

Annex I

Grant Agreement SRSS/2016/029

Description of the Action

Technical assistance of the Greek Export Promotion Action Plan

Table of Contents

- List of Abbreviations 3
- 1 Background 4
- 2 Logic of the Action 5
 - 2.1 Specific objectives 5
 - 2.2 Indicative fields of activities 6
- 3 Design of the Action 12
 - 3.1 Methods of implementation 12
 - 3.2 Main Stakeholders 13
 - 3.3 Sustainability of the Action 14
- 4 Project Resources 14
 - 4.1 Human Resources 14
 - 4.2 Material resources 15
 - 4.3 Indicative Budget 15
- 5. Management and Monitoring 15
 - 5.1 Project coordination 15
 - 5.2 Steering Committee 16
 - 5.3 Project schedule 16
 - 5.4 Language 16
 - 5.5 Risk and Mitigating measures 16
 - 5.6 Monitoring and Evaluation 17
- Annex 1 Logical Framework 18

List of Abbreviations

EC	European Commission
EU	European Union
GDP	Gross domestic product
IMF	International Monetary Fund
MoE	Ministry of Economy and Development
MoU	Memorandum of Understanding
PPD	Public-Private Dialogue
SMEs	Small and medium-sized enterprises
TA	Technical Assistance

1 Background

The Greek economy is characterized by small and medium-sized enterprises. There are only a few large companies. Agriculture, whose share of GDP has fallen in recent years (2015: 4.12%), is again growing slightly in the production and processing of regional products such as olive oil, cheese and farmed fish. The Greek industry is 9.48% of GDP in 2015, while tourism accounts for 6.21% of GDP (2015). Apart from tourism, export of goods is one of the most important growth engines in Greece. It contributed to the GDP with 16.5% in 2015, while export of services (including tourism) amount to 15.5% in the same year. The most important export products are oil, refinery and chemical products. Traditionally, agricultural products also represent an important share of Greek exports (2015: 20%). After a continuous upward trend since 2009, the value of Greek exports has stagnated or declined.

Nevertheless, increasing exports remains a great potential for the economic recovery of Greece. On average, over the years 1995 to 2015, the share of exports (of goods and services) in Greece was only 22% of the GDP and is thus far below the share of exports in countries with similar economies. In 2015, Greece exported 28.9 billion EUR of goods and 27.1 billion of services to the rest of the World, while imports amounted, respectively, to 47.5 billion EUR (goods) and 8.3 billion EUR (services).

In a report of the Dutch Ministry of Economic Affairs "A Trade Promotion Strategy for Greece (2012)", two main reasons for the low export rate are identified. On the one hand, Greek companies have little information on foreign markets (micro-level), on the other hand there is no strategy and coordination of the public sector for trade promotion (meso-level / macro-level). In a Memorandum of Understanding (MoU) of the third economic adjustment program ("3rd Economic Adjustment Program", August 2015) between the Greek government and other institutions (EC, IMF, ECB), the Greek authorities have committed themselves to draft an "Export Promotion Action Plan" addressing these issues and to implement measures for export promotion.

The plan consists of three areas: (A) Enhancing knowledge and information through an information system, the upgrading of help-desk services and a framework for training programmes; (B) Strengthening structures and operation of Economic Diplomacy through the preparation of business guides and the upgrading of ECA Bureaux and (C) Building an effective management system (inter-ministerial coordination/ cooperation). In order to implement the action plan, the Greek authorities requested technical assistance (TA) especially in the area (A).

Challenges in regard to enhancing the knowledge and information comprise the following key aspects:

Currently, different state-supported institutions as well as private organisations are active in the field of export promotion. Some of these provide similar services and information while other relevant data for exporters is missing or out-dated. In general, there is a lack of information and know-how about potential target markets and too little prioritization of *how* to target *which* markets with *what target group*. As a result, support for entering export markets is not given in a coordinated and targeted way. In the Export Promotion Action Plan it is envisaged to establish one **information system** for "mapping of the domestic environment" (pillar 1, MoE) and to upgrade the one (portal "Agora") already established for "mapping the international environment" (pillar 2, Ministry of Foreign Affairs). To address these issues, the MoE commissioned a preliminary study compiling an overview over existing data, an assessment of the usefulness of the data currently existing, a list of data needed for the set-up of an information system, a corresponding gap analysis and an analysis of other existing help-desk services that are provided to exporters.

Besides a lack of information for exporting Greek companies, there is also a lack of coordinated **advisory services** to provide help in regard to export procedures and administrative obstacles as well as major impediments to trade. There are various state institutions providing services to exporting companies but these services are rather dispersed and advice provided is often insufficient. Furthermore, general impediments to doing business (and exporting) continue to exist having a negative impact on the prospects of any company to grow its business and to export. General issues include, for example, the need for increased access to funding, reduction of high production and logistics costs or financial (tax) incentives. On the other hand, there are issues which are specifically relevant for exporting companies, such as (a) coping with quality certifications for exports, (b) a lengthy procedure for VAT refunds when exporting or (c) overall red tape related to export (and import) procedures. Currently, there are not enough opportunities to discuss these issues in form of public-private dialogues (PPD) which could help to promote a common understanding of these issues and find solutions for them.

Another important success factor for growing exports is **promotional activities for exporters**. They help small and medium-sized enterprises (SMEs) to enter export markets and to maximize the gains of such export activities. In Greece, the public export promotion activities are currently scattered among different state institutions and not well targeted to promising export markets. A strategic decision which sectors or companies should be supported is largely missing and often not well coordinated between different ministries. As a result, private and public stakeholders perceive the success rate of the support given by the public sector as rather low. The definition of a) clear criteria for the selection of attractive export markets, b) criteria to measure the quality of training and consultative programmes as well as c) a framework for coordination / evaluation of export promotion activities would help to establish a more coherent system of export promotional activities. Furthermore, there is a need to introduce aligned procedures to plan and coordinate promotional activities as well as monitor and evaluate the success of state-funded measures in order to have a greater impact of these activities.

