



Technical Assistance of the Greek Export Promotion Action Plan

Grant Agreement SRSS/S2016/029

Deliverable Report 3.2

3.2.1 Preparation of a framework for planning, coordination and evaluation of export promotional measures

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List of Abbreviations

AICEP	Agência para o Investimento e Comércio Externo de Portugal (Portuguese Export and Investment Promotion Agency)
B2B	Business-to-Business
BCC	Bilateral Chambers of Commerce
BMWi	Federal Ministry for Economy Affairs and Energy (Germany)
CC	Chambers of Commerce
DIT	Department of Investment & Trade (UK)
ECA	Economic & Commercial Attachés
EG	Enterprise Greece
EGC	Extroversion Government Council
EPA	Export Promotion Agency
EPANEK	Operational Programme Competitiveness, Entrepreneurship and Innovation 2014-2020
EU	European Union
EYSXEP	Special Agency for Coordination and Implementation of Financing and Investment Programs
FDI	Foreign Direct Investment
GIZ	Gesellschaft für Internationale Zusammenarbeit GmbH
GNT0	Greek National Tourism Organization
GSDP	General Secretariat for Digital Policy
GTAI	Germany Trade and Invest
HELEXPO	National Exhibition Agency (now TIF-HELEXPO)
HEPO	Hellenic Board of External Trade (now Enterprise Greece)
HRDAF	Hellenic Republic Asset Development Fund
IEC	Inter-ministerial Extroversion Committee
ISO	International Standardization Organization
KEPE	Centre of Planning and Economic Research
KPI	Key Performance Indicator
LS-GA	Local Self-Governed Authorities
MFA	Ministry of Foreign Affairs Greece
MinAgric	Ministry of Rural Development & Food



MoE	Ministry of Economy and Development Greece
MoU	Memorandum of Understanding
OAEP	Greek Exports Credit Insurance Organization
OEC	Operational Extroversion Committee
OP	Operational Program
PSE	Panhellenic Exporters Association
PM	Prime Minister
RVKIS	Government Council for Competitiveness and Information Society (Czech Republic)
SEK	Exporters Association of Crete
SEV	Hellenic Federation of Enterprises
SEVE	Greek International Business Association
SRSS	Structural Reform Support Service
SSPDM	Special Secretariat for Private Debt Management
TA	Technical Assistance
TIF	Thessaloniki International Fair
ToR	Terms of Reference
TPCC	Trade Promotion Coordinating Committee (USA)
UK	United Kingdom
USA	United States of America
VP	Vice President (of Government)



“Often one organization within the public sector does not appear even to have the most basic information about what other parts are doing, and the individuals involved appear to care little about the actions of their counterparts elsewhere. Further, coordination failures are particularly vexing to leaders in the public sector (and also to citizens) because they appear so fundamental. No matter how numerous they may have become, the programmes that are not coordinated adequately are all part of the same government, and therefore should be capable of operating together toward a common public purpose.”¹

1. Executive Summary

In international literature and reviewed international practices, three main concepts of coordination of public sector organizations can be identified:

- a) coordination by hierarchy
- b) coordination by networks
- c) coordination by markets (fields of expertise)

The experience from the deployment of respective reforms regarding Export Promotion in Greece highlights the predominant method of coordination being the one of by fields of expertise. But without the umbrella of a common strategy and a clear division of roles and competencies this method has proven inefficient and insufficient, allowing duplication of structures, effort and resources and not leading to the desired results.

GIZ envisages the need to boost coordination at the stages of both policy formulation and implementation in order to trigger efficiency and effectiveness and achieve synergies between the multiple public and private actors involved in export promotion activities.

In order to achieve this, improvements are recommended in policy formulation and policy implementation, both of which need to be enforced and supported by an enhanced coordination mechanism and by the use of additional instruments and implementation mechanisms. Specifically,

- the formulation of an (mid-term or more long-term) export (promotion) strategy is needed, with priorities, policy goals and objectives to be set, ensuring the commitment, co-ownership and co-responsibility of all involved stakeholders,
- the format and institutional framework of the IEC, as the higher policy formulation unit in the current status, requires a review, ensuring a direct involvement of a

¹ Bouckaert; Peters; Verhoest: The Coordination of Public Sector Organizations, 2010, pg. 14.



high level political appointee, or considering its conversion to a Government Council,

- the above mentioned policy formulation unit needs to be coupled with a coordination and administrative support unit, which could be assigned to an (existing) General Secretariat of sectoral status, or to a special policy unit, operating under the auspices of the high level political appointee

The coordination and administrative support unit must be empowered with instruments and resources, in order to function supporting both policy formulation and its implementation. Therefore, it is recommended to:

- Agree on a coherent exports (promotion) action plan, with specific objectives, to be operationalized with a mid-term goals and road-maps,
- Apply a whole-government methodology to identify export prospects and committing stakeholders to outputs produced,
- Revise the existing systems of monitoring and evaluation of implementing agencies, by introducing specific KPIs, impact indicators and procedures, following international standards (i.e. ISO) and integrating feedback from the Information System and the Help Desk for Export Promotion,
- Facilitate information sharing and incentivizing synergy proposals,
- Monitor export related funding, aligning state funding with strategic priorities,
- Create an additional Export Promotion “Basket” Fund, and
- Launch raise-awareness events on the objectives of the Export Strategy.

Finally, as per the executive pillar of the coordination unit, implementing (by own means or by delegation) the activities agreed upon, the National Export Promotion Agency Enterprise Greece should be appointed as the *central* implementing agency, with authority to close program agreements with all relevant Ministries and to contract service level agreements with ECA offices, chambers of commerce, certified exporters associations and private firms for the delivery of certain export promotion actions in Greece and abroad.

The existing statutory framework of EG, especially regarding a) hiring regulations (and staffing incentives, including mobility from other key stakeholders) in order to attract qualified personnel with proven experience in export promotion and b) procurement regulations in order to boost the capacity of EG to appoint external experts in Greece and abroad, should be reviewed in this context. Moreover, it is advised to examine the added value of establishing export promotion offices in hub countries or supporting existing ECA offices, aligned to a methodology for the identification of export opportunities abroad. The added value of establishing EG regional offices in cooperation with the 13 Regions or/and Chambers of Commerce should also be examined, focusing to turn potential exporters into exporters, and



supporting the cooperation with the Regions and Chambers of Commerce in general at the same time.

The role of the private sector should be strengthened in policy formulation and in its implementation. Ensuring both top-down and bottom-up feedback and involving the private sector into the decision-making processes will facilitate its active and positive role in the implementation as well.

Whereas instruments and resources, in combination with reinforcing the executive pillar of implementation can be more easily and quickly pushed to results, it will be unsuccessful if not accompanied by the empowerment of an Export (Promotion) Strategy, a higher leverage of political decisions and their support by an administrative, coordinating unit dedicated to export promotion and staffed with competent personnel.



2. Introduction

State action for the promotion of exports is of vital importance for the Greek economy in order to overcome negative trade balances. During the last years, Greek governments have embarked upon a thorough functional and institutional revision of policies targeted to the promotion of exports, especially those addressed to small and medium-sized enterprises that face considerable impediments in their attempts to reach European and international markets. Domestic firms face lack of knowledge and expertise regarding the essential elements of an export - led growth as well as access to finance and qualified personnel to assess opportunities and formulate affective strategies for exporting their products.

The adoption in 2016 of an Export Promotion Action Plan, the merger of Hellenic Enterprise for Foreign Trade Promotion (HEPO) and Invest in Greece, both state owned enterprises, to a new implementing agency, Enterprise Greece SA, that combines both trade promotion and the attraction of foreign direct investment, as well as the establishment of an Inter-ministerial Extroversion Committee (IEC) are the three milestones in the country's attempt to expand its narrow export base of domestic firms. However, these reforms have not yet been fully operational and significant gaps remain unaddressed².

Despite notable variations across different administrative systems, most countries in the EU, North America, Latin America, Asia and Australia have reformed their export promotion policies around coherent export (promotion) strategies; in order to boost coordination between different ministries and stakeholders, by deploying coordination mechanisms and appointing central implementing agencies to promote exports abroad³.

In international literature⁴ and reviewed international practices, three main concepts of coordination of public sector organizations can be identified:

- a) coordination by hierarchy
- b) coordination by networks
- c) coordination by markets (fields of expertise)

This policy advice seeks to provide for an initial review of current reforms in Greece in the area of export promotion. The purpose is to identify the fundamental strengths and weaknesses of the newly established system and elaborate a set of alternative institutional and policy options with the view at boosting horizontal and vertical coordination between central government departments, public authorities and private stakeholders that share competences and have an active interest in the policy area.

² See Chapter 4. "Gaps and challenges".

³ See Annex V "Bibliography".

⁴ Bouckaert; Peters; Verhoest: The Coordination of Public Sector Organizations, 2010.



In order to assess the fundamental properties of the newly established institutions for export promotion in Greece a number of meetings and interviews were conducted during the month of February and March 2018, with representatives of the Ministries involved such as the Ministry of Economy and Development (MoE), the Ministry of Foreign Affairs (MFA) and the Ministry of Agricultural Development and Food (MinAgriculture), Enterprise Greece and private stakeholders such as the Hellenic Federation of Enterprises (SEV), the Central Association of Greek Exporters, the Exporters Association of Northern Greece (SEBE) and the Panhellenic Exporters Association (PSE) (see Annex II).

The interviews were semi-structured, aiming to identify the stakeholders' main expectations regarding:

- the newly established institutions,
- the fundamental institutional and functional impediments they face in their attempts to formulate and implement export promotion actions and measures,
- as well as their proposals for corrective actions in order to boost horizontal and vertical coordination, including the design and use of monitoring and evaluation system.

Moreover, a large amount of public and private policy papers, legal texts and other documents were studied.

The policy paper is structured in five sections. The current introductory section; the following one, which in reference to Annex I, provides an account of public and private stakeholders' roles and initiatives for trade promotion in Greece. Section three provides a thorough account of recent reforms that introduced significant changes in the domestic structures and patterns of policy making for export promotion. Section four identifies gaps and challenges of the existing policy formulation, coordination and implementation framework. Concluding, section five elaborates a set of recommendations in order to improve political and administrative coordination at the stages of policy formulation, coordination instruments and implementation of trade promotion policies.



3. Current institutional framework guiding activities in export promotion

Export promotion in Greece involves a large amount of public and private stakeholders sharing competencies or undertaking measures and actions in various stages of the policy cycle. A systematic attempt to map these public and private sector institutions and their roles is already elaborated by GIZ⁵, grouping the actors involved in several actions such as branding, provision of information, organization and participation in international fairs, organization of business missions, conferences and networking, analysis, studies and funding.

The fundamental weaknesses of the domestic system of export promotion in Greece were identified in 2012. Technical assistance provided by the Dutch Ministry of Economic Affairs on “A Trade Promotion Strategy for Greece”⁶ highlighted that the domestic system is characterized by the lack of coherence between fragmented policy measures and actions of multiple actors with different views on the priorities in trade promotion activities in Greece. The lack of a clear vision and strategy as well as defined common goals was identified as a fundamental impediment to the country’s attempts to promote trade and investment and reach the critical mass needed to enter foreign markets. The study concluded with a set of recommendations largely addressing the need for the formulation of a strategic plan and strengthening of domestic structures of coordination and implementation of economic diplomacy.

In short, the recommendations advocated for the following revisions:

- the need of all parties involved in FDI and trade promotion to agree on a common vision and strategy that will be endorsed at the highest political level by all cabinet members.
- the merger of activities of MFA and the Ministry of Economy into a new policy unit and the institutionalization of their cooperation in a Joint Venture that facilitates a smooth operation and a sustained collaboration between all public and private stakeholders involved in trade and investment promotion. Moreover, it advocated for a redefinition of ambassadors’ tasks and roles towards business promotion abroad and a strengthening of MFA staff engaged in economic diplomacy abroad.
- the need for a clear and distinct demarcation of the public and private sector roles and tasks in policy formulation and implementation. In order to achieve this it was recommended that HEPO (Hellenic Board for Foreign Trade) and Invest in Greece, both state owned organizations for the promotion of exports and FDI respectively, merge to a new single implementing agency. The agency would be empowered to conduct service level agreements with the competence ministries.

⁵ See Annex I “Mapping of public and private sector stakeholders” and GIZ Deliverable report 3.1.1 for more details.

⁶ Netherlands Ministry of Economic Affairs, 2012, A Trade Promotion Strategy for Greece, Report, Netherlands Domain Leader.



- the introduction of a rolling agenda between competent ministries accompanied with effective mechanisms of monitoring and evaluating the effectiveness of trade and investment policies.
- the creation of a platform that facilitates stable interaction between ministries, agencies and the private sector for export promotion activities.
- the development of an information and advisory function to business about foreign markets targeted at SMEs to support their extroversion activities with an active role of Greek business associations.
- the development of a customer relationship management tool by Greece Trade and Invest in conjunction with embassies abroad.
- the elaboration of a detailed roadmap for all necessary actions to implement the above recommendations accompanied by a monitor group.

The above recommendations significantly influenced domestic institutional reforms that focus on three main elements:



3.1 Export Promotion Action Plan

In March 2016 the Greek government presented an Export Promotion Action Plan.⁷ The Action Plan was among the commitments undertaken under the 3rd Economic Adjustment Program for Greece,⁸ and was adopted in its original form in December 2015. Following consultations with business associations and other stakeholders it was submitted initially to representatives of the Institutions in January 2016. Following an exchange of comments and suggestions, it was revised and submitted to the Institutions in its final form on 21/03/2016. The action plan seeks to address the chronic structural problems of Greek state apparatus characterized by fragmentation of export promotion actions and measures, a high degree of overlapping activities and diseconomies of scale due to the lack of coordination between multiple governmental and private sector actors involved in policy formulation and implementation. Taking into account the technical assistance provided by the Dutch Ministry of Economic Affairs, the Ministry of Economy in cooperation with the Ministry of Foreign Affairs (MFA) and Enterprise Greece (EG) and consultations with the Institutions and the domestic associations of exporters, finalized the Action Plan in March 2016. It is structured around three main pillars of policy interventions:

- expanding the export base (enlarging Greece's export base),
- export promotion,
- simplifying procedures for exports facilitation.

The first pillar focuses on actions and measures that seek to enhance the knowledge and access to information of domestic exporters or potential exporting firms as well as the public and private authorities involved into policy formulation and/or implementation of export policies. Core elements of this pillar are the creation of an information system and an internet platform⁹ that will serve as a "knowledge center" of databases and export related information, providing services to potential exporters for topics such as export procedures, preparation of participation in international exhibitions, business missions, educational material and prospects of industries and market products and services. In addition, it will include statistics for Greek exporters and analysis by sector of industry, product, country and geographical region of destination as well as funding opportunities.

The Action Plan also foresees the creation of Helpdesk services for potential exporters, as well the elaboration of framework standards, specifications and criteria to be used for the certification of training providers of publicly funded education and counselling programs addressed to export and potential export enterprises. These standards will facilitate the mapping of training needs of existing and potential

⁷ Available at <http://www.mindev.gov.gr/images/sxedio-drasis-proothisis-exagogon.pdf>.

⁸ Law 4336/2015, Article 3, Section 4.2 "Purchases of Products and Business Environment" - Government Gazette A / 94, 14-08-2015.

⁹ Export Promotion Action Plan, 2016, Ministry of Economy and Development, p. 5.



exporters, the analysis of best practices and the elaboration of methods for the evaluation of funding programs.

The second pillar includes actions that seek to enhance the domestic functions and structures that pursue Economic Diplomacy, mainly the network of Economic and Commercial Attaché Bureaus (ECA) that operate under the auspices of Greek embassies in several countries. This pillar includes the following actions:

- Elaboration of Business Guides and development of common methodological tools for market surveys by the Economic and Commercial Attaché (ECA) Offices.
- Upgrading of the ECA Offices with a view to reducing the costs of services by standardizing procedures and implementing a system of measurable performance indicators, ensuring the provision of high-quality services through the certification of ECA offices operating globally with an ISO Quality Management System.

The third pillar addresses the problem of poor coordination between public and private actors involved in export promotion activities and the potential of synergies between them. It seeks to enhance the coordination capacity of domestic administrative apparatus focusing on developing synergies to promote extroversion. A core element of the “coordination”¹⁰ pillar was the establishment of an Inter-ministerial Extroversion Committee, the creation of a monitoring group and a group of planning, monitoring and evaluation of extroversion support actions, also foreseeing the establishment of a crisis management unit, Competences in respect of the latter one have been assigned to the Department of Export Policies and Monitoring of Extroversion Activities, as part of the organizational restructuring of MoE that was concluded in January 2018.

3.2 Inter-Ministerial Extroversion Committee

The Inter-ministerial Extroversion Committee of was established in March 2016 with a Prime-ministerial decree.¹¹ The IEC seeks to operate as a central coordinating node and decision making body for the formulation and monitoring of the implementation of all actions and measures related to the promotion of extroversion of the Greek economy in general and the promotion of exports in particular.

It comprises the following members:

- Minister of Economy (Chairman of Committee)
- Alternate Minister of Foreign Affairs
- Deputy Minister of Economy
- Secretary General of Ministry of Economy
- Secretary General of Industry (Ministry of Economy)
- Secretary General of International Economic Relations (MFA)
- Secretary General of Tourism Policy (Ministry of Tourism)

¹⁰ GIZ: Deliverable Report 3.2 at hand as part of GIZ' ToRs is also part of the 3rd pillar of the Export Promotion Action Plan.

¹¹ Official Gazette, Greek Government No 631/9-3-2016, available at <http://www.mindev.gov.gr/images/systasi-epitropis-exostrefeias.pdf>.



- Secretary General of Rural Development (Ministry of Rural Development)
- Secretary General of Port Authority (Ministry of Shipping)
- Secretary General of Coordination (Ministry of State)
- Head of Independent Authority for Public Revenue
- Chairman and CEO of Enterprise Greece

The IEC is responsible for:

- a. The adoption and monitoring of action plans related to the extroversion of the Greek economy.
- b. Identifying and intervening in cases where weaknesses and delays related to the development of extroversion are identified.
- c. Coordination and monitoring of the actions of all agencies and public sector organizations to attract investment, to enhance export performance as well as to promote the general extroversion of the Greek Economy.
- d. Monitoring economic developments in countries or groups of countries of particular interest for Greece, mainly in the fields of international economic policy and cooperation.

The IEC is convened by its Chairman, who shall determine the agenda. The Chairman of the IEC may invite to the meetings government officials, representatives of public sector entities as well as social partners and private sector organizations with international economic activity and individual experts who can contribute to the best execution of its work. The Chairman can request any kind of relevant information and data from all ministries and public authorities. Decisions are taken by majority and recorded in minutes. The Secretarial General Secretariat of the Ministry of the Economy is responsible for providing support to the IEC.

In May 2016 a revision of the initial Prime-ministerial decision provided for the creation of an Operational Extroversion Committee (OEC) to assist her work the IEC.¹² The OEC has the following 30 members:

- Secretary General of Ministry of Economy (Chairman)
- Representatives from Ministry of Economy (International Relations)
- Representatives from Ministry of Foreign Affairs (International Economic Relations)
- Representatives from Ministry of Rural Development (International Economic Policy)
- Representatives from Enterprise Greece (Trade & Investment Branches)
- Representatives from Export Credit Insurance Organization (OAEP)
- Representatives from National Tourism Organization (GNTO)
- Representatives from General Secretariat of Coordination (Ministry of State)
- Representatives from General Secretariat of Digital Policy (Ministry of Digital Policy)
- Representatives from Independent Authority for Public Revenue (Customs)
- Representatives from Hellenic Federation of Enterprises (SEV)
- Representatives from Pan-Hellenic Exporters Association (PSE)
- Representatives from Exporters Association of Northern Greece (SEVE)

¹² Official Gazette, Greek Government No 1529/30-5-2016, available at <http://www.mindev.gov.gr/images/tropopoiisi-apofasis-systasis-epitropis-exostrefeias.pdf>.



- Representatives from Regional Authorities (Attica Regional Authority)

The OEC meets irregularly, every three of four months.

Finally, in order to assist the OEC, the decision has foreseen for the creation of working groups to provide know-how and expertise. The composition, responsibilities, modes of operation and duration of working groups are determined by the IEC. Up to now working groups have been created and produced specific task related results. The first is assigned with the Monitoring of the System of Financial Support for Extroversion. It is comprised by representatives of the General Secretariat of International Economic Relations of the MFA, the Office of the Vice Minister of the MFA, the Central Coordinating Office for Implementation of Structural Fund Support Programs of the MFA (EYSXEP), the General Secretariat of Industry of the Ministry of Economy, the General Secretariat of Structural Funds (ESPA), Enterprise Greece, the Ministry of Agricultural Development and Food, the Hellenic Bankers Association, the Hellenic Federation of Enterprises (SEV), Exporters Association of Northern Greece (SEBE) and the Pan-Hellenic Exporters Association (PSE). The group has mapped available financial instruments to support exporting companies, but has not concluded to a communication plan for the dissemination of results to (potential) beneficiaries.

A second support group was created in order to assist Planning, Monitoring and Evaluation of Extroversion measures. The group comprises representatives from the General Secretariat of International Economic Relations of the MFA, the MoE, Enterprise Greece, the MinAgric, the General Secretariat of Coordination, the General Secretariat of Tourist Policy and Development and the Hellenic Tourism Organization, the Association of Greek Regions, the Hellenic Federation of Enterprises (SEV), the Exporters Association of Northern Greece (SEBE) and the Pan-Hellenic Exporters Association (PSE). In December 2017, the group, supported by GIZ, compiled a Common Calendar of export promotional activities in 2018 by MFA, EG, GNTO and MinAgric. An initial assessment led to first suggestions on potential synergies in 12 occasions.

The December 2017 revision of the internal organization of the MoE provided for a permanent support unit to the IEC.¹³ A new General Directorate for International Economic and Commercial Policy was created to facilitate and strengthen the presence of Greek businesses abroad, creating new markets and help remove obstacles to attract foreign investment (Article 25). Under the auspices of the Directorate General, a new Directorate for Export Policy and Monitoring bilateral Economic Relations was created (Article 28) with competences over:

- Monitoring the work of the IEC and promote the necessary actions to implement its decisions.
- Proposing actions and measures related to export trade, following cooperation with the state-owned bodies, as well as with the representatives of exporters, and the IEC.

¹³ See Presidential decree 192/A/13-12-2017 available at <https://www.e-nomothesia.gr/kat-oikonomia/proedriko-diatagma-147-2017-fek-192a-13-12-2017.html>.



- Ensuring continuous communication and cooperation with the MoE, responsible for the formulation of Greek positions in the EU on common trade policy issues.
- Collaborating with the Department of Statistics and Documentation of the MoE on monitoring of Bilateral Economic Relations, as well as with other public or private bodies in order to identify the sectors or products with competitive advantages and export potential. Notification of relevant findings to existing or potential information structures held by public or private bodies addressed to exporters, and the submission of relevant measures or actions to the political leadership of the MoE and / or the IEC.
- Monitoring the activity of the Export Support Bodies supervised by the Ministry of Economy, in particular OAEP and Enterprise Greece.
- Co-operation and preparation of recommendations on training.

These provisions filled a considerable gap to the operations of the IEC since they provide a stable structure for executive support to policy formulation by providing data and policy recommendations as well as ensuring a stable monitoring and problem solving mechanism. It is yet to be seen whether such a development would boost effectiveness and efficiency in the IEC operations.

3.3 Enterprise Greece

A third element of recent reforms was the further empowerment of Enterprise Greece with additional competences that combine both export promotion and FDI actions in a single implementing authority. Law 4242/2014 provided for the absorption of all functions and competences of HEPO (Hellenic Board of Foreign Trade) and Invest in Greece, the public agency for the promotion of FDI, by Enterprise Greece. This is a significant step towards better coordination in the field of extroversion policy formulation and implementation. Given the small size of domestic market, FDI is more likely to be linked to enterprises and sectors with a strong export-led growth potential. These reforms provided Enterprise Greece with the framework to serve as the country's central implementing authority through programmatic agreements¹⁴ with ministries as well as sectoral and regional exporters' associations, and representative organizations of producers in primary, secondary and tertiary sectors of the economy.¹⁵

In these programmatic agreements a series of measures and actions should be agreed upon tangible qualitative and quantitative performance indicators. Enterprise Greece can also out-source the implementation of actions to private sector organizations and stakeholders.

During the first years of its operation Enterprise Greece was particularly active in mobilizing domestic stakeholders to promote export activities, mainly through fairs. It has elaborated, in cooperation with stakeholders, Operational Programmes for the promotion of wine and fisheries, it provides constant information on international

¹⁴ A programmatic agreement, or PA, is a document that spells out the terms of a formal, legally binding agreement between state agencies (or a state agency and other stakeholders/actors)

¹⁵ For a detailed account of Enterprise Greece competences, see Annex II.



fairs, guidance in cooperation with chambers of commerce and association of exporters as well as memoranda of cooperation with a wide range of domestic and foreign export oriented actors such as the Polish Investment and Trade Agency, The Korea Importers Organization, the Association of Greek Wine Producers, the Association of Industrialists of Northern Greece, Greek Regions, Invest in Russia and others.¹⁶

However, as many stakeholders mentioned in interviews, Enterprise Greece is still far from reaching its full potential. Cooperation with the stakeholders is not systematic and largely remains ad hoc and reactive based on external stimulus, such as the participation in international fairs and business missions. Stakeholders advocate for a closer cooperation with Enterprise Greece in order to overcome duplication and overlaps of actions especially in the area of information, training and matching of business opportunities. The role of Enterprise Greece as implementing agency and the central node of an extensive network of actors having an interest in export promotion is considerably hindered by the following institutional impediments:

- a. Successive laws on fiscal adjustment of state agencies have resulted to reduced flexibility of Enterprise Greece to attract qualified personnel with private contracts. Due to current MoU restrictions on hiring of new personnel in the wider public sector, including public enterprises, human resource management is legally assimilated to public law provisions.
- b. The same holds for the procurement of services from the private sector which according to law are those applied to public sector organizations and are bureaucratic and largely ineffective especially when applied to foreign providers such as external consultants specializing in certain foreign markets or sectors.¹⁷
- c. The combined effect of the above is a certain degree of bureaucratization of the organization that generates disincentives to its effective operation especially in foreign markets.

¹⁶ A full list of MoCs is available at <https://enterprisegreece.gov.gr/o-organismos/diktyo-synergaton/mnhmonia-synergasias>.

¹⁷ Law N. 4412/2016 (Official Gazette A' 147) Public Contracts for Works, Procurement and Services (adaptation to Directives 2014/24 / EU and 2014/25 / EU).



4. Gaps and Challenges of the current framework

The institutional framework outlined above is in agreement with international good practices. Moreover, the introduction of the Export Promotion Action Plan has been a cornerstone to the forging of synergies, to initialize monitoring procedures and to integrate coordination instruments, both in policy making and implementation of (state-funded) export promotion activities.

Yet there is still a gap between institutional and operational maturity and capacity within the Greek Public Administration crippling the ability of the existing coordination framework to meet the need for:

- a) coherent policy formulation, in the form of an Export (Promotion) Strategy,
- b) efficient policy coordination, in terms of structures involved and instruments used,
- c) effective policy implementation, based on active participation of all stakeholders and on specific targets and objectives outlined in the Export (Promotion) Strategy, and
- d) the integration of private sector in all three stages: policy formulation, coordination and implementation.

4.1 Gaps in policy formulation

State-funded Export Promotion in Greece is characterized by the lack of coherence between policy measures and actions of multiple (public) actors with different views on the priorities in trade promotion activities.

The lack of a clear vision and strategy as well as (pre)defined common goals among key stakeholders are thus identified as a fundamental impediment in the country's attempts to promote exports and efficiently monitor and evaluate their state funding. Namely the identification of sectoral and regional priorities for export promotion actions and the elaboration of detailed measures and actions addressed to potential exporting firms, different priorities, views and practices of export promotion between the Ministries involved remain fragmented and not integrated into a coherent strategy. Co-ownership and co-responsibility over Export Strategy drafting, as well as interactive agenda setting, i.e. introducing new fields of discussion or outlining plans of action by all participating stakeholders, remain largely inactive.

Beyond the specific activities and projects mentioned in the Export Promotion Action Plan of March 2016, a multiplicity of actors still undertake largely fragmented and ad hoc actions and measures, without feeling the need or institutional obligation to inform about or even coordinate actions with other relevant stakeholders.



The IEC (established by Prime-ministerial Decree, being the responsible body for vision, strategy and common goals), having convened only three times during the last 24 months, reviews topics of the current Action Plan of March 2016, and does not attempt to deliberate on a more long-term Export Strategy. In its inaugural meeting in March 2016 the Action Plan was discussed and approved but no precise action plans for its implementation were elaborated.¹⁸ A second meeting took place in June 2016, which it mostly focused on procedural issues regarding the operation of the IEC, the creation of the OEC and mutual information regarding the main components of the Action Plan. No precise action plans were yet elaborated and discussed for its implementation.^{19,20}

Formatted not as a body of peers (that could ensure horizontal balance of hierarchy, i.e. all members at same ministerial level), the different hierarchical levels among IEC's members (Ministers, Deputy Ministers, Secretaries General, Heads of agencies) limit the capacity of immediate decision-making and ensuring the commitment and accountability of all represented parties.

This imbalance of hierarchical levels furthermore reduces the visibility of the IEC (and the OEC, respectively) within key stakeholders (i.e. MinAgric, Ministry of Tourism), as (respective) Ministers do not participate in the Committee and thus do not directly abide to the decisions made or delegated by the IEC (via lower level officials).

Moreover, as a "Growth Strategy for the future" currently being finalized by the Greek government, with the Ministry of Finance (MinFin) in the leading role (as the main authority over State budget), the As-Is composition of the IEC²¹ does not fully reflect the balance of authority and competencies among public stakeholders, thus also limiting the coherence and sustainability of future planning.

As a result, state funded export promotion activities in Greece are not embedded into a central holistic strategy for export promotion, ensuring the ownership of key stakeholders, and monitored with specific targets and qualitative and quantitative goals and indicators.

¹⁸ See minutes of the first session of the IEC, 31/3/2016, available at <http://www.mindev.gov.gr/images/epitropi-exostrefeias-1-synedriasi-apospasma-praktikou.pdf>.

¹⁹ See minutes of the second session for the IEC, 27/6/2016 available at <http://www.mindev.gov.gr/images/epitropi-exostrefeias-2-synedriasi-apospasma-praktikou-systasi-epixeirisiakis-omadas-exostrefeias.pdf>.

²⁰ The third meeting focused on progress made as per the Action plan of 2016.

²¹ MinFin is not represented at a political level in the IEC (nor the OEC), only the Independent Public Revenue Authority participates in the Committee meetings.



4.2 Gaps in policy coordination

In the current framework, a coordination mechanism / unit is missing which would be responsible and capable to

- a) prepare and trigger decision-making as well as cooperation and communication between (members of both) IEC and OEC and the respective working groups,
- b) motivate and enforce implementation of decisions made, and
- c) monitor and evaluate objectives and outputs.

The pilot project of the Common Calendar has highlighted the importance of using coordination instruments (i.e. regular meetings, specific timelines, information sharing channels, pre-assessment of potential synergies), as well as the need for periodic monitoring over implementation and operationalization of measures and activities (i.e. follow up, bottom-up feedback to policy makers, decision making procedures).

In all of the Ministries involved, GIZ has identified Agencies, Directorates or Departments with competencies and responsibilities over International Economic (and Trade) Relations (and Affairs) staffed with personnel of different job descriptions, remuneration and benefits status. This imbalance might contribute to the observed resistance to change and to the activation of defensive mechanisms when it comes to information sharing and synergies.

Within the members of both IEC and OEC, an unclear division of roles and competencies is noted, which affects the modes of operations of both committees. For example, in terms of coordination, the OEC is chaired by Secretary General of MoE, but consists of lower level officials by all other stakeholders, with no actual authority to commit their immediate supervisors without prior deliberation and consultation; thus resulting to long intervals (or even gaps) between decision making and implementation.

The lack of a single coordination point with the authority and capability to trigger the agenda, elaborate targets and priorities and boost effective cooperation between the Ministries involved on the objectives and outputs of state-funded export promotion activities is identified as a major gap. This extends to funds allocated for export promotion activities which are characterized by a high degree of fragmentation.

For example, export promotion activities are funded by state budget (Enterprise Greece), by co-funded (with EU) programmes (such as EPANEK), as well as Regional Operational Programmes – all of these monitored by different state bodies.

4.3 Gaps in policy implementation

Policy formulation framework and coordination support instruments can only be energized by the empowerment of the appropriate implementation mechanisms. At



the current status, poor coordination at the stage of policy implementation is attributed – by many of the stakeholders - to the ambiguous statutory framework and limited administrative capacities of Enterprise Greece that hinder the agency from reaching its full potential as an implementing agency of state promoted activities.

More specifically, EG as the National Export Promotion Agency (EPA) and the executive branch for the implementation of export promotion activities as per its statutory law (4242/2014), is challenged by a low degree of *visibility* and *acknowledgement* – on behalf of stakeholders other than MoE. Furthermore, in the current status, EG lacks adequate qualified personnel on a temporary - project-basis, as well as the necessary flexibility in procurement procedures and monitoring and evaluating mechanisms to operate as an efficient implementing agency.

While foreseen in its statutory law, programmatic agreements promoting synergies and active involvement of stakeholders are rather the exemption, than the rule (i.e. operational programs applied ad hoc in wine, fisheries).

EG's annual programming is not based on a (to be formulated) national export (promotion) strategy, and is not preceded by deliberations with all stakeholders. As a consequence, systematically open communication channels between EG and the involved (public and private) stakeholders are not established as per the monitoring and evaluation of the programmed activities.

4.4 Gaps regarding the role of the private sector

Private sector bodies should play an important role both in policy formulation and policy implementation. Serving as a communication channel for awareness on top-down decisions, as well as a bottom-up feedback loop for priorities regarding national export strategies, private sector stakeholders need to be involved in the coordination framework for export promotion activities.

Currently, private sector's advisory role to the IEC is not ensured (only ad hoc invitations are foreseen), leaving just the OEC as the main platform for information sharing and exchange of ideas, often under a limited agenda which has been set without the inclusion of the private sector²².

Keeping at bay the private sector from policy making significantly reduces legitimacy, awareness and effectiveness of planned activities; this applies also at the policy implementation level. While private sector representation is legislated for the Boards of Directors of state supervised relevant authorities, such as EG or OAEP, and official consultation procedures are foreseen (i.e. for EG's or Economic Diplomacy's annual programming), active participation and involvement at a more institutional level is disincentivized.

²² GIZ: Private sector representatives interviewed by GIZ perceive the modes of operations of the OEC as rather inefficient. To this perception contribute numerous similar attempts in the previous years, which rarely concluded to concrete outputs integrating private sector's view, as well as distinct to IEC initiatives (i.e. MFA's Economic Diplomacy round table for exports).



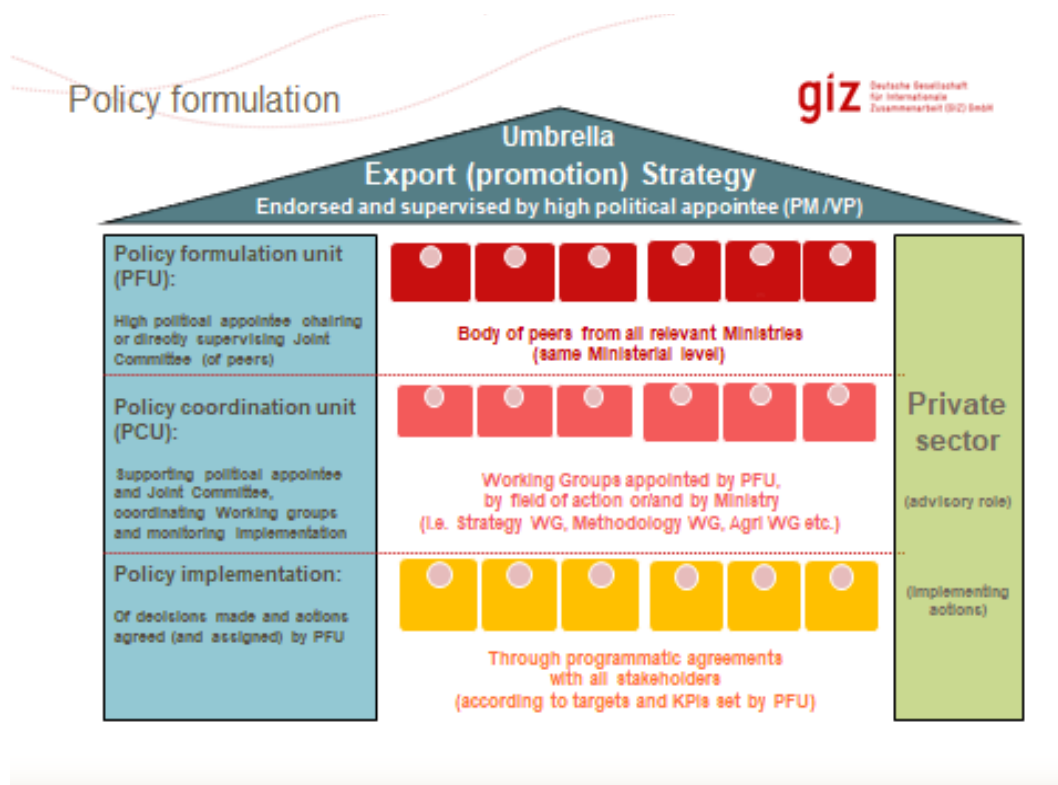
Private sector representatives when interviewed also emphasized on the lack of a single contact point in government to address export related matters, describing expectations for:

- the establishment of a Central Government Unit competent to coordinate the export promotion framework,
- more active involvement in policy formulation (i.e. advisory role) and policy implementation (i.e. undertake implementation of specific activities, as part of programmatic agreements).

Summarizing all the above, the existing system fails to achieve economies of scale and added value of policy initiatives that remain fragmented and largely reactive, occasionally responsive and ad hoc, rather than predefined, prescheduled and proactive as part of a coherent strategic plan; thus encumbering monitoring and evaluation capacity of the relevant authorities, while keeping private sector at bay.

5. Recommendations for a coordinating framework of export promotion

The recommendations elaborated in the following paragraphs include some alternative options as per their realization, from more “light” reforms to more “heavy” reforms – judging by juridical adaption and public servant movement necessity. The latter, “heavier” reforms such as mergers of bodies or agencies may be more difficult and time-consuming to implement, but could prove more successful in the long run. In any case, the simple (quick) introduction of additional coordination instruments without the empowerment of the relevant units with a strong political mandate and resources to fulfil their scope, will prove inefficient and are therefore not sufficient. In other words, we recommend to not pick single recommendations, but to implement the package, leading to a holistic approach as depicted in the graph below:





5.1 Policy formulation

The main gap identified in the existing status is that of the lack of a coherent mid-or/and long-term Export (Promotion) Strategy, as the framework for any coordination and implementation of actions to be undertaken. Reviewing international practices (Germany, Ireland, Sweden, Czech Republic, USA), export strategy formulation and coordination (of implementation) is considered a cross-cutting, whole-of-government, cohesive procedure. Under the titles of Supervisory Boards (Germany Trade and Investment Agency), Export Councils (Ireland Connected), Umbrella Structures (Team Sweden), Government Councils (RVKIS Czech Republic) or Coordinating Committees (U.S. Trade Promotion Coordinating Committee - TPCC) the key concept rests on the institutionalization of synergies and cooperation, while supporting policy formulation with back-office and executive branch structures. In all cases, active participation of the private sector in decision-making and implementation of measures is foreseen.

In that context, the establishment of a joint policy formulation unit, such as the Inter-ministerial Committee, is in-line with up-to-date international practices. Yet the lack of a mechanism / mandate empowering political appointees of each of stakeholder / IEC Member to actively motivate and commit subordinate agencies and resources to contribute in a joint, consensual whole-government effort to draft an Export (Promotion) Strategy, and the problem of horizontal policy formulation between different ministries and ministerial departments leads to recommending improvements of the institutional and operations framework of the central policy formulation unit (now the IEC), by boosting necessary political and administrative leverage.

This political leverage should derive from a higher political appointee undertaking the role of the supervisor (or even chair) of the policy formulation unit. The supervisor (chair) should be responsible triggering the export (promotion) strategy agenda in terms of priorities, policy goals and objectives, ensuring consensus between different ministries involved in the process, resolving infringements and monitoring of implementation of (joint) decisions made.

Having conducted a SWOT analysis, we envisage the enhancement of the policy unit to be based on one of the following three formats²³:

- A. **The conversion of IEC into an Extroversion Government Council (EGC)**, following recent examples of the Greek public administration in the fields of Social Policy or Private Debt. The advantage of converting the IEC to an EGC is that it ensures the direct involvement of the highest level of political appointees (Prime Minister or Vice-President of Government), while establishing a body of peers with responsibility to formulate a whole-government (export) strategy. This scenario A requires the Amendment of the existing PM Decree for the establishment of the IEC.

²³ See Annex IV "SWOT analysis of scenarios on policy formulation unit".



- B. **Assign as chairperson of the existing IEC a high level political appointee**, preferably a Vice-President of Government or a State Minister located at the PM office and having a direct mandate from the Prime Minister over coordination of Export Promotion. The chairperson of the IEC will have the authority to preside, convene and set the agenda of the Committee and monitor the implementation of activities. The assignment of a chairperson outside of the horizontal scheme of competencies of different Ministries involved, addresses the imbalance of hierarchies seen in the current state-of-play. This scenario B also requires the Amendment of the existing PM Decree for the establishment of the IEC, but can be considered a “lighter” reform benefiting from the fact that since March 2018 the VP of the Government is also Minister of Economy.
- C. **Assign only the monitoring of IEC to a high level political appointee**, (see above). The high level political appointee will provide the necessary **political leverage into the stage of both policy formulation and coordination**. She/he would have the authority to boost coordination between different Ministries, supervise the agenda and priorities of the export strategy, monitors and ensure the harmonization of different priorities, views and interests within the government apparatus to the export strategy. This solution – not requiring any “heavy” legislative procedures - maintains the current structure.

In all of the options above, the interdependency between the policy formulation unit and the format of the existing Operational Extroversion Committee (OEC), in terms of roles, competencies and representation in the Committee (see paragraph 5.2), as well as the modes of operation of output-oriented Working Groups (as foreseen in the current structural framework) contributing to policy formulation and implementation (see paragraph 5.2 and 5.3), must be taken into account.

EXAMPLE of Policy Formulation Unit operation

STEP 1: High political appointee – as chair - calls for (prescheduled) regular (or ad hoc) meetings a body of peers (same ministerial level), based on the agenda (including suggestions from all participating Ministries) prepared by an administrative coordination support unit.

STEP 2: The assembly agrees and decides activities and next steps, assigning Working Groups and appointing the coordination unit with the task to coordinate and monitor implementation. In case of disagreement, the high political appointee regulates accordingly.

STEP 3: The coordination unit reports back evaluation of outputs and challenges met during implementation, to be discussed in next policy formulation unit's meeting.



Policy Recommendation 1 - Improving policy formulation

- Elaborate an export (promotion) strategy in terms of priorities, policy goals and objectives.
- Ensure political commitment, co-ownership and co-responsibility of all involved stakeholders.
- Review the format and institutional framework of the IEC, considering its conversion to a Government Council, or alternatively ensuring direct involvement of a high level political appointee (Vice President of Government or State Minister).

Good Practices – Policy formulation

- A.** Formulation of a coherent, whole-government Export Strategy following the example of Ireland Connected²⁴. Greek authorities are suggested to consider integrating export and investment promotion in a unified strategy.
- B.** Appoint policy formulation competencies in a Joint Committee or Government Council, as a widely used best practice from USA²⁵ to EU Members, such as Czech Republic²⁶.

5.2 Policy coordination

The necessary accompanying step is to ensure that the policy formulation unit (in any of the above schemes), will be coupled by a coordination and administrative support mechanism. This need has been already identified by MoE, thus leading to the newly established Department for Export Policy and Monitoring Extroversion Activities²⁷, currently staffed by 3 MoE employees, operating also as the Crisis Management Unit. The Department, though, is lacking both power of authority and institutional visibility to ensure inter-ministerial coordination.

Building on and making use of the existing Operational Extroversion Committee (OEC), GIZ envisages adding to it a structured coordination unit aiming:

²⁴ See Annex V “Good practices/examples identified” and more on **Ireland Connected**: https://www.dfa.ie/media/dfa/alldfawebstimedia/ourrolesandpolicies/tradeandpromotion/Ireland-Connected_Main-Report.pdf.

²⁵ See Annex V “Good practices/examples identified” and more on **USA TPCC**: https://2016.export.gov/advocacy/eg_main_022762.asp.

²⁶ See Annex V “Good practices/examples identified” and more on **Czech Republic**: <https://cebr.vse.cz/pdfs/cbr/2015/01/05.pdf>, <https://www.mpo.cz/en/guidepost/ministry/minister/strategy-of-promotion-of-the-czech-republics-commercial-and-economic-interests-in-the-countries-of-the-gulf--16857/>.

²⁷ The Department aims to operate as a support mechanism to the IEC and OEC, under the auspices of the General Directorate for International Economic and Commercial Policy of the Ministry of Economy and Development.



- to address the challenge of duplication of structures, effort and resources within the public administration, as well as
- to ensure co-ownership and accountability of all stakeholders involved.

5.2.1 Role

The role of the coordination unit to be established should include:

1. supporting the scope of duties of the policy formulation unit, triggering policy and decision making, by preparing policy proposals and action plan drafts, in cooperation with respective working groups
2. coordinating and monitoring of activities, thus ensuring the effective implementation of decisions made, and evaluating objectives and outputs, by establishing communication channels and networks of contact persons (antennas) with export-related know-how, by (ministerial) field of expertise, and
3. providing a platform for active deliberations and consultation with the private sector

Ad 1. Supporting the scope of duties of the policy formulation unit, triggering policy making and decisions, by preparing policy proposals:

The coordination unit to be established should be able to prepare policy proposals and support the relevant Working Groups. To meet this objective, the coordination unit needs to be staffed with competent – as per specific, export-related knowledge – personnel.

For efficiently guiding the tasks of the Working Groups, the coordination unit should be vested with the authority to draft binding guidelines for the modes of operations of the Working Groups, following the example of the General Secretariat for Digital Policy that has drafted binding guidelines for the formation of Working Groups responsible for IT projects.

Ad 2. Coordinating and monitoring activities, ensuring effective implementation of decisions made:

For that, the Greek authorities should benefit from the experience and work of the General Secretariat for Coordination. The linkage of the coordination unit to the policy formulation body as described above can be modelled upon the format of the **Special Sectoral Secretariat for Private Debt Management (SSPDM)**.

An important role of the coordination unit would be to create an official network of contact persons (antennas) with export-related know-how, by field of expertise, in each of the Ministries and public sector agencies involved.



Regarding the monitoring over the implementation of the Export (promotion) Strategy action plan (see paragraph 5.3.1), it is suggested to extend power of authority on the monitoring over allocation of funds intended for export promotion activities.

In the existing public administration framework - the (operational) responsibility for (inter-ministerial) monitoring (i.e. allocation of funds) rests mainly on Secretary Generals or Special Secretaries. An example to be examined is that of the General Secretariat for Digital Policy, with authority to evaluate and approve allocation of funds for state-funded IT projects.

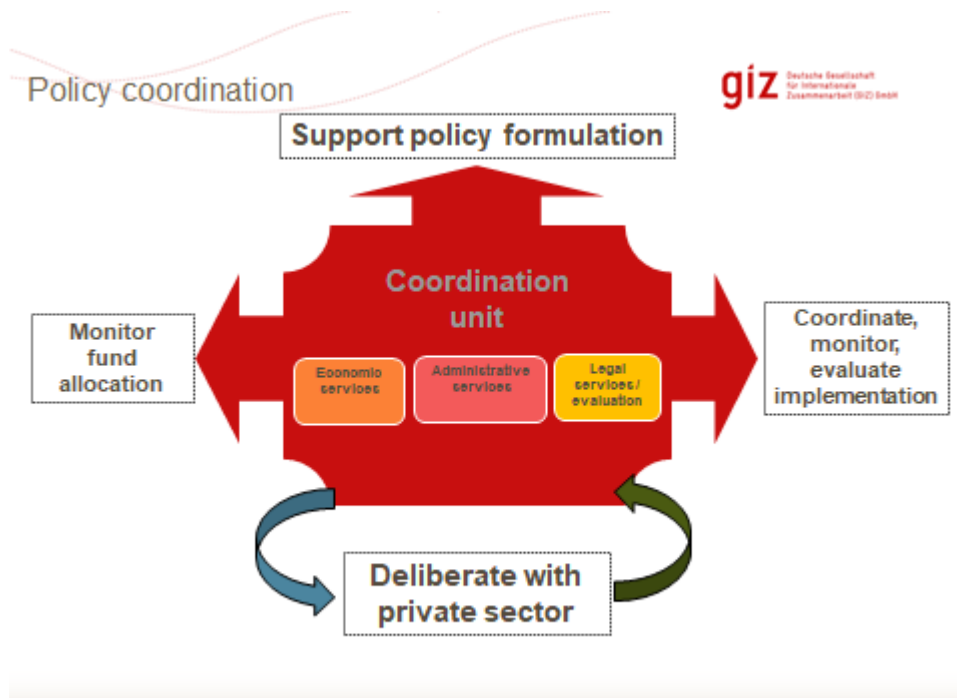
Ad 3. Providing a platform for active deliberations and consultation with the private sector:

Private sector representatives have expressed concerns of the current modes of operations of the OEC, limiting their role to observers and audience of progress made in the current Action Plan.

In that context, there is a need for a more structured participation of the private sector, providing bottom-up feedback via the coordination unit to the policy formulation unit.

Thus, the role of the coordination unit could be extended to the establishment of a Forum (or Advisory Board) for deliberations with the private sector representatives, chaired by the head of the coordination unit. At predefined dates (i.e. quarterly) and in ad hoc meetings, members should discuss ideas and exchange views over the implementation progress of the Export (Promotion) Strategy, as well as suggest improvements and adjustments, ensuring bottom-up feedback towards the policy formulation unit (see also paragraph 5.4).

The above are depicted in the following graph:



EXAMPLE of Coordination Unit operation

STEP 1: The policy formulation unit agrees and decides the elaboration of an Export Strategy and assigns relevant Working Groups in each Ministry to draft proposals with specific timeline.

STEP 2: The policy coordination unit coordinates the Working Groups to produce results on-time, evaluating the content of the proposals and compiling proposals to a coherent action plan of budgeted activities, by (proposed) implementation body.

STEP 3: The proposals are deliberated with the private sector, for fine tuning.

STEP 4: The elaborated proposals – signaling potential synergies - return to the policy formulation unit for approval.

STEP 4: The implementation of approved activities are assigned respectively and the coordination unit undertakes their monitoring until finalization.

STEP 5: The coordination unit organizes (decentralized) public-private dialogues to raise awareness on Export Strategy.

STEP 6: The coordination unit reports back to the policy formulation unit the results and evaluation markings (i.e. annually).



5.2.2 Political linkage and structure

Following the above, GIZ suggests that the role of the coordination unit should be undertaken by an agency with competencies, power of authority and resources of an **export strategy Secretariat**, following the provisions and the framework of Sectoral or Special Secretariats.

By doing so, also addressing the challenge of duplication of structures, effort and resources within the public administration, the coordination unit would be empowered to provide the necessary administrative leverage²⁸ and operate as the central node of the extensive network of public and private stakeholders.

Correlating the formats of the recommended improvement of the policy formulation units (options A, B and C in 5.1 above) with the policy coordination unit, the following alternatives are presented, being examined²⁹ also as per structure, format and resources needed:

- In options A (formulation of an EGC) and B (high political appointee chairing the IEC), the coordination unit could be under the political responsibility of the EGC (potentially located even in the PM office) or under the political appointee (VP or Minister of State).

Specifically, GIZ suggests the establishment of a new coordination unit under a (existing) General / Special Secretariat, staffed with secondments of personnel from key stakeholders (i.e. MoE, MFA, MinAgric), competent to support preparation of Export Strategy proposals and evaluation of outputs. In that case, staffing requirements and resources are estimated to 7-10 personnel with administrative support and export related competences, not requiring difficult legislative provisions (existing framework for secondments) and also maintaining key personnel in their organic agencies.

Thus, for both options (A and B), Greek authorities should examine the model of the **Special Sectoral Secretariat for Private Debt Management (SSPDM)**, staffed after secondments from Ministries and Agencies with (export related) competencies and expertise.

²⁸ Law 4369/2016, Official gazette A 33/27-02-2016, article 6 paragraphs 1 and 2, "National Register of Executives of Public Administration, rank structure, evaluation systems, promotion and selection of supervisors (transparency - meritocracy and efficiency of the Public Administration) and other provisions" and Presidential Decree 81/2017, "Determining the responsibilities of the General and Deputy Administrative Secretaries and Sectoral and Specialists Sectoral Secretaries and Exercise Mode of them" (Official Gazette 113/4-8-2017).

²⁹ See Annex IV.B. „Formats of the policy coordination unit“.



- In option C (monitoring of IEC by a high political appointee), the role should be assigned to an **existing Sectoral Secretariat**³⁰ located under the competent political appointee of MoE³¹.

Regarding option C, two alternatives have been examined:

C.1) The outsourcing of coordination unit duties to other public and private sector contributors, such as the General Secretariat for Coordination (providing administrative support in monitoring of implementation) or Technical Assistance providers (to prepare policy proposals, action plan drafts etc.). Taking into account scarce human resources within the public administration, this option is based on the “coordination by networks” approach, establishing antennas of Export Strategy in each of the involved Ministries, maintaining key staff in their organic positions (and structures), to provide bottom-up feedback to policy makers. Nevertheless, it does not fully address the challenge of avoiding duplication of structures, effort and resources.

C.2) The merger of relevant Directorates (International Economic Relations/Affairs/Policy) of all Ministries involved (i.e. MoE/International Economic & Commercial Policy, MFA/Central Agency, MinAgric/International Relations) to an horizontal General Secretariat. Presented³² as a solution for a more clear division of labor and roles, this is considered a “heavy” reform requiring complex legislation and staffing provisions, also resulting to potential dysfunctionalities and deficiencies in operations of each Ministry.

Staffing of the coordination unit (to be) is a key success factor, in all of the above alternatives. Following recommendations by Expertise France regarding job descriptions in the Greek public administration, export related competencies have already been identified in both MoE³³ (export consultants and international cooperation consultants) and MFA³⁴ (international economic and trade relation officers).

As a way to incentivize staff mobility (see also paragraph 5.3.1), it is recommended that the officers/consultants/experts (εμπειρογνώμονες) in the fields of international trade (exports)/relations will be equally treated in terms of remuneration and status, as part of an inter-ministerial professional field (επαγγελματικός κλάδος).

³⁰ GIZ: Current Sectoral Secretariats in MoE are General Secretariat for Industry, General Secretariat for Commerce and General Secretariat for Strategic Investments. Note: TA project for Investment Promotion is elaborating on similar framework, which in its present state includes a sectoral Secretariat for Private & Strategic Investments.

³¹ Currently in MoE the competency over export promotion rests jointly on the Minister and Deputy Minister.

³² The 2012 Dutch recommendations described the potential merger of General Secretariat for International Economic Cooperation of MFA, with the Directorate for International and Commercial Policy, located in MoE.

³³ Staff mainly in the General Directorate for International Economic and Commercial Policy.

³⁴ Staff mainly in the General Secretariat for International Economic Relations & Cooperation.



Alternatively, as in the case of the Special Sectoral Secretariat for Private Debt Management (SSPDM), secondments of staff could be effected by way of derogation from the provisions in force and by way of exception of the law from the mobility of civil servants in the public sector (according to the provisions of article 19 of Law 4440/2016 as amended by article 50 of Law no 4447/2016), without the need for a decision or the agreement of the competent authorities' Councils.³⁵

Potential additional costs for the establishment of the coordination unit structure could be financed by the Operational Program (OP) Administrative reform.

Policy Recommendation 2 - Improving policy coordination

- Couple policy formulation unit with a coordination and administrative support mechanism.
- Define clear roles of this coordination unit as to its supporting the scope of duties of the policy formulation unit, the coordinating and monitoring of the implementation of activities, and evaluating objectives and outputs, providing a platform for active deliberations and consultation with the private sector.
- Establish a coordination unit linked to an (existing) General Secretariat of sectoral status, under the auspices of the (respective) high level political appointee. Alternatively, examine the possibility to assign/outsource functions of the coordination unit to existing structures in Greek public administration, or to create a horizontal unit (of Secretariat competencies) by merging export related departments/agencies of Ministries involved.

Good Practices – Policy coordination

- Incorporate features of Team Sweden³⁶, operating as an umbrella structure,
- Examine the model of the Greek Special Secretariat for Private Debt Management (SSPDM)³⁷, on supporting a Joint Policy Formulation Unit (Government Council for Private Debt) and on secondments of staff,
- Benefit from existing know-how of the Greek General Secretariat for Coordination in monitoring implementation of Action Plans,
- Integrate monitoring framework of the General Secretariat for Digital Policy in funds allocation (see also paragraph 5.3.1) and modes of operation for Working Groups.

³⁵ See NOTICE - INVITATION for the staffing of the Central Service and the Regional Services of the Special Secretariat for the Management of Private Debt, available at <http://www.mnec.gr/images/egdix-prokirixi.pdf>.

³⁶ See Annex V "Good practices/examples identified" and more on **Team Sweden**:

<http://www.government.se/information-material/2017/10/questions-and-answers-about-team-sweden/>.

³⁷ **SSPDM**: <http://www.keyd.gov.gr/>.



5.3 Policy implementation

5.3.1 Coordination instruments

A set of powerful instruments and incentives for aligning the multiple initiatives for export promotion undertaken by public and private authorities would significantly improve coordination in policy implementation, help overcome overlapping activities and ensure economies of scale in trade promotion.

GIZ recommends the introduction of the following coordination instruments:

1. **Export Strategy Action Plan and Road map:** Coordination and implementation could be facilitated by the introduction of a mid-term Action Plan and corresponding road-maps of priority actions and targets, in terms of penetrating specific target-markets and increasing the volumes of exports (of goods and services) in prioritized sectors, based on a concrete methodology for identifying export opportunities (see below). It is of importance:
 - a) to include in the policy/strategy formulation both top-down and bottom-up approach integrating input and feedback from private sector as well (see paragraph 5.4).
 - b) to ensure active contribution, co-ownership and accountability of all stakeholders. It is suggested that each involved Ministry or Agency should commit to submit specific Action Plan proposals every year in predefined time period (i.e. end of Q3 each year for the following year) and periodic reviews and updates (i.e. quarterly).
 - c) to assign specific Action Plan related tasks in dedicated (new) Working Groups (i.e. Working Group for methodology to identify export prospects or/and preparation of Export Strategy proposals, Working Group for Training programs), along existing ones (i.e. Working Group for Common Calendar). It is recommended that each stakeholder appoints Project Coordinators/Managers. Authorities should examine formalizing Rules of Conduct for the Working Groups (staffing/representation, roles, meetings etc.) benefiting from experienced gained in the case of the IT System Working Group.
2. **Methodology to identify exports prospects and opportunities³⁸:** The higher policy formulation and coordination authorities or bodies must have access and capacity to benefit from the application of a methodology to identify exports prospects and opportunities; to delegate the findings to competent authorities; and to monitor the implementation of correlated measures, accordingly. The policy unit should assign the application of the methodology to a relevant authority/agency or joint Working Group and all involved stakeholders should commit to follow the agreed upon methodology outputs as guidelines for drafting future actions.

³⁸See Deliverable Report 3.1.2.



3. **Evaluation mechanisms:** The monitoring of the coordination and implementation of Export Strategy objectives and targets should be coupled with the introduction of a system of qualitative and quantitative performance indicators which is currently lacking.

It is strongly recommended to introduce:

- a) mid-term specific Key Performance (KPI) and impact indicators (i.e. percentage of exports to country's GDP, number of exporting companies etc.).
 - b) regular (quarterly) progress reports on the Action Plan, modelled on work currently done by the General Secretariat for Coordination.
 - c) feedback loops generated from the Information System and the help desk for Export promotion, as essential steps towards better vertical coordination between policy formulation and implementation. Such indicators will also guide implementation of actions as well as effective monitoring and evaluation of individual programs and activities.
 - d) standardized quality assurance administrative procedures for both coordination and implementation units/agencies (i.e. ISO standards),
 - e) provisions for follow up procedures (i.e. questionnaires, interviews, satisfaction rate surveys) of implemented export promotion activities and incentives for beneficiaries to participate in the follow up process (i.e. priority to future activities, exclusion from activities in case of non-conformity).
4. **Administrative support:** Based on the experience of the pilot projects of the Common Calendar for Export Promotion Activities and the IT System Working Group, GIZ suggests the introduction of:
- a) regular, prescheduled monthly meetings (jour fixes) of the policy formulation and policy coordination units (i.e. every second Thursday of each month).
 - b) information sharing procedures (i.e. documents repository, progress alerts).
 - c) mandatory preliminary synergy assessment reports (quarterly) by each stakeholder, identifying possible synergies and economies of scale (based on Common Calendar and fund allocation procedures).
5. **Staffing of export related units/agencies:** Using recommendations of Expertise France technical assistance project towards the Ministry of Administrative Reconstruction, administrative support branch of policy formulation and coordination should be staffed or/and empowered by public servants with expertise and know-how of exports, international trade and international economic relations, currently located in various agencies and



departments within the public administration. Trying to bridge gaps in terms of a more clear division of labor and the capacity to forge inter-ministerial cooperation, Greek authorities should examine a consolidated status for such similar professional fields ensuring incentives for mobility. In addition, a network of contact persons in all involved stakeholders should be mapped, serving as antennas for input on policy formulation and facilitators of policy coordination.

6. Funding / financing mechanisms:

a) **Monitoring** over the effective alignment of state funding from domestic and/or EU funds with the priorities set by the higher policy formulation authority or body. Modelled on the General Secretariat for Digital Policy framework, an authority should be appointed to serve as a monitoring mechanism over a “pool” of all existing export related funding sources. The “pool” should consist of funds from the Public Investment Program, Operational Program for Competitiveness, Entrepreneurship and Innovation (EPANEK), the relevant measures of the Regional Operational Programmes and other national sources such as the special contributions of Law 128/1975 in mortgages and other loans³⁹. Only actions and measures compatible with the overall objectives and priorities of Export Promotion as adopted by the higher policy formulation authority or body should be approved by the Fund Monitoring Authority. The role of the Monitoring Authority can be appointed to be an Intermediary Agency for State Aid⁴⁰, such as the new capacity of EPANEK, ensuring cooperation with the regional managing authorities.

b) **Export Promotion “Basket” Fund:** Additionally to the monitoring of export related funds, by identifying - along with existing EG’s annual budget for export promotion - (potential) new sources or/and financial instruments (Public Investments Program, OAEP’s funds and products, revenue from the levy of Law 128/75, Regional Operational Programs etc.), the Monitoring Authority should also have the competent jurisdiction to create an Export Promotion “Basket” Fund. The purpose of the Fund should be to finance export promotion showcases in sectors or/and geographic regions suggested by the methodology to identify export opportunities (see below), as well as (bottom up) suggestions by public and private sector stakeholders. The financing scheme should follow program agreement rules and provisions, such as specific targets, goals and key performance indicators.

7. **Raise awareness events:** Annual (and interim decentralized) raise awareness events to communicate the objectives of the national Export Strategy, motivating the participation of Regional Authorities, local Chambers

³⁹ The Law was introduced to provide financial support to Greek export companies and the contributions are collected by the Bank of Greece, but are not currently used for financing export related activities.

⁴⁰ <http://www.antagonistikotita.gr/epanek/endforeisdiach.asp?id=2> (in Greek).



of Commerce and individual enterprises, thus incentivizing the familiarization with export benefits and prospects. These events should include the involvement of the private sector stakeholders.

Recommendation 3 – Coordination instruments

- Empower coordination unit with instruments and resources.
- Agree on a new (mid-term) coherent exports (promotion) action plan, with specific objectives, to be operationalized with a mid-term goals and road-maps.
- Apply a whole-government methodology to identify export prospects and committing stakeholders to outputs produced, as guidelines.
- Revise existing systems of monitoring and evaluation of implementing agencies, by introducing specific KPIs, impact indicators and procedures, following international standards (i.e. ISO) and integrating feedback from the Information System and the Help Desk for Export Promotion
- Follow administrative procedures for facilitating information sharing and incentivizing synergy proposals.
- Monitor export promotion related funding, aligning state funding with strategic priorities.
- Create an additional Export Promotion “Basket” Fund.
- Launch decentralized raise awareness events on the objectives of the Export Strategy.

Good Practices – Coordination instruments

- Benefit from the experience of the Common Calendar pilot project.
- Benefit from the legal and institutional framework of the General Secretariat for Digital Policy (GSDP)⁴¹, as per power of authorization to monitor funds.
- Benefit from the capacity of EPANEK to operate as an intermediary management body⁴².

⁴¹ **GSDP:** <http://mindigital.gr/index.php/kentriki>.

⁴² **EPANEK:** <http://www.antagonistikotita.gr/greek/secretariat1.asp>.

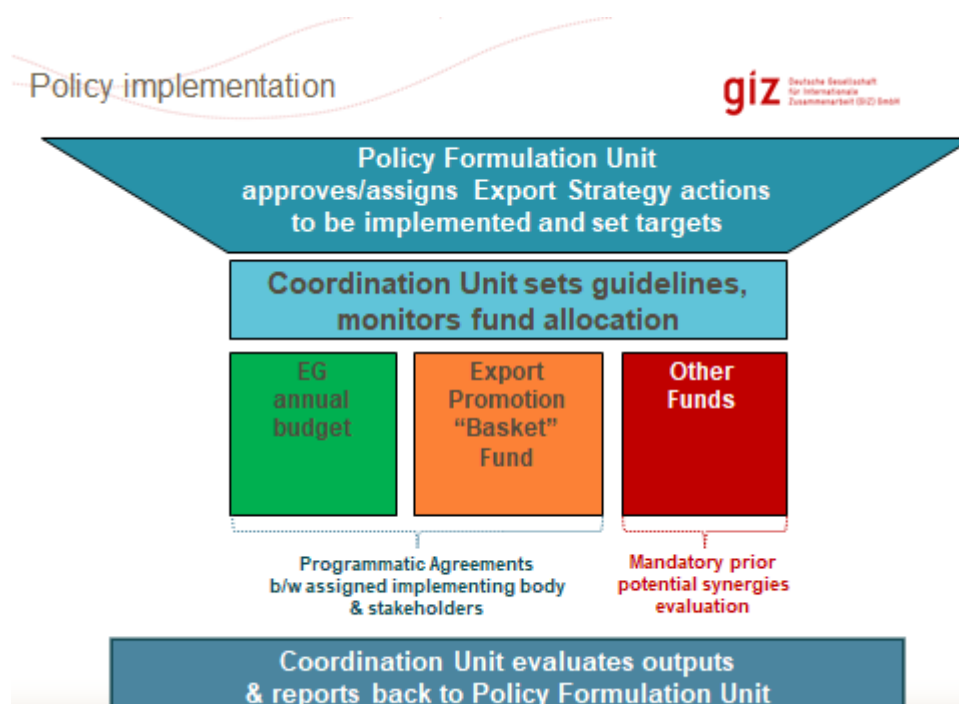
5.3.2 Implementation mechanisms

The implementation of export promotion activities depends on fund allocation, resources and know-how. Following examples in international practices, implementation duties are appointed to Export Promotion Agency (EPAs), that operate either as independent legal entities (i.e. GTAI in Germany, AICEP Portugal), or as agencies of Ministries (i.e. DIT in UK, Business France, Enterprise Ireland).

Addressing the gap of current low visibility and acknowledgment of the Greek EPA, among stakeholders, as well as the lack of synergies and the fragmentation of measures, Enterprise Greece⁴³ should be named as the central executive pillar of the overall coordination framework, under the monitoring of the coordination unit.

Activities directly connected to the Export (promotion) Strategy Action Plan and with funds identified as components of the Export Promotion “Basket” should be assigned for implementation to the National Export Promotion Agency – possibly in cooperation with stakeholders – by the Greek authorities and Ministries represented in the higher policy formulation unit.

This assignment could gradually be extended to all export (promotion) related measures, receiving state funding (i.e. Regional Operational Programs), as seen in the graph below:



⁴³ According to the existing legal framework, Enterprise Greece is by statutory law the national Export Promotion Agency of Greece.



EXAMPLE of implementation of export promotion activities

STEP 1: The policy formulation unit agrees and decides the assignment to the National Export Promotion Agency (EG) of implementation of specific activities.

STEP 2: The policy coordination unit sets the implementation guidelines.

STEP 3: EG implements activities or signs programmatic agreements with stakeholders for the implementation.

STEP 4: The coordination unit evaluates the outputs, according to initial guidelines, using feedback from monitoring the implementation progress, based on KPIs.

STEP 5: The coordination unit reports back to the policy formulation unit the results and evaluation markings (i.e. ad hoc and annually).

To ensure efficiency of implementation, best practices suggest that the executive pillar should have the capacity to:

- a) support the implementation of measures and actions proposed by different Ministries through programmatic agreements, according to precise qualitative and quantitative targets and goals and performance indicators. The implementation can be also delegated to relevant stakeholders and identified providers (chambers, exporters associations, regional authorities, business associations, private actors in Greece and abroad) by conducting service level agreements,
- b) deliberate the planning of implementation measures and actions with the involved (public and private) stakeholders, monitoring and evaluating the programmed activities on a regular basis,
- c) provide overall information to exporter associations, chambers of commerce, individual firms about export (promotion) activities and/or opportunities in close cooperation with the competent Ministries,
- d) report back, to the higher policy formulation authority or body and the Ministries involved, feedback received from monitoring and evaluation of implementation,
- e) operate at a regional level, within Greece and abroad.

A significant recruitment procedure being under way for EG, we advise Greek Authorities to revise existing hiring and procurement regulations in order to enable the attraction of qualified persons with proven experience and expertise in export promotion in different sectors and regions, as well as in specific target markets abroad.



New procurement rules could enable Enterprise Greece to forge synergies with MFA in targeted countries empowering the ECA bureaux by contracting local staff and ad hoc experts. Greek authorities should examine the added value of establishing Export Promotion offices in hub countries in Sub-Saharan Africa, Latin America, Northeast Asia and Oceania, based on a methodology to identify export opportunities abroad.

It is also highly recommended to assess the possibility of establishing regional offices of Enterprise Greece in cooperation with Chambers of Commerce (CC) and Regional Authorities. The regional offices could operate under program agreements between the suggested coordination policy unit or Enterprise Greece and the respective CCs or Regional Authorities that would enable economies of scale through common pool of resources such as operational costs and personnel.

The regional offices would serve as focal entry points for raising awareness to presently non-intending and potential exporting companies as well as providing information of bureaucratic procedures, fairs, business missions and funding to existing exporters. They moreover could facilitate the alignment of regional initiatives to the Strategic (Export Promotion) Plan.

Recommendation 4 – Implementation mechanisms

- Appoint the National Export Promotion Agency as the central implementing agency, with authority to close program agreements with all relevant Ministries and to contract service level agreements with ECA offices, chambers of commerce, certified exporters associations and private firms for the delivery of certain export promotion actions in Greece and abroad
- Revise existing statutory framework of EG, especially regarding a) hiring regulations in order to attract qualified personnel with proven experience in export promotion and b) procurement regulations in order to boost the capacity of EG to appoint external experts in Greece and abroad
- Examine the added value of establishing export promotion offices in hub countries or supporting existing ECA offices, aligned to a methodology for the identification of export opportunities abroad
- Examine the added value of establishing EG regional offices in cooperation with the 13 Regions or/and Chambers of Commerce

Good Practices – Implementation mechanisms

Empower the executive pillar for policy implementation, covering a wide range of export promotion activities, showcasing the Pro-Colombia⁴⁴ agency.

⁴⁴ See Annex V “Good practices/examples identified” and more on **Procolombia**: <http://www.investincolombia.com.co/about-proexport.html>.



5.4 Role of the private sector

Although representation has been legislated for both OEC and public agencies relevant to export promotion (i.e. in the Board of EG), the role of the private sector remains very limited in the field of policy formulation, as well as in the implementation of export promotion activities. The “kept-at-bay” perception has been validated by observing OEC meetings and after interviewing private sector representatives, who are expressing their interest a) to contribute more on the drafting of an Export (promotion) Strategy, rather than just being informed and validate progress made of the Action Plan and b) cooperate closely with the Ministries involved and EG in implementing actions, suggested or expected by export companies.

As already described, the coordination unit to be established could include (or the existing OEC could be transformed to) a Forum or Advisory Board for deliberations with the private sector representatives, chaired by the head of the coordination unit (or OEC).

Following the example of German GTAI’s Supervisory Board, GIZ recommends that private sector’s advisory role should be legislated regarding the operations of the central policy formulation body, foreseeing the capacity to suggest agenda topics and meetings to be called. At predefined dates (i.e. quarterly) and in ad hoc meetings, members should discuss ideas and exchange views over the implementation progress of the Export (Promotion) Strategy, as well as suggest improvements and adjustments, ensuring bottom-up feedback towards the policy formulation unit.

A first step could be the initialization of an official communication channel and alert mechanism procedure from the private sector towards the newly established Crisis Management Unit, as a commitment undertaken by the authorities in the Export Promotion Action Plan.

Moreover, a more active participation in the export relevant bodies, such as EG, should be incentivized. Provision for signing of program agreements and assigning implementation of export promotion activities to private sector entities should also be examined by the Greek authorities.



EXAMPLE of private sector's role

STEP 1: Private sector bodies (or individual companies) alert the Crisis Management Unit (i.e. tariffs imposed to EU aluminum by the USA).

STEP 2: The head of the coordination unit calls an ad hoc round table meeting (or Advisory Board meeting) to draft next steps and propose actions to be taken, informing to policy formulation unit.

STEP 3: The head of the policy formulation unit calls for an ad hoc meeting to agree on actions, delegating implementation to relevant authorities.

STEP 4: The coordination unit monitors implementation, reports back to policy formulation unit and informs private sector about results

STEP 5: The coordination unit reports back to the policy formulation unit the results and evaluation markings (i.e. ad hoc and annually).

Recommendation 5 – Incentivize active participation of the private sector

Integrate private sector in decision-making, to ensure both top-down and bottom-up feedback and involvement of key actors and stakeholders.

Good Practices – Role of the private sector

GIZ suggests – as good practice - the example of Germany Trade& Invest (GTAI) Supervisory Board⁴⁵.

⁴⁵ See Annex V “Good practices/examples identified” and more on **GTAI**:
<https://www.gtai.de/GTAI/Navigation/EN/Meta/About-us/Who-we-are/supervisory-board.html>.



Annex

Annex I – Mapping of public and private sector stakeholders

I.A. Public Sector Stakeholders

1. Branding of National/Umbrella Activities

In branding activities⁴⁶ the current state of play is as follows:

- **MoE/Enterprise Greece:** The Ministry of Economy and Development initiated the awarding of a National Trademark, while Enterprise Greece is responsible for promoting the National Branding through fairs, exhibitions and delegations abroad. The National Trademark is still at an infancy state and Enterprise Greece has still to launch a more generic National Branding Campaign abroad.
- **Ministry of Tourism/Greek National Tourism Organisation (GNTO):** The Ministry of Tourism with its operational branch, the GNTO, annually deploy a Branding campaign towards tour operators, agents, tourists, media and policy makers to attract tourist flows to Greece. The last few years there is an on-going attempt to couple this campaign with the promotion of Greek products in the form of the Greek Breakfast (Elliniko Proino).
- **MinAgric:** MinAgric is the relevant authority for the EU funded programs for promotion of agricultural products in the EU market and third countries (EU branded), focusing a lot on GI products.
- **Local Self-Government Authorities (Regions and Municipalities):** Regional Authorities attempt– most of the times inconsistently – to launch regional branding campaigns (media, fairs, delegation, hosting buyers), funded by the regional operational programs or through Local or Regional Development Agencies (Anaptyxiakes Etairies). These campaigns are often not planned in ahead, but are organized in rather short notice, with no actual follow up activities.

2. Information (on export promotion)

As providers of information on export promotion GIZ Team has identified the following:

- **Enterprise Greece:** Via corporate website, direct contact and seminars EG provides general information on Export Promotion and the organization Annual Action Plans for fairs and delegations.

⁴⁶ Nation or regional branding is the application of concepts and techniques aiming to measure, build and manage the reputation of countries or/and regions.



- **MFA:** Via Agora portal, direct contact with Commercial Attachés abroad and seminars, the MFA provides information on export promotion activities (major fairs, delegations, conferences etc.) in the countries of Commercial Attachés' Bureaux.
- **MinAgriculture:** Via website, direct contact and seminars/workshops provides information on activities linked to EU Funded Export Promotion programs for agricultural products and practices of other EU members.
- **GNTO:** Provides information on activities linked to the Tourism Branding Campaign, indirectly promoting Greek products, mostly foodstuff.
- **Chambers of Commerce:** Provide information (website, mailing, seminars) on own activities, while disseminating relevant information of other government agencies or foreign counterparts.
- **Development Agencies:** Provide information (website, mailing, seminars) on own activities (LEADER program actions⁴⁷, local synergy agreements, seminars, conferences etc.) while disseminating relevant information of other government agencies or foreign counterparts.

3. Fairs

Grouping fairs' organizers, hosts and collective participants, the AS-IS situation can be described as follows:

- **Enterprise Greece:** Is the major authority for organizing and providing participation support services to Greek Exporters for international fairs abroad.
- **TIF HELEXPO:** Is organizing international fairs in Greece, mainly the Thessaloniki International Fair, also hosting foreign buyers.
- **GNTO:** Participates in international fairs, indirectly promoting Greek products.
- **MinAgriculture, Regions, Chambers of Commerce, Development Agencies:** Participating or supporting participation of individual companies in international fairs (grouped/collective participation in regional or sectoral level).

⁴⁷ The LEADER program (*Links between actions for the development of the rural economy*) is a European Union initiative to support rural development projects initiated at the local level in order to revitalize rural areas and create jobs. In the current programming period (2014-2020), the LEADER method has been extended to cover not only rural but also coastal (FARNET) and urban areas under the banner of Community-led Local Development (CLLD).



4. Business missions

While official missions/delegations differ from business missions, all in all the main stakeholders are presented below:

- **At the Presidential Level:** The Presidency of the Hellenic Republic has the coordinating role for organizing (with relevant Ministries and Enterprise Greece) official missions headed by the President of the Hellenic Republic, with the participation of business associations' officials and strategically (by case/by country) selected enterprises.
- **At a Prime-Ministerial/Ministerial Level:** Respective head (Prime-Minister's/ Minister's Office) coordinates ad hoc relevant actors (MFA, MoE, Ministry of State, MinAgric, Enterprise Greece).
- **GNTO:** Coordinates delegations for promoting Greek touristic product.
- **Regions, Chambers of Commerce:** Organize bilateral or multilateral business missions, often with relevant counterparts in target markets.

5. Conferences

In most cases, public authorities are not organizers of conferences, but provide auspices to and cooperate with private sector organizations for hosting Export Promotion Conferences in Greece or abroad. In this format all of the above-mentioned stakeholders are involved: **MoE/Enterprise Greece, MFA, Ministry of Tourism/ GNTO, MinAgric, Local Authorities (LS-GA/ Regions), Development Agencies, Chambers of Commerce.**

6. Networking

Previous reports on export promotion activities in Greece distinguished between domestic networking and networking abroad.⁴⁸ While domestic networking is mostly done indirectly by public authorities (clustering incentives, annexing of suppliers/providers etc.), the report identifies as actors: **Enterprise Greece** (investment branch), **TIF HELEXPO** (by organizing fairs), **GNTO** (via Greek Breakfast initiative), **MinAgric** (by annexing producers and traders of agricultural products), **Regions** (by incentivizing clusters and synergies), **Chambers of Commerce** (General Company Registry and networking activities), **Development Agencies** (local Synergy Agreements).

For networking with potential partners abroad the main actor is the MFA (with the Commercial Attachés' Bureaux), and **Enterprise Greece** (for trade and investment

⁴⁸ Netherlands Ministry of Economic Affairs, 2012, A Trade Promotion Strategy for Greece, Report, Netherlands Domain Leader.



partnerships), **GNTO** (indirectly), **Regions, Chambers of Commerce** (via business delegations and contacts with counterparts abroad), **HRDAF** (for larger and big enterprises seeking investors).

7. Analysis/studies

As per export promotion studies, most of the public stakeholders already identified are involved, either directly (with relevant departments/agencies) or indirectly (outsourcing analysis and studies to other public or private sector actors). More specifically:

- **Centre of Planning and Economic Research (KEPE):** Is the main research branch of the Ministry of Economy, conducting surveys for export promotion.
- **MoE:** Also has a relevant unit for studies for export data, but the methodology to link data with export promotion activities is part of the current project.
- **Enterprise Greece:** Has internal units for conducting desk studies and analysis, while using – to some extent - external databases.
- **MFA:** Commercial Attachés draft reports and map export promotion activities by target market, providing information to interested parties.
- **GNTO:** Outsources market researches and studies for tourism promotion.
- **MinAgric:** Evaluates proposals for Export Promotion actions in EU market and Third Countries, and has an internal unit for analysis and research (Rural Policy, International Relations and Product Promotion).
- **Regions, Development Agencies, Chambers of Commerce:** Outsource market researches and studies for export promotion.

8. Funding / Financial support

In terms of financial support, **Enterprise Greece** covers up to 50% of the participation of companies to international fairs (in Greek stand), while **OAEP (Export Credit Insurance Organization)** is managing the Extroversion OAEP Program, providing access (collaterally) to loans to Greek commercial banks.

Part of the companies' costs for the participation in fairs, delegations/missions and other export promotion activities are also covered in some cases by initiatives from **Regions and Chambers of Commerce**.

In terms of structural funds and state budget resources, between the public stakeholders identified here, **Enterprise Greece, OAEP, KEPE, TIF-Helexpo and GNTO** are State funded (and supervised), while **Ministries, Regions and**



Chambers of Commerce are putting structural funds in to use for export promotion activities.

I.B. Private Sector Stakeholders

1. Branding

Trying to fill in gaps in National Branding, **Inter-branch Organizations** (mainly in the agricultural sector) and **Sectoral Business Associations** undertake sectoral branding activities abroad in the form of collective participations in fairs, media campaigns, in-store promotion etc., but not always in a consistent way. The cost of these activities are either incorporated in yearly subscriptions or distributed between participants/beneficiaries.

2. Information (on export promotion)

A variety of actors have been identified as involved in providing information on export promotion.

Exporters Associations: PSE, SEBE and SEK provide generic and customised information, via internet site and portals, seminars and publications, focusing on ways for export promotion, planned promotional activities (in Greece and abroad) and international best practices. Most of the generic information is provided free of charge, while participation in seminars or response to specific inquiries may come at a cost (often at a discount for Associations' members).

Business Associations: Major organizations such as SEV and numerous Sectoral Business Associations (from agriculture and industry to services) also provide generic and customized information, via their internet sites and portals, by organizing seminars on target-markets and by publishing relevant reports (prior to and after promotional activities). As above, most of the generic information is provided free of charge, while participation in seminars or response to specific inquiries may come at a cost (often at a discount for Associations' members).

Commercial Banks: Are recently active in providing such information, either by specialized web portals (Eurobank, Alpha Bank), or through other initiatives, such as conferences, workshops and publications. This information is usually provided for free, as a service for the Banks' clients.

Bilateral Chambers of Commerce: Focusing in two-way export promotion, Bilateral Chambers of Commerce operate in Greece providing relevant information to interested parties, for activities in Greece and the respective country abroad. The cost of these activities are either incorporated in yearly subscriptions or distributed between participants/beneficiaries.

Media/Consulting companies: Private entities in the media and consulting sector are also considered as providers of information to Greek exporters. Usually this kind



of information comes at a fee (depending on the extent and the depth of the analysis).

3. Fairs

Most of the above mentioned actors are involved in Fairs, as well, either directly or indirectly.

Exporters Associations: PSE, SEVE and SEK often participate in fairs abroad, either through Enterprise Greece or independently, in a scheme of “umbrella” participations for the SMEs members. The Associations assume a large portion of the participation (and support) costs, offering discounts for their members, including their products in a collective stand.

Business Associations: Like the Exporters Associations, large and sectoral Business Associations also participate in Fairs giving the chance especially to smaller companies to promote their products (or services) abroad. As above, the participation fee is significantly lower than the one of individual participation.

Bilateral Chambers of Commerce: BCCs are supporting Greek enterprises in participating in fairs in target-markets, often at a discount charge, while promoting international fairs in Greece.

Private operators: Independent operators and representatives of international fairs in Greece have been increasingly active in the past few years. While competing (in pricing and after sale services) with Enterprise Greece in major shows and fairs, they also provide solutions in new markets or events not offered by the national carrier.

4. Business missions

Like in the case of participation in fairs, private sector stakeholders are also involved in business missions.

Exporters Associations: PSE, SEBE and SEK usually support official business delegations of the Greek State, but also organize such missions for their members. Not in a unified format or in periodically consistent way (with the exception of the Go International Program - see Commercial Banks below), business missions follow an invitation of foreign counterparts (sometimes on the occasion of funded promotional programs). As in fairs, the Associations assume a large portion of the participation (and support) costs, offering discounts for their members.

Business Associations: Amongst Business Associations, SEV has the most consistent planning for business delegations abroad, while being a major supporter for official missions. Capitalizing on a large network of partners and counterparts in EU member states and Third countries, SEV organizes business missions, coupled with preparatory workshops and follow up services. At a smaller scale and less frequently sectoral associations are also organizing business missions abroad, often on the occasion of participating in international fairs. In both cases, part of the cost



is included in yearly subscriptions, while travel and accommodation are covered by the participants.

Bilateral Chambers of Commerce: The same format is used also by Bilateral Chambers of Commerce.

Commercial Banks: Eurobank is directly involved in business missions (and networking), having launched, with the support of Export Associations and SEV, the Go International Program, aiming to support B2B meetings of Greek exporters in foreign countries. Since 2016 the Go International Program changed format and has become a platform for hosting foreign buyers in Greece, instead of organizing Greek business missions abroad. For participating in Go International, exporters paid a symbolic participation fee, while covering their own travel and accommodation costs.

Private operators: Consulting companies are organizing (smaller size) business missions as well, focusing more on “exotic” markets, such as African, Asian and Latin American countries.

5. Conferences

Organizing conferences (seminars, workshops etc.) is a field of actions for most of the private sector stakeholders identified in the present report. Under the auspices of public sector bodies (Ministries, Agencies etc.) or independently, **Export Associations, Business Association, Commercial Banks, Bilateral Chambers of Commerce, Media companies and consulting companies** are all organizing events with Exports as a topic, almost at yearly basis, even introducing (separate) Export Awards. While in most cases participation is free of charge (and the organizational costs are covered by sponsors), some of the events (or parts of them) may come at a fee.

6. Networking

The Dutch report analysis treats domestic networking and networking abroad as distinct, both being export promotion instruments. A further distinction among the first category can be made: networking with Greek partners and networking with foreign partners while in Greece (by acquiring contacts/distance matching or by B2B meetings while hosting foreign buyers). At the other hand, networking abroad also can be accomplished by distance matching or by B2B meetings (while participating in business missions or fairs).

As per **“domestic” networking:**

Exporters Associations: PSE, SEVE and SEK, serve as networking platforms among Greek exporters and between exporters and enterprises supporting exporters (shipping, forwarders, logistics, brokers, consultants etc.), while also provide information for potential foreign clients using own and international databases, information from Commercial Attachés, Foreign Embassies in Greece and more. The Associations also organize or support hosting foreign buyers’ events



in Greece to accommodate direct B2B meeting and contacts. The provision of such services come at a fee.

Business Associations: Similar to the services provided by the Exporters Associations other organizations of the private sector are also very active in networking support. SEV has launched the Export Ready initiative, including customized networking services, while Sectoral Associations link their members with those of counterparts abroad, also hosting foreign buyers in Greece.

Commercial Banks: Commercial banks provide networking services (mostly to their clients in Greece and abroad or through networks of partner banks in target markets) through specialized platforms (for example ExportGate of Eurobank) and personal contacts. As mentioned before, Eurobank has recently changed the format of its Go International Program from a business delegation platform to a foreign buyers hosting event, in order to better facilitate B2B meetings between Greek exporters and potential foreign clients. Today, these services are provided free of charge, but this practice is under revision.

Bilateral Chambers of Commerce: BCCs de facto are official channels for the networking of companies between (at least) two countries. In this context, Bilateral Chambers in Greece are offering information for potential partners abroad, while hosting (or supporting hosting) buyers in Greece.

Private consulting companies: Greek exporters also turn to private consulting companies for networking services, either as part of a market research or by participating in targeted (small groups) B2B meetings arranged with the intermediation of consultants. Larger exporters use (costly) business intelligence services for networking purposes.

Regarding **networking “abroad”**:

Exporters Associations: As already mentioned PSE, SEVE and SEK use various databases for distance matchmaking and networking support, coupled with participation and support to business missions abroad. The degree of customization of these services is reflected in the fees charged, ad hoc.

Business Associations: Customized searches and matchmaking tools are also used by Business Associations, often supported by MFA data and contact lists. The networking is done in parallel with organizing a business mission abroad or at the request of a company.

Commercial Banks: Eurobank has announced that its ExportGate portal will be upgraded as a networking platform (rather than an information portal only) introducing contact details of foreign companies-clients of other large international commercial banks.

Bilateral Chambers of Commerce: As explained, BCCs are offering information for potential partners abroad, while supporting business networking meeting abroad.



Private consulting companies: Some consulting companies provide networking services, as part of market researches or by organizing B2B meetings abroad.

7. Analysis/studies

Market research, analysis and studies are also a multi-actor field when it comes to export promotion. For own purposes (generic information as service to members/clients, policy making of founding reasons), at a company's request or supporting public sector authorities **Exporters Associations, Business Association, Commercial Banks, Bilateral Chambers of Commerce, Media companies and consulting companies** are all conducting separate analysis and studies on Exports (some more periodically than others). Most generic of them are available to the public (via websites, press releases, paper copies etc.), with the exception of customized market researches done at the request of companies, which are charged with relevant fees.

8. Funding / Financial support

While Exporters/Business Associations or Bilateral Chambers of Commerce often assume part of the costs for export promotion activities on behalf of the their members, no private stakeholder provides financial support, except for the commercial Banks. With access to finance remaining the no. 1 challenge for Greek exporters⁴⁹, existing financing products or tools are not aligned with export promotion needs, but are more generic to trade related procedures (guarantees, Letters of Credit, factoring etc.).

⁴⁹ See GIZ 2.1 Deliverable report.



Annex II - List of Interviews and meetings

Organization	Date
Ministry of Economy and Development	16-11-2017
	27-3-2018
	9-2-2018
Prime Minister's Office	6-3-2018
EC/SRSS	9-2-2018
Union of Hellenic Chamber of Commerce	13-2-2018
Hellenic Federation of Enterprises (SEV)	13-2-2018
Special sectoral Secretary for Private Debt Management	13-2-2018
General Secretariat of Coordination	14-2-2018
Secretary general for International Economic Affairs	14-2-2018
Ministry of Agriculture and Food	15-3-2018
	14-2-2018
General Secretariat of Administrative Reconstruction	28-2-2018
Exporters Association of Northern Greece	28-2-2018



Annex III - Competences of Enterprise Greece

According to Law 4242/2014 Enterprise Greece has a wide range of competences over the attraction of FDI and export promotion in particular:

1. to attract, promote, support and maintain investment in Greece, contribute to the continuous improvement of their institutional framework, support international investment partnerships, promote the country as an investment destination, through the development of institutional partnerships with international promoting and developing all kinds of exports of goods and services, providing information through a single national e-portal for outward-looking entrepreneurship and providing information, advice and any other supportive service to Greek businesses with the aim of facilitating business contacts and supporting Greek exports and Greek business on international markets.

2. For the purpose of achieving its objective, Enterprise Greece

- supports the realisation of Greek investments in foreign markets, the development of compensatory trade, the creation of joint enterprises and the implementation of export support techniques through partnership and participation in joint actions.
- organises as an official state body national participation in international exhibitions abroad and distribution centres as joint ventures with private stakeholders
- mobilises interested investors and informs them about the institutional, legislative, fiscal and financial framework that governs investment in Greece.
- it operates as a one-stop shop within the framework of the Procedure Licensing Investment Promotion taking all the necessary data from investors to take all legal action for carrying out the procedures for issuing the licenses applied for or providing others approvals necessary to start the investments of over two million (2,000,000) euro, it scrutinises the investment plans, checks its completeness, takes care of it completing the necessary supporting documents from the investor and sending them to the competent Directorate of the General Secretariat for Strategic and Private Affairs Investments of the MoE for its own actions.
- for prospective investors at the stage of investing it develops a reasoned feasibility report, which shall communicate with the relevant supporting documents to the services involved in the process of licensing and affiliation of the investment or business plan in the development laws that apply every time.
- demonstrates to foreign financial markets the conditions of the business environment and the investment opportunities in Greece by sector and industry.



- organises integrated product promotion and promotion programs in collaboration with sectoral organisations and businesses, as well as international marketing activities that include, among others, invitations from buyers, journalists, and events to promote Greek products.
- organises exploratory actions on selected markets to inform the export business about export and investment opportunities and opportunities to place new Greek products and services.
- provides general and specialised information services (consultancy services) as well as market guidance, legal framework for exports and investment, standardisation and packaging, quality and commercial contacts.
- provides modern vocational training services and providing specialised knowledge and skills to executives of export enterprises.
- cooperates with corresponding Foreign Organisations and participates in European and International Foreign Trade Organisations to develop a common policy and exploit community and international resources.
- can participate in companies, export factoring factories, in affiliates of public enterprises and Export Trading Companies aiming at the general support of the export activity of Greek enterprises and companies exclusively constituted by exporting companies (Associations, Chambers, etc.).
- cooperates with business and export operators, chambers and local authorities to identify businesses capable of export activity or to attract investors.
- provides business networking services either for the creation of clusters indoors for the purpose of joint extrovert activity or for contacting investors or companies abroad.
- supports youthful outward-looking youth entrepreneurship and promotes the cultivation of export education.
- cooperates with the competent Departments of the Ministries of Foreign Affairs and Development and Competitiveness and on a case-by-case basis with relevant departments (Embassy, Office of the Hellenic Aid) to prepare annual Operational Plans to promote exports, attract investment and the strengthening of Greek entrepreneurship by target country, approved by a Memorandum of Cooperation between the Ministries of Foreign Affairs and Development and Competitiveness.
- manages the electronic information management system, which acts as a single national e-portal for outward-looking entrepreneurship, defines its structure and content, updates and checks information and cooperates with the relevant services and agencies for this purpose.



- cooperates with the relevant agencies and agencies in relation to European and international financial programs to assist third countries in the fields of export promotion and the strengthening of Greek entrepreneurship internationally, as well as in the development of studies aimed at strengthening exports Greek products and services and the support of Greek business activities and collaborations.
- records the business activities, priorities and problems they face.



Annex IV – SWOT analysis

IV.A. Formats of the policy formulation unit

SWOT ANALYSIS OF EXTROVERSION GOVERNMENT COUNCIL (EGC)	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • By default assignment to high level political appointee (PM or VP) • Established political mandate and top-down decision making • Prioritized policy area • Balance of representation at ministerial level • Raised awareness and strong political symbolism to both public and private sector 	<ul style="list-style-type: none"> • Inefficient if not accompanied by supportive (administrative) mechanism • Dependency on high level political appointee's commitment and availability (time and other priorities) • Not existing administrative structure at that level with direct relation to exports • No institutionalized representation of the private sector at that level
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Plan a coherent and whole-government (exports) strategy • Clear division of roles and responsibilities • Institutionalize exports as priority policy area • Forge synergies among key public sector stakeholders • Trigger better coordination and implementation of actions 	<ul style="list-style-type: none"> • No regular meetings of Council • Staffing of support mechanism could create staff inefficiencies in other public agencies, due to secondments • Not ensured duration and continuity of Council in the events of political change • Possible reluctance on behalf of MoE to accept a diminishing role

Source: GIZ



SWOT ANALYSIS OF HIGH POLITICAL APPOINTEE CHAIRING THE EXISTING INTER-MINISTERIAL EXTROVERSION COMMITTEE (IEC)	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Enhanced political mandate and supervision Trigger better coordination and implementation of actions Forging consensus by clear assignment of political power Raised awareness among public sector stakeholders Embody a focal point of competency, in the view of private sector Less dependency in formal meetings of the Committee, as implementation will be centrally monitored 	<ul style="list-style-type: none"> Inefficient if not accompanied by supportive (administrative) mechanism at the level of the political appointee Dependency on high level political appointee's commitment and availability (time and other priorities)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Motivate synergies towards a coherent and whole-government (exports) strategy Monitoring the division of roles and responsibilities Open top-down and bottom-up channels of communication with both public and private sector stakeholders 	<ul style="list-style-type: none"> Dependency in the skills of the appointee Staffing of support mechanism at the appointee's level (if not currently existing) could create staff inefficiencies in other public agencies, due to secondments Possible reluctance on behalf of MoE to accept a diminishing role

Source: GIZ



SWOT ANALYSIS OF HIGH POLITICAL APPOINTEE SUPERVISING EXISTING INTER-MINISTERIAL EXTROVERSION COMMITTEE (IEC)	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Easier transition • No need for the establishment of additional structures outside MoE • Use newly established Exports Directorate as the supportive (administrative) mechanism of IEC • Benefit from the fact that current Minister of Economy is also VP • Establish the role of MoE as the central stakeholder in exports and of EG as central implementation agency 	<ul style="list-style-type: none"> • Level of control and authority of the Appointee • Not ensuring synergies with other key public stakeholders and their buy-in for the formulation of a coherent strategy • Imbalance in hierarchies of the representatives • High dependency and need for an effective coordination mechanism (after policy formulation). • Existing Exports Directorate understaffed and lacking resources to ensure administrative coordination
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Appoint export competencies to an existing Sectoral General Secretariat • Embodying a central focal point for export towards the private sector • Better coordination of export relevant bodies and funding schemes supervised by MoE (EG, OAEP, EPANEK, ETEAN Chambers of Commerce etc.) 	<ul style="list-style-type: none"> • Continuing reluctance of other public sector institutions to comply with MoE's leading role • Each of stakeholders following independent strategies • Dependency on the skills and commitment of the Sectoral Secretary General

Source: GIZ



IV.B. Formats of the policy coordination unit

SWOT ANALYSIS OF A NEW ELEVATED COORDINATION UNIT (UNDER EGC OR HIGH POLITICAL APPOINTEE)	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • By default assignment to high level political appointee (PM or VP) • Established political mandate and top-down coordination authority • Establishment of a single coordination point for export promotion • Enhanced accountability of coordinated bodies • Horizontal balance at ministerial level • Raised awareness and strong political symbolism to both public and private sector • Existing legal framework 	<ul style="list-style-type: none"> • Inefficient if not staffed with export related personnel • Inefficient if not vested with monitoring authority over export related funds • Dependency on Head of Unit's commitment and availability (if coupled with other priorities) • Dependency on the format of OEC and other stakeholders to produce strategy proposals and outputs (i.e. Working Groups) • No active (full) set of coordination instruments
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Coordinate a coherent and whole-government (exports) strategy • Benefit from the experience and expertise of schemes, such as the General Secretariat for Coordination (GSCoord) • Clearer division of labour, roles and responsibilities • Forge synergies among key public sector stakeholders • Trigger better coordination and implementation of actions 	<ul style="list-style-type: none"> • No regular meetings of higher policy formulation unit to provide guidelines • No concrete Action Plan • Staffing of support mechanism could create (some) staff inefficiencies in other public agencies, due to secondments • Not ensured duration and continuity of the higher policy formulation unit in the events of political change • Possible reluctance on behalf of MoE to accept a diminishing role

Source: GIZ



SWOT ANALYSIS OF “LIGHT” COORDINATION UNIT IN MoE SUPPORTING EXISTING IEC & OEC	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Easier transition • No need for the establishment of additional structures outside MoE • Use newly established Exports Directorate as the supportive (administrative) mechanism of IEC & OEC • Establish the role of MoE as the central focal point in exports, towards both public and private sector • Benefit from MoE agencies' capacity to produce strategy proposals and draft Action Plans 	<ul style="list-style-type: none"> • Current mandate to (administrative) Secretary General not in-line with existing public administration reconstruction framework (need to allocate competencies to a sectoral Secretariat) • Existing Exports Directorate understaffed and lacking resources to ensure administrative coordination • Inefficient if not vested with monitoring authority over export related funds • Dependency on Head of Unit's commitment and availability (if coupled with other priorities) • Dependency on the format of OEC and other stakeholders to produce strategy proposals and outputs (i.e. Working Groups) • No active (full) set of coordination instruments
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Appoint export competencies to an existing Sectoral General Secretariat • Better coordination of export relevant bodies and funding schemes supervised by MoE (EG, OAEP, EPANEK, ETEAN Chambers of Commerce etc.) 	<ul style="list-style-type: none"> • Continuing reluctance of other public sector institutions to comply with MoE's leading role • Each of stakeholders following independent strategies • Dependency on the skills and commitment of the Head of the coordination unit • Maintaining duplication of structures, effort and resources

Source: GIZ



SWOT ANALYSIS OF A MERGED COORDINATION UNIT (AT GENERAL SECRETARIAT LEVEL)	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Clear division of labour, roles and responsibilities • Integrating existing (but fragmented) structures • Avoiding duplication of effort and resources • Creating a single focal point for policy coordination • Benefit from accumulative capacity to produce strategy proposals • Raised awareness and strong political symbolism to both public and private sector • Existing framework for (new) General or Special Secretariats • 	<ul style="list-style-type: none"> • Inefficient if equal remuneration status for personnel not ensured • Inefficient if not vested with monitoring authority over export related funds • Heavier legislative provisions • Need for further resources to finance the establishment of the new unit
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Efficiently coordinate a coherent and whole-government (exports) strategy • Benefit from the experience and expertise of schemes, such as the General Secretariat for Coordination (GSCoord) • Trigger better coordination and implementation of actions • Deploy a common set of coordination instruments (Action Plan, methodology etc.) 	<ul style="list-style-type: none"> • No concrete Action Plan • Staffing of support mechanism could create (some) staff inefficiencies in other public agencies, due to secondments • Not ensured duration and continuity in the event of political change • Possible reluctance on behalf of (potential) staff to accept inter-ministerial mobility

Source: GIZ



Annex V – Good practices / examples identified

1. Ireland Connected

In Ireland trade policy, trade strategy, sectoral development, and implementation of enterprise objectives are located in different Government Departments and agencies. Ireland Connected, as a whole-government strategy, provides the framework and strategic direction towards 2025 that aims to harness collective expertise.

Through effective communication and collaboration, Ireland's agency and Embassy network provides an integrated delivery system. Resource deployment is based on strategic goals and is regularly reviewed by each department and agency.

The strategy is built upon the Local Market Team approach, which facilitates information sharing and joined-up planning on a market basis.

Ireland Connected is monitored by the Government Cabinet Committee and the Senior Officials Group on Economy, Trade and Jobs. The Export Trade Council (ETC), supported by the Department of Foreign Affairs & Trade (DFAT), is focused on matters pertaining to trade and investment. It brings together Ministers of relevant Government Departments, enterprise development agencies, industry associations and the private sector.

The ETC reviews Local Market Team plans on an annual basis and provides a valuable forum for information sharing and discussion.

The ETC is supported by a cross-departmental senior level International Trade Coordination Group (ITCG).

2. USA TPCC

The Trade Promotion Coordinating Committee (TPCC) is an interagency task force that ensures the coordination and development of a government-wide export promotion plan. This committee is chaired by the Secretary of Commerce and the Under Secretary of Commerce for International Trade.

It was established under the Export Enhancement Act of 1992 to provide a unifying framework to coordinate the export promotion and export financing activities of the U.S. government and to develop a government-wide strategic plan for carrying out such programs. Members of the TPCC include:

- Department of Commerce
- Department of State
- Department of the Treasury
- Department of Transportation
- Department of Agriculture
- Department of Energy
- Department of Defense



- Department of Labor
- Department of the Interior
- Agency for International Development
- Trade and Development Agency
- Environmental Protection Agency
- U.S. Information Agency
- Small Business Administration
- Overseas Private Investment
- Export-Import Bank of the U.S.
- Office of the U.S. Trade Representative
- Council of Economic Advisors
- Office of Management & Budget
- National Economic Council
- National Security Council

The TPCC has four main customer service initiatives:

- *Training* – Trade specialists are trained as account managers that are aware of all TPCC agency programs and can assist in guiding you to the agency that can best assist you.
- *Marketing* – Export information is disseminated through a variety of programs, such as Export.gov, USA export pavillion, and the Ex-Im/SBA joint outreach program.
- *Program Integration* – The TPCC agencies work together in providing services to US companies, such as Ex-IM/SBA Working Capital Co-guarantee and the Joint CS-State Partner Post Program.
- *Information Sharing* – Agency databases are shared with other TPCC agencies through system integrations, allowing the TPCC to provide U.S. companies with the most accurate and relevant information quickly.

The TPCC's Advocacy Center leverages the capabilities and resources of the above mentioned agencies to support companies' requests.

3. Czech Republic RVKIS

The Czech Republic's Government Council for Competitiveness and Information Society (RVKIS) lays the foundation for the National Export Strategy.

Based on a Czech Government Decree (No 154 of 14 March 2012), the Minister of Industry and Trade is instructed to inform the government annually about the implementation of the Export Strategy (by 31 March for the previous calendar year).

The Export Strategy report is drawn up by the Department for the Management of Export Strategies and Services in cooperation with the materially relevant bodies of the Ministry of Industry and Trade, the agencies CzechTrade and CzechInvest and other ministries – the Ministry of Foreign Affairs, Ministry of Finance, Ministry of Agriculture and Ministry of Defence.



The report provides the characteristics of economic development and in connection with that of foreign trade, an overview of the Export Strategy indicators, information about the presence in selected territories and evaluation of the use of export support tools broken down into the pillars of the Export Strategy Update: 1. Financial instruments; 2. Information and the development of services for exporters; 3. Developing business opportunities.

4. Team Sweden

Within the framework of the Swedish Government's export strategy launched in 2015, many companies expressed the need for improved coordination of government support for exports and internationalization, as a number of public sector organizations and agencies offered similar support but on somewhat different conditions.

This has led to the creation of Team Sweden – a common framework for all public initiatives to support exports and internationalization and a network of government authorities, agencies and companies that includes the Swedish National Board of Trade⁵⁰, Swedish Export Credits Guarantee Board, the Swedish Export Credit Corporation (SEK), Almi Företagspartner⁵¹ and Business Sweden, which offer different kinds of financing assistance.

Team Sweden is governed by a high-level group of directors general and managing directors of the Team Sweden players. The group meets about once every quarter. There are also thematic Team Sweden (working) groups, including those for investment, energy, sustainable cities/environmental technology, cultural and creative industries and life sciences as well as selected markets: Brazil, India and China. There is also a Team Sweden meetings and events group, whose aim is to bring more international meetings and events to Sweden.

Team Sweden initiatives are also evident during joint delegation visits by the Government and relevant Swedish agencies and businesses. Within the framework of the export strategy, Swedish embassies and consulates-general around the world work with Swedish promotion organizations and chambers of commerce to create local Team Sweden groups.

5. ProColombia

Since 1992, as part of a National Strategy for the internationalization of the Colombian economy, export promotion in two areas: financial and non-financial promotion.

⁵⁰ The Swedish National Board of Trade, which functions as the ombudsman and SOLVIT centre for companies encountering trade barriers when doing cross-border business.

⁵¹ Almi is the parent group of financing and venture capital bodies, operating at a regional level.



In that context, the Bank of Foreign Commerce, BANCOLDEX (created by Article 21, Law 7 of 1991 as a joint-stock company for a mixed economy) was organized as an establishment of banking and credit ties to the Ministry of Foreign Trade, joined to put forth financial promotion.

Soon the creation of PROCOLOMBIA followed, as a non-financial export promotion organism, through the constitution of a non-financial independent trust (Decree 2505 of the 5th of November of 1991).

Additionally, by Public Decree (8,851 of October, 1992), FIDUCOLDEX, the Colombian Bank of Foreign Trade was created, as a sister bank of BANCOLDEX, having a private entity status⁵² and operating as the administrator of PROCOLOMBIA funds.

Today, PROCOLOMBIA is an agency of the Executive Branch of the Colombian Government in charge of promoting the country's (non-traditional) exports, international tourism and foreign investment.

The organization is providing domestic companies with support and integral advisory services for their international trade activities, facilitating the design and execution of their internationalization strategies, and by providing foreign companies with trade, legal, and educational information about Colombia's market, products, services and companies. Through its 18 foreign offices in North, Central, South America, Europe and Asia, ProColombia maintains a foreign presence promoting the Colombian brand. The agency cooperates with national and international organisations.

PROCOLOMBIA's general mission focuses on measure and activities aiming:

- To improve the perception of Colombia on a national and international level, generating a favorable atmosphere that facilitates development and brings international businesses to our country.
- To empower both the short and medium term sale of Colombian goods and services in international markets, offering business people a portfolio of high quality services fit to their needs.
- To promote and to facilitate initiatives for foreign direct investment in Colombia as a revitalizing element for the economy.
- To develop strategies and directed actions to obtain effective promotion of Colombia as a destination with the result of increasing the flow of international tourists to the country.

Operating, as part of the government's executive branch in a framework of 10year Strategic Export Plans, PROCOLOMBIA is governed by a Council of Advisors, with 6 seats, chaired by the Minister of Foreign Trade. The other Advisors are as follows:

- The chairperson of BANCOLDEX
- Two representatives appointed by the President of the Republic

⁵² A 89% of FIDUCOLDEX's capital belongs to BANCOLDEX, a 8% share between 11 unions that group to the main exporter of nontraditional products and a 3% share to the five main Chambers of Commerce in the country.



- And two representatives appointed by the Minister of Foreign Trade selected from private sector representatives of the Regional Advisory Committees.

6. Germany Trade & Investment (GTAI) Supervisory Board

The GTAI Supervisory Board is chaired by Dr. Ulrich Nussbaum, State Secretary at the Federal Ministry for Economic Affairs and Energy, and is composed of seven public and seven private sector representatives.

The public sector representatives currently include the Federal Ministry of Economic Affairs and Energy, the Federal Ministry of Education and Research, the Federal Foreign Office, the Ministry of Economy, Science and Digital Society of Thuringia, the Ministry of Economy, Transport, Agriculture and Viniculture of Rhineland-Palatinate and the Ministry of Economics, Employment and Health of Mecklenburg-West Pomerania, balancing out also the participation of the Federal States (Länder).

The private sector representatives presently originate from the Association of German Female Entrepreneurs, the Business Association of Wholesale, Foreign Trade and Services, the Association of German Chambers of Commerce and Industry, