rural areas by operating a fleet of 18 000 buses and employing over 100 000 people. The client organization experienced a number of challenges related to passenger security and safety, workforce, route scheduling and performance, cash and paper-based operations, combined with fiscal pressures.

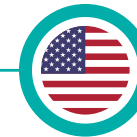
KPMG in India was engaged to conduct processes and needs assessments, initiatives identification and requirements gathering to support the introduction of e-governance and a robust IT solution to address each organizational challenge. Through this engagement, the firm also supported implementation of:

- Customer service, scheduling and surveillance systems
- Staff recruitment processes and increased training capacity
- A smart card-based solution to enable revenue realization and reduce pilferages



The London Underground (LU) has 11 lines covering 402 km, 270 stations and transports roughly 1.2 billion passengers per year. The system faces challenges including a decline in government funding alongside increasing patronage and market competition. As a result, the organization needed to achieve an efficient and seamless customer experience in a cost-focused environment.

KPMG in the UK worked with LU to map its current customer experience, identify improvement opportunities in order to develop a roadmap for how best to implement new initiatives, and provided the organization with clear next steps on meeting future customer needs, whilst maintaining a grip on financials.



New York City's 311 system operates 24/7 and triages calls and inquiries received through digital channels to more than 3 600 non-emergency government services.

KPMG in the US worked with alliance partners, Microsoft and IBM, to implement a redesign of this critical municipal service to improve citizen experience and system reporting by streamlining all channels into a single experience that provides citizens with the "single best, fastest, and easiest answer" to their query.

Glossary of Terms

Term	Definition
Bible of digital transformation	The “bible” outlines the guiding principles, the strategic axes and the horizontal and vertical interventions that will lead to the digital transformation of the Greek society and economy
RRF	The Recovery and Resilience Facility is the key instrument at the heart of “Next Generation EU” to help the EU emerge stronger and more resilient from the current crisis
Greece 2.0	The Greek Recovery and Resilience Plan (RRP), Greece 2.0, aspires to change the Greek growth model and institutions
NGEU	“Next Generation EU” is the temporary instrument designed by the EU to boost the recovery. The largest stimulus package ever financed in Europe
ESPA	National Strategic Reference Framework (ESPA) is Greece’s main development funding plan which allocates EU’s funds for the period 2021-2027
DG Reform	European Commission Directorate-General for Structural Reform Support (DG REFORM) assists EU Member States in planning, developing and implementing their reforms
TSI	Technical Support Instrument Programme is the tool which provides technical support within DG Reform
Cloud technology	An on-demand technology where users utilize the IT resources over the internet platform and work on pay-per-use mechanisms instead of the previous subscription-based technologies
CCST	Citizen Centric Service Transformation
IGH	Infrastructure Government and Healthcare
COP26	‘Conference of the Parties’. The COP is the supreme decision-making body of the Convention. COP26 took place in Glasgow

Our team of local experts



George Raounas
Partner, Head of Government & Public Sector, Athens
Tel.: +30 2106062206
graounas@kpmg.gr



Konstantinos Dimos
Director, Head of Government & Public Sector BD Team, Athens
Tel.: +30 2106062338
kdimos@kpmg.gr



Constantinos Gavardinas
Director, Government & Public Sector, Athens
Tel.: +30 2106062206
kgkavardinas@kpmg.gr



Michael Papageorgiou
Director, IT Advisory, Athens
Tel.: +30 210 6062372
mpapageorgiou@kpmg.gr



Georgia Kalemidou
Senior Manager, People & Change, Athens
Tel.: +30 2106062373
gkalemidou@kpmg.gr



Tasos Bartzokis
Manager, Government & Public Sector, Athens
Tel.: +30 2106062269
abartzokis@kpmg.gr



Iason Tsoukalas
Senior Advisor, Government & Public Sector, Athens
Tel.: +30 2106062100
itsoukalas@kpmg.gr



Sofia Bountouri
Advisor, Government & Public Sector, Athens
Tel.: +30 2106062100
sbountouri@kpmg.gr



Nikoletta Bathrellou
Advisor, Government & Public Sector, Athens
Tel.: +30 2106062100
nbathrellou@kpmg.gr

KPMG

ATHENS

3, Stratigou Tombra Street

PC 153 42

Tel: +30 210 6062 100

Fax: +30 210 6062 111

400B Mesogeion Ave., Aghia Paraskevi

PC 153 42

Tel: +30 211 1815 600

Fax: +30 210 6062 111

THESSALONIKI

Aghias Anastasias & Laertou, Philippos

Business Center

P.O. BOX 8405, 57001, Thermi

Tel: +30 2310 55 09 96

Fax: +30 2310 54 36 70

e-mail: info@kpmg.gr

kpmg.com/gr

kpmg.com/socialmedia



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