The above-mentioned challenges will be addressed in the context of the project "Technical assistance of the Greek Export Promotion Action Plan". The project is expected to be implemented between February 2017 and February 2018. The objective of the project is to improve the public services for (potential) Greek exporters and thus to contribute to the increase in Greek exports. The project will provide technical assistance to the Ministry of Economy and Development and enhance cooperation with relevant Greek public and private institutions for export promotion.

The project will be co-financed by the Structural Reform Support Service (SRSS) of the European Commission and the German Federal Ministry for Economic Affairs and Energy (BMWi). It will be implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

The **final beneficiary** of this action would be (potential) Greek exporters by providing them support in entering new or expanding their business in existing markets and offering their goods and services at a competitive price in potential export markets. Also the country's economy as a whole will benefit from a higher level of competitiveness and trade performance which may lead to economic growth, employment opportunities and increased wealth.

2 Logic of the Action

2.1 Specific objectives

The **overall objective** is to improve the public services for (potential) Greek exporters and thus to contribute to the increase in Greek exports.

The **specific objectives (outcomes)** of the proposed project are:

1. Export relevant information is provided more effective and efficient as it is based on reliable data and a clear division of labour between all involved public parties.
2. Export relevant support services by public authorities are more coordinated and targeted on company's needs.
3. Public export promotional activities and training and consultation programs for Greek exporting companies are managed more effectively.

To contribute to the achievement of the specific objectives, the project implements the following **work packages**:

Work Package 1: TA to set up an information portal

Work Package 2: TA to set up an help-desk

Work Package 3: TA to develop a system for targeted promotional export activities and training /consultation programs for exporters

The achievement of the above objectives and indicators will depend not only on the work of GIZ but also on the contributions of other relevant Greek stakeholders. The performance of GIZ will be measured by the level of project deliverables (outputs). Further details on the impact, outcomes and outputs of the project and the respective objectively verifiable indicators of achievement, the sources and means of verification and the risks and assumptions are laid down in the logical framework (cp. Annex 1).

2.2 Indicative fields of activities

Preparatory activities and set up of project management

The first task of the project will be to set up the project management. The project will be operational upon project start, including the selection and hiring of international and local staff. The team leader will be mobilized as soon as the project starts and will coordinate all project activities. The main preparatory activities include:

- ✓ Establishing communication channels with the EU and Greek authorities;
- ✓ Mapping stakeholders, partners, policies, programmes and project challenges;
- ✓ Establishing relations with key stakeholders, including private sector multipliers and single actors;
- ✓ Creating an adequate monitoring and evaluation system;
- ✓ Refining roles and activities in cooperation with our implementing partners;
- ✓ Preparing and organizing of a kick-off meeting with relevant stakeholders.

Permanent project management tasks:

- ✓ Maintain permanent communication and coordination routines with the EU and the project partners;
- ✓ Prepare and organize regular coordination meetings;
- ✓ Coordinate and monitor the work;
- ✓ Monitor and coordinate the harmonization of project activities within the work packages as well as with other parallel donor projects in order to avoid duplication of work;
- ✓ Continuously monitor project activities and outputs against the work plan, log frame and performance indicators of the project;
- ✓ Maintain and regularly update the risk management matrix and recommend and report immediately any situation to the EU and Project Partners that may hamper the successful implementation of the project and recommend appropriate mitigation measures (if necessary);
- ✓ Monitor all external communication and publications to be in compliance with the current EU communication and visibility guidelines;
- ✓ Prepare and submit regular project reports.

Implementation Phase:

In this section the approaches and activities for the three work packages are proposed. The proposed activities for implementation (work-plan) will be discussed with the contracting authority (EU) and the Greek project partners at the start of the project and adjusted if necessary. Flexibility and the ability to adapt activities as well as TA human resources is something that needs to be guaranteed during the implementation in order to adjust to specific circumstances, within the legal provisions governing this Agreement.

Work Package 1: TA to set up an information portal

Work package 1 focuses on supporting the establishment of a web-based integrated information portal which provides all relevant information for Greek exporters. It is based on the findings of the preliminary study commissioned by the MoE. The technical assistance will include support to define relevant content for the new information portal, on how potentially missing information is collected and how to improve the quality of the data. Specifically, this will need to include a suggestion regarding the questions of **(a)** which institutions need to provide or update **(b)** which information **(c)** at what intervals. The on-going preparatory study by the Ministry of Economy, the work done by the Dutch Ministry of Economy as well as lessons learned and good practices from other European countries will be used as input. Furthermore, proposals should be developed for the division of labour between participating institutions (state and – if needed – private), which provide information for the new web-portal. In the end, a proposal for a memorandum of understanding for the division of labour to run the information portal for relevant state institutions will be developed.

Besides recommendations on the content and division of labour, the **IT set-up** which defines the

format of the data provided, needs to be determined to ensure the compatibility of different databases/systems. Interoperability between IT systems used in Pillar A (domestic environment/ Enterprise Greece) and Pillar B (international environment, Ministry of Foreign Affairs) of the Export Promotion Action Plan needs to be guaranteed. Based on this information, the project will develop terms of reference (ToR) which can be used by the Greek partners to tender the assignment for establishing the information portal. This work stream will also serve as preparatory work for the help desk (work package 2) as foreseen under point A2 of the Action Plan.

Relevance: Relevant as a prerequisite for the information system and help-desk to be developed by the Ministry of Economy and Development / Enterprise Greece.

Activities	
Activity 1.1	<p>1.1.1 Collection of relevant export information</p> <ul style="list-style-type: none"> ✓ Review and validation of the findings of the preliminary study tendered by the MoE (esp. in regard to state and private institutions that are potential sources of information) ✓ Identify missing data and ways to collect them ✓ Evaluate the quality of the data and if necessary provide recommendations on how to improve the quality ✓ Organise workshops with the private sector to identify further relevant content ✓ Collect best practices regarding information systems and content from other EU Member States (e.g. Germany, Netherlands, Spain/Portugal) ✓ Consult with GTAI and AHK Greece for lessons learnt ✓ Organise public-private dialogues (PPD) to align content <p>- TA Human Resources estimation: 2 person months (1 national project staff, 1 international project manager) - Additional international external expert resources: - expert on EU good practices</p> <p>1.1.2 Development of the IT set up and technical interface of the website</p> <ul style="list-style-type: none"> ✓ Evaluate the compatibility between different existing information systems and data bases of public (and – if needed private) institutions (data compatibility must be ensured) ✓ Ensure interoperability of the information system pillar 1 ("mapping of the domestic environment", MoE) and pillar 2 ("mapping the international environment", Ministry of Foreign Affairs) ✓ Elaborate a suitable technical IT set-up and web-interface ✓ Check best practices regarding the structure from other EU Member States (e.g. Germany or selected German Federal States, Netherlands, Spain/Portugal) and introduce them to Greek decision makers <p><u>Deliverables:</u> Report including (a) suggestions on relevant content for the new information portal, (b) an overview over missing data/information and where and how to obtain this data, (c) suggestions on how to improve the collection and quality of data, where necessary, (d) recommendations for the IT set-up and web-interface.</p> <p>- TA Human Resources estimation: 2 person months (1 national project staff, 1 international project manager) - Additional international external expert resources: – IT specialist;</p>

	<p>international expert: 1588 € expert (2 days) - EU good practices</p> <p>1.1.3 Preparation of ToR to set-up the information portal</p> <ul style="list-style-type: none"> ✓ Develop ToR for a new/updated information portal based on the findings and results of the activities 1.1.1 and 1.1.2 ✓ Consult with EU experts to ensure that the ToR fulfill all requirements needed for the application for funding through EU structural funds ✓ Present results to the Greek partners, discuss open issues and fianlise the ToR <p><u>Deliverables:</u> Comprehensive terms of reference for establishing a new information portal.</p> <p>- TA Human Resources estimation: 1,5 person months (0,5 national project staff, 1 international project manager)</p> <p>- Additional international external expert resources:– EU/legal advice</p>
<p>Activity 1.2</p>	<p>1.2.1 Mapping of relevant institutions and defining their future responsibilities</p> <ul style="list-style-type: none"> ✓ Identify relevant state and private institutions that provide information on export (based on the preliminary study of MoE) and their information provided ✓ Compile and review data/ intelligence, providing up-to-date data and regular review of this data/ intelligence ✓ Review of lessons learned and best practices from institutions in other EU Member States regarding options for the division of labour between various institutions active in export promotion ✓ Prepare and support in conducting workshops to elaborate who is providing which information for the information portal (public and if needed private institutions) ✓ Develop recommendations/ options for the division of labour between various public institutions active in export promotion including a proposal for financing and future management/administration of the information system ✓ Elaborate an MoU with the Greek partners based on the mapping of relevant institutions, their current information provision and recommendations of future administration of the information portal (division of labor) <p><u>Deliverables:</u> Proposal for a memorandum of understanding for the division of labour to run the information portal for public state institutions.</p> <p>- TA Human Resources estimation: 2 person months (1 national project staff, 1 international project manager)</p> <p>- Additional international external expert resources: – expert on EU good practices</p>

Work Package 2: TA to set up an help-desk

Work package 2 concentrates on laying the ground work for a help-desk system by (a) systematically listing all **major impediments to trade** (including export procedures and administrative obstacles) and proposing options to address these issues and (b) support for the development of **terms of reference** for the set-up of the help-desk system.

The help-desk should ideally be part of the information portal. It is supposed to provide further

advisory services to exporting companies. Thereby, the help-desk serves as an entrance gate for all inquiries by Greek exporters (e.g. via Email, telephone, face-to-face interviews). The operating system of the help-desk is responsible for forwarding the request to the competent authority/institution which can provide the relevant advice to the Greek exporter. A system to evaluate the quality of the provided information should be established in order to ensure that relevant information is provided to the exporter and the answering time was acceptable (e.g. within 60 hours). In order to address main trade impediments with this service, relevant trade impediments will be identified at the beginning of the process. A strong involvement of private sector representatives in all steps of the development of the establishment of the help-desk needs to be ensured, for example, through PPDs which aim to improve the relationship between private and public representatives and to find solutions in a collaborative way.

To ensure the sustainability of the help-desk it is also important to identify **modes of operations** (financing, division of labour etc.) and a suitable **IT set-up** for the help-desk. The project will also provide recommendations in this regard.

Relevance: The information basis is relevant to appreciate the complexity of why (potential) exporters are currently not exporting and to design ways to address these issues. The help-desk is relevant to support (potential) Greek exporters in entering new or expanding their business in existing markets.

Activities	
Activity 2.1	<p>2.1.1 Identification and selection of relevant trade impediments</p> <ul style="list-style-type: none"> ✓ Map impediments to trade based on existing work/ studies ✓ Organise consultative workshops with representatives from the private sector umbrella organizations and selected private companies (e.g. DHL) to verify and discuss trade impediments (including export procedures and administrative obstacles) ✓ Organise public-private dialogues to rank the trade impediments according to their relevance for support by the help desk ✓ Prepare a summarizing overview (incl. a ranking of the trade impediments) <p>- TA Human Resources estimation: 1 person months (0,5 national project staff, 0,5 international project manager)</p> <p>2.1.2 Definition of content and services provided by the help-desk</p> <ul style="list-style-type: none"> ✓ Review and validate the findings of the preliminary study tendered by the Ministry of Economy (which also covers existing private and public helpdesk services) and identify existing help-desks of the various institutions ✓ Define services in regard to the most relevant trade impediments and administrative procedures of trade in collaboration with private and public sector representatives ✓ Use lessons learned/ best practices from help-desk systems in other EU Member States regarding content and structure ✓ Elaborate proposals for service delivery (e.g. Call Center) ✓ Elaborate a system to evaluate the performance (suitable information, time) of the different help-desk service providers <p><u>Deliverables:</u> Study including (a) an overview of currently existing impediments to trading and first suggestions/options on how these issues could be addressed through the format of a help-desk system as well as (b) further recommendations in regard to the content, services and criteria to evaluate services of the help-desk.</p>

	<p>- TA Human Resources estimation: 2,5 person months (1 national project staff, 1,5 international project manager)</p> <p>- Additional international external expert resources: - expert on EU good practices</p>
Activity 2.2	<p>2.2.1 Development of modes of operations and IT set-up for the help-desk</p> <ul style="list-style-type: none"> ✓ Elaborate suggestions for a division of labour between relevant stakeholders, management model and financing of the help-desk in a consultative workshop ✓ Provide lessons learned / best practices from help-desk systems in other EU member states regarding staffing and financing options for such a help-desk (ensuring sustainability of the proposed system) ✓ Prepare recommendations for technical solutions for the envisaged services and management model ✓ Check technical compatibility between the new help-desk and existing ones and whether there is an option to integrate the help-desk services in the information portal (work package 1) <p><u>Deliverables:</u> Recommendations on modes of operations and the IT set-up of the help-desk.</p> <p>- TA Human Resources estimation: 1 person months (0,5 national project staff, 0,5 international project manager)</p> <p>- Additional international external expert resources: – IT expert; - EU good practices</p>
Activity 2.3	<p>2.3.1 Preparation of ToR</p> <ul style="list-style-type: none"> ✓ Develop ToR for a new/updated information portal based on the findings and results of activity 2.1 and 2.2. ✓ Conduct preparatory actions required for support through structural funds procedures ✓ Present results to the Greek partners and discuss open issues. <p><u>Deliverables:</u> Comprehensive terms of reference for the tender process leading to the development of the help-desk.</p> <p>- TA Human Resources estimation: 2,5 person months (1 national project staff, 1,5 international project manager)</p> <p>- Additional international external expert resources: - EU/legal advice</p>

Work package 3: TA to develop a system for targeted promotional export activities and training /consultation programs for exporters

Work package 3 aims to support the development of a coherent system to plan, coordinate, monitor and evaluate export promotional measures as well as to the formation of criteria for funding (through the EU structural funds) of training and consultation programs dedicated to export companies. This will help to guide the decision of state institutions for promotional activities in the future. Based on the study “A Trade Promotion Strategy for Greece” of the Dutch Ministry of Economic Affairs, the project

will outline the current status of export promotional activities in Greece and thereby identify current shortcomings as well as funding gaps. The TA then focuses on providing advice in three areas: **a)** methodologies to identify potential export markets, prioritize target markets and export promotion instruments; **b)** eligibility criteria for the financing of training and consultation programs (e.g. supported by EU structural funds). Such criteria for funding (through the EU structural funds) of training and consultation programs designed for export companies can be used by the authorities managing the structural funds, for evaluation and the selection of proposals for programs of the above kind. The criteria may involve not only the content/ curriculum of training programs, but also the desirable certification level of trainers. The TA can also help regarding **c)** elaboration on planning, coordination and evaluation of export promotion activities that are carried out with public financing (e.g. such as support for attending fairs or business missions, B2B contacts, networking).

Relevance: Highly relevant to ensure that activities that are supported through state-funded organizations are coherent, follow consistent funding criteria and can be reviewed and adapted if necessary.

Activities	
Activity 3.1	<p>3.1.1 Analysis of the current status of state-funded export promotion activities in Greece</p> <ul style="list-style-type: none"> ✓ Review and update the study “A Trade Promotion Strategy for Greece” of the Dutch Ministry of Economic Affairs to clarify the current status export promotional activities (providers, selection criteria, evaluation procedures etc.) ✓ Conduct interviews with relevant private and public institutions/organizations involved in export promotion activities to validate results ✓ Prepare a map with most relevant service providers and their promotion activities in this field <p>- TA Human Resources estimation: 1,5 person months (1 national project staff, 0,5 international project manager)</p> <p>3.1.2 Methodology for identifying export opportunities and export promotion instruments</p> <ul style="list-style-type: none"> ✓ Review and analyse best practices from other EU countries on how to identify export opportunities and the use of export promotion instruments ✓ Desk study on methods to identify potential export markets and prioritizing them ✓ Identify gaps in funding for promising export promotion instruments <p><u>Deliverables:</u> Proposal for a methodology to identify export opportunities and suggestions on additional/best export instruments based on best practices of other countries.</p> <p>- TA Human Resources estimation: 1,5 person months (0,5 national project staff, 1 international project manager) - Additional international external expert resources: – expert on EU good practices and general export promotion instruments</p> <p>3.1.3 Definition of eligibility criteria for the financing of training and consultation programs, which are targeting export companies</p> <ul style="list-style-type: none"> ✓ Use lessons learned / best practices from other EU Member States and consult

	<p>with GTAI / AHK</p> <p>✓ Develop criteria for funding of training and consultation programs aimed at export promotion through EU Structural Funds (including e.g. content, curriculum and minimum certification level of trainers)</p> <p><u>Deliverables:</u> Manual with minimum criteria for the financing of training and consultation programs, which are targeting export companies.</p> <p>- TA Human Resources estimation: 2 person months (1 national project staff, 1 international project manager) - Additional international external expert resources: - EU/legal advice</p>
Activity 3.2	<p>3.2.1 Preparation of a framework for planning, coordination and evaluation of export promotional measures</p> <p>✓ Provide policy and process advise on the negotiations leading to an institutional framework guiding the activities by all state-funded institutions active in the field of export promotion (based on information of activity 3.1)</p> <p>✓ Organise workshops with public stakeholders on how to design a monitoring and evaluation system for promotional activities to track their success</p> <p><u>Deliverables:</u> Coordinating framework of state-funded export promotion activities.</p> <p>- TA Human Resources estimation: 2,5 person months (1 national project staff, 1,5 international project manager) - Additional international external expert resources: – expert on organisational development and management</p>

Completion Phase

The project team will organize the project closure process. The expected results are:

1. Organize a project **final event with all stakeholders** in order to discuss on achievements, problems encountered, solutions, follow up issues
 - The minutes of the project closure workshops will be included in the Final report.
2. Elaborate and issue the project's (draft) **final report**
 - A draft final report will be prepared towards the end of the assignment. The report will set out achievements against expected outputs and will highlight if and where these have not been achieved and why; and will include a proposal for the phasing-out and hand-over modalities.
 - After having received the comments from the Contracting Authority (EU), elaborate the final version of the Final Report.

3 Design of the Action

3.1 Methods of implementation

The project will be based on a technical assistance methodology for public authorities and private sectors representatives, including analysis of status-quo and on stakeholders' consultation, comparison with international experiences (especially from the EU), and capacity development based on training and dialogue events. Key principles of implementation are:

Participatory approach: The whole process of project implementation will be based on broad stakeholder involvement and participation. Applying this approach ensures a demand-oriented project

planning as well as a high commitment during the implementation phase. Furthermore, the involvement of relevant stakeholders will ensure proper identification of needs (capacity development) and priorities. It is crucial that project partners and stakeholders develop ownership for the project objectives in order to ensure impact (replicability and scaling-up) and institutional sustainability.

Private-sector driven: In all three components strong involvement of the private sector (single companies with special competences in export like DHL as well as associations) is envisaged. With this approach the project ensures that the “problem definition” is based on the practical point of view of the private sector and their needs in regard to information and services. PPDs will serve to raise the awareness of the public Greek authorities about the most pressing issues in regard to export and will facilitate the exchange of ideas on finding suitable solutions.

EU Best Practices: Best practice sharing in regard to the institutional export systems and services will be an essential part of the project and can be used in all three components. Both the German Chamber of Commerce and Industry in Athens and Germany Trade and Invest have offered to provide support to this project. Since the structure of the Greek economy differs significantly from Germany, an exchange with trade promotion agencies from other countries should also be sought. This could include countries with similar comparative advantages/ economic structures or size (Portugal, Spain, the Netherlands) or German public funded institutions or special fora at the state-level (e.g. Global Connect in Baden-Württemberg).

Capacity Development approach: The action targets capacity development on institutional as well as the individual level. Therefore, different methods will be applied adjusted to the needs of the target groups and the content based (training, seminars study tours, peer to peer learning workshops and on the job trainings, coaching).

3.2 Main Stakeholders

There are a number of state-funded institutions currently supporting export promotion activities in Greece. On the state-side, this includes the Ministry of Foreign Affairs, the Ministry of Rural Development and Food as well as the Ministry of Economy and Development (incl. Enterprise Greece). This is done in the form of providing business intelligence services and consultation on export promotion planning (e.g. the Directorate for Business Development at the Ministry of Foreign Affairs [MoFA]), support for attending fairs (e.g. Ministry of Rural Development and Food [MoA], Enterprise Greece, Ministry of Foreign Affairs [MoFA]), establishing contacts to potential buyers (Enterprise Greece, MoFA) and a number of other activities (branding, information, networking etc.). The state-funded Export Credit Insurance Organization (OAEP) insures against commercial and political risks of non-payment for Greek exporters.

Private sector players/ associations (e.g. PEV, **SEVE**, **Panhellenic Exporters Association**, **Northern Greek Exporters**, Eurobank) provide companies with information on potential markets, advise on how to enter these markets, provide them with contacts as well as financial instruments (e.g. trade finance or insurance). Research institutions such as the Centre of Planning and Economic Research (KEPE) have done work on identifying export opportunities for Greece, too, **Private sector** representatives should be involved in all steps of the development leading to the establishment of the information system and help-desk. They should be encouraged to give feedback on the usefulness of the current information as well as the content and the way that support is planned to be given in the future.

Selection of Greek stakeholders involved in trade promotion and attracting foreign direct investment (according to overview by Hellenic Exporters Association and feedback from interviews):

- Promotional activities: Enterprise Greece (exports and FDI), TIF HELEXPO (various fairs), GNTO (EOT- tourism), SG Communication, Ministry of Foreign Affairs, Ministry of Ministry of Rural Development and Food
- Branding: Ministry of Foreign Affairs, Enterprise Greece, GNTO, TIF HELEXPO, Ministry of Foreign Affairs, Ministry of Rural Development and Food, Ministry of Economy
- Business missions: Enterprise Greece, TIG, GNTO, Ministry of Foreign Affairs
- Analysis/ studies: KEPE, Ministry of Foreign Affairs, Ministry of Economy, Enterprise Greece, OAEP, plus associations (e.g. SEV or Hellenic Exporters Association) and private sector

players (e.g. Eurobank).

3.3 Sustainability of the Action

The **sustainability of project results** has been a key issue in the planning of the indicative activities presented above and will be considered as fundamental within each of the work packages. To ensure the sustainability of the project, different measures will be conducted.

The envisaged **economic and social impact** of the action is to improve the state-funded (information) services and promotional activities, make them more efficient and thus enhance Greek exports in the long-run. By providing know-how on export promotion to the stakeholders and consulting them on how to set-up improved systems and services, institutional capacities will be strengthened. The transfer of EU good practices and skills in this area will complement this. Furthermore, PPDs lay the foundation for a future collaboration between the private and the public sector improving their mutual understanding.

Financial sustainability will play an important role in the project in order to ensure that the systems (information system and help-desk) will be established and afterwards operated in a good manner. Thus, in the planning of these systems the division of labour and the options for the financial viability will be clarified. As it is envisaged that funds are gathered from EU structural funds, the project takes care that all relevant documents (e.g. ToR) will fulfill the requirements needed for the application for funding through EU structural funds.

Institutional and political sustainability will be ensured through a) the demand-orientation and a participatory approach which contributes to high ownership b) clear division of labour between the state institutions c) strengthened collaboration mechanisms between public and private actors which contribute to a better information exchange and future collaboration.

4 Project Resources

4.1 Human Resources

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH has been mandated with the implementation of the project and the provision of technical assistance. GIZ is active in the field of international cooperation for sustainable development and its core business is the implementation of technical assistance projects world-wide. GIZ is a limited public-benefit company fully owned by the Federal German government.

The following human resources concept is envisaged. Adjustments to the project team as well as the assignment of external personnel may occur in order to adapt to the specific needs of the project.

a) Project Management: 1 international GIZ long-term expert (100%), based in Athens (Greece)

The project manager will be in charge of the overall management of the action in compliance with the grant rules and regulations, and in particular be responsible for:

- Overall planning, steering and monitoring of the action
- Overall financial and administrative management
- Management of national staff and consultants
- Responsibility of establishing a plan of operation with involved actors of the project and its implementation
- Promoting sound cooperation with the relevant partners
- Ensuring appropriate representation of the project/action and its visibility; public relation
- Reporting to EU, GIZ-HQ, BMWi as well as to the responsible Greek partners
- Ensuring adherence to regulations of EU and GIZ

b) National staff: 1 national long-term expert (60%), based in Athens (Greece), supports the project manager in all areas for the implementation of the project, namely:

- Establishing a plan of operation with involved actors of the project and its implementation
- Monitoring and adaptation according to developments and needs as well as quality assurance

- Coordination and support of the activities within the project and with the beneficiaries on a day-to-day basis
- Provision of technical assistance and capacity development according to needs
- Identifying technical resources as needed for the implementation of the project (selection of consulting companies, recruitment of short-term experts, support and supervision of their work etc.)
- Participation in and promotion of publicity activities (including information sheets, brochures, PR-material etc.)
- Contribution to reports (e.g. progress/final reports) and meetings

c) GIZ Project Office

The Action requires the use of staff at project offices in different locations, namely:

Athens: Project Manager, national project staff. In Athen, the project office will be provided by the Greek partners (incl. equipment). Rooms to hold meetings will be available at the premises as well.

Stuttgart/ Feldafing/ Eschborn: Head of unit: Overall coordination with the EU-SRSS and BMWi, quality assurance and support during the implementation phase; Coordination with respective GIZ's internal units (including liaison offices); Knowledge management and personnel management.

Finance Manager: Controlling and overall financial project monitoring; support project manager in preparing and conducting EU External Audit and quality control of financial reports. **Administrator:** Support project manager in preparing and sending progress and final reports to EU.

Skopje: Finance Manager: Conduct one Internal Control (check list "C") of project, preparation for the financial statements, and liaising with the Greek tax advisor, HR, General administrative tasks.

Accountant: Bookkeeping and maintain project journal in Greece, arrange monthly/annually end-of period accounting procedures-reports to HQ and carry out Internal Control (error sheets on monthly basis and Check List "A" once per year).

d) External Personnel: To support the project team **international short-term experts** will be assigned to conduct specific activities. International short-term experts will be drawn from the vast resource base GIZ has at its disposal, including, *inter alia*, specialists in EU legal affairs or IT experts.

4.2 Material resources

A budget of EUR has been foreseen for staff costs (experts), international and national travel, organisation of meetings, external legal, tax-related, accounting and translation services as well as general project operation.

The basic office facilities and equipment to run the action in Athens will be provided by Ministry of Economy and Development , the Ministry of Foreign Affairs and Enterprise Greece.

4.3 Indicative Budget

The indicative total budget for this project has been estimated at EUR of direct and indirect eligible costs. The detailed breakdown of the budget is described in a separate document.

5. Management and Monitoring

5.1 Project coordination

a. Greek Partners: Ministry of Economy and Development (including Enterprise Greece), and Ministry of Foreign Affairs

b. European Commission

The main contact at European Commission is:

Cluster Coordinator - Growth-supporting Reforms, Structural Reforms Support Service (SRSS); Tel.: +32 2 29 90048,.

- c. Federal Ministry for Economic Affairs and Energy (BMWi)
The main contact at the German Federal Ministry for Economic Affairs and Energy (BMWi) is: Leiter Unterabteilung E B, EU Mitgliedstaaten und sonstige europäische Länder, EU Binnenmarkt, Europa 2020; Scharnhorststraße 34-37, 10115 Berlin; Germany; T +49 30 18 615 - 6520;
- d. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
The main contact at the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) is: Head of Section EU Internal Market; Büro Landeshauptstadt Stuttgart; Königstraße 1B; 70173 Stuttgart; Germany; T +49 (0)711 22754-27;

5.2 Steering Committee

In order to provide direction and consistency to the Project, a Steering Committee shall be established which will provide the authorizing environment for the activities undertaken by the project. The Steering Committee will oversee, monitor and guide the technical aspects of the project, follow up activities and discuss and approve the reports, work plans and deliverables.

The GIZ project team, representatives of SRSS and other relevant Commission departments, BMWi, will meet every 4 months to discuss the progress of the project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken in the following 4 months. The Steering Committee will also discuss the draft of quarterly and half yearly reports submitted to it beforehand and recommend corrections. The responsibility for the organization of the meetings of the Steering Committee lies with the project manager.

5.3 Project schedule

The implementation of the project is scheduled to take place between February 2017 and February 2018 corresponding to a total project duration of 12 months. The duration of the implementation of the different activities described in this work plan is laid down in the project schedule (cp. 7. Work Plan).

5.4 Language

The official languages of the project will be English and Greek. All formal communication regarding the project will be in English. The deliverables of the project will be either in English or Greek, as agreed between the members of the Project Steering Committee. Some of the deliverables may be translated where necessary into English or Greek language.

5.5 Risk and Mitigating measures

The risks and mitigating measures will be substantially reviewed and adjusted during the project. The risk table below lists the most important risks and proposes related mitigation measures:

Risks	Mitigating measures
Missing commitment of the Greek partners and thus a lack of human resources	The whole process of the project implementation will be based on broad stakeholder involvement and participation. This participatory approach will ensure that the needs are reflected in the project measures and commitment remains high.
There is no accurate data provided by public authorities or data is	The data collection will be based on various sources of national and international experts to ensure that relevant data is attainable. In case data is missing, the project team will consult

Risks	Mitigating measures
missing.	the partners how to obtain it in the future.
The recruitment process of the GIZ staff is delayed.	GIZ is an international state corporation with long-lasting experience in international cooperation. Recruitment processes are well structured and due to the networks worldwide, candidates for the project can be identified early.
Changing political priorities of the Greek authorities due to developments in the EU context (refugee crisis, economic downturns,...).	The project will monitor the developments in the EU context as well as the political developments in the rest of the world constantly in order to detect possible changes early and react in an adequate manner. However, the possibilities to influence these developments and react appropriately are limited.

5.6 Monitoring and Evaluation

The Project will be monitored according to EU standards based on EU's *Project Cycle Management (PCM)* and highest GIZ standards (*Capacity Works*). Monitoring and supervision are key ingredients of successful implementation. The importance of performance monitoring lies in its ability to help the beneficiaries ensure that clear objectives and achievements are in place, identify key indicators to quantify the outputs, and to provide advice on the best method to ensure the objectives are implemented in an economic, effective and efficient manner. This includes:

- ✓ **Monitoring** of the implementation of the action will be done according to the results framework specified in the Logical Framework (results based monitoring). The project team will be responsible for continuous monitoring of the project activities. Activities will be evaluated applying adequate tools: questionnaires, face-to-face interviews, data review etc. The evaluation of the workshops will be based on evaluations sheets for all participants. The level of achievement of the results and indicators will be assessed regularly and appropriate decisions will be taken in case of delays or deviations. Achievement of results and activities will be regularly reported to the EU, the main beneficiaries and be discussed in the GIZ project team.
- ✓ **Evaluation:** A final evaluation will be conducted at the end of the project (December 2017) based on the format recommended by the EU. If desired by the EU, an ex-post evaluation at the project the end of the project can be conducted by an external auditor, too.

Annex 1 Logical Framework

Expected Results (logic of intervention)	Indicators	Base-lines	Target	Sources of Verification	Assumptions
<p>Outcome 1 Export relevant information is provided more effective and efficient as it is based on reliable data and a clear division of labour between all involved public parties.</p>	<p>(1.1) Comprehensive terms of reference for a new information portal have <u>been used</u> in a tender</p> <p>(1.2) The agreement regarding the division of labour (in compiling, regularly updating data and operation) for the information system as stated in the MoU is <u>used</u> in the daily operations of different state actors active in the field of export promotion.</p>	<p>not existing</p> <p>not existing</p>	<p>has been used</p> <p>is used</p>	<p>Documents of the tender process provided by the Ministry of Economy / Enterprise Greece/ Ministry of Foreign Affairs.</p> <p>Survey of public and private stakeholders. Evaluation documents of the operations of the information portal.</p>	<p>Continued commitment of the Greek partners and provision of human resources and budget for maintaining the new export procedures and systems.</p> <p>Accurate data is provided by public authorities.</p> <p>In case of disagreement, decision by highest political level taken.</p>
<p>Output 1.1 (1.1.1, 1.1.2) Report including (a) suggestions on relevant content for the new information portal, (b) an overview over missing data/info and where and how to obtain this data, (c) suggestions on how to improve the collection and quality of data, where necessary, (d) recommendations for the IT</p>	<p>Analysis based on good European practices and tailor-made proposal for Greece; and compatibility of different databases/systems</p>	<p>not existing</p>	<p>The proposal is suitable in the Greek context & ensures compatibility of different databases/systems</p>	<p>Ministry of Economy / Enterprise Greece/ Ministry of Foreign Affairs</p>	<p>Relevant stakeholders actively contribute to development of the proposed information portal.</p> <p>In case of disagreement, decision by highest political level taken.</p>

Expected Results (logic of intervention)	Indicators	Base-lines	Target	Sources of Verification	Assumptions
<p>set-up and web-interface</p> <p>(1.1.3) Comprehensive terms of reference for the set-up of the information portal</p>	<p>Comprehensive terms of reference (ToR) for establishing a new information system are developed fulfilling all requirements needed for the application for funding through EU structural funds</p>	<p>not existing</p>	<p>ToR can be readily used for tendering</p>	<p>Ministry of Economy / Enterprise Greece/ Ministry of Foreign Affairs</p>	
<p>Output 1.2 (1.2.1) Proposal for a memorandum of understanding for the division of labour to run the information portal for public state institutions.</p>	<p>Engagement of relevant institutions in developing the MoU for the management of the information portal</p>	<p>not existing</p>	<p>Minutes of meeting with the relevant institutions</p>	<p>Proposal of the MoU. Ministry of Economy / Enterprise Greece/ Ministry of Foreign Affairs</p>	<p>Relevant stakeholders actively contribute to agreement on division of labour.</p> <p>In case of disagreement on division of labour, decision by highest political level taken.</p>
<p>Outcome 2 Export relevant support services by public authorities are more coordinated and targeted on</p>	<p>Comprehensive terms of reference for the development of the help-desk system have been <u>tendered</u> by the Greek authorities.</p>	<p>not existing</p>	<p>has been tendered</p>	<p>Documentation of the help-desk tender. Ministry of Economy / Enterprise</p>	<p>Continued commitment of the Greek partners and provision of human resources and budget for maintaining the new</p>

Expected Results (logic of intervention)	Indicators	Base-lines	Target	Sources of Verification	Assumptions
company's needs.				Greece.	<p>export procedures and systems.</p> <p>Accurate data is provided by public authorities.</p> <p>In case of disagreement, decision by highest political level taken.</p>
<p>Output 2.1 (2.1.1, 2.1.2) Study including (a) an overview over currently existing impediments to trading and first suggestions/options on how these issues could be addressed through the format of a help-desk system as well as (b) further recommendations in regard to the content, services and criteria to evaluate services of the future help-desk.</p>	Engagement of the private sector and public institutions to perform the analysis – coverage of the stakeholder's feedback in the analysis	not existing	All issues mentioned by private sector representatives as impediments to trading are being addressed through the help-desk system either through the provision of information or support in overcoming barriers to exporting	Minutes of meetings and reports. Ministry of Economy / Enterprise Greece	Relevant stakeholders actively contribute to development of help-desk system.

Expected Results (logic of intervention)	Indicators	Base-lines	Target	Sources of Verification	Assumptions
Output 2.2 (2.2.1) Recommendations on modes of operations and the IT set-up of the help-desk	Based on good European practices and active consultation and engagement of Greek partners the analysis suggests division of labour; financing; technical compatibility of the proposed IT solutions	not existing	Solutions for the modes of operation and the IT set-up of the help-desk are agreed with the Greek partners and ensure technical compatibility.	Ministry of Economy / Enterprise Greece	Relevant stakeholders actively contribute to development of help-desk system.
Output 2.3 (2.3.1) Comprehensive terms of reference for the tender process leading to the development of the help-desk.	Comprehensive terms of reference (ToR) for the tender process leading to the development of the help-desk fulfilling all requirements needed for the application for funding through EU structural funds	not existing	ToR can be readily used for tendering	Review of the ToR. Ministry of Economy / Enterprise Greece	Relevant stakeholders actively contribute to development of help-desk system.
Outcome 3 Public export promotional activities and training and consultation programs for Greek exporting companies are managed more effectively.	A framework agreement including an agreed upon methodology for identifying export opportunities and decision on how to coherently design corresponding promotional measures, including a system to plan,	not existing	has been signed	A framework agreement provided by Ministry of Economy / Enterprise Greece. Minutes of meeting.	Continued commitment of the Greek partners and provision of human resources and budget for maintaining the new export procedures and systems.

Expected Results (logic of intervention)	Indicators	Base-lines	Target	Sources of Verification	Assumptions
	monitor and evaluate promotional activities has <u>been signed</u> .				Accurate data is provided by public authorities. In case of disagreement, decision by highest political level taken.
<p>Output 3.1 (3.1.1, 3.1.2) A proposal for a methodology to identify export opportunities and suggestions on additional/best export instruments based on best practices of other countries.</p> <p>(3.1.3) Manual with minimum criteria for the financing of training and consultation programs, which are targeting export companies.</p>	<p>Identification of current gaps in Greece against proposals according to international good practices</p> <p>Consistency of criteria with the rules governing the function of EU Structural Funds</p>	<p>not existing</p> <p>not existing</p>	<p>Greek authorities are equipped with methods and criteria to identify export opportunities, relevant instruments and criteria for funding decisions. Criteria developed are consistent with EU Structural Funds</p>	<p>Ministry of Economy and Enterprise Greece</p>	<p>Relevant stakeholders actively contribute to a framework proposal.</p>
<p>Output 3.2 (3.2.1) Coordinating framework of state-funded export promotion activities.</p>	<p>Engagement and consultation of relevant public stakeholders in the advice process</p>	<p>not existing</p>	<p>Consensus of public stakeholders on a proposed coordinating framework tailor-</p>	<p>Ministry of Economy and Enterprise Greece</p>	<p>Relevant stakeholders actively contribute to a framework proposal.</p>

Expected Results (logic of intervention)	Indicators	Base-lines	Target	Sources of Verification	Assumptions
			made for Greece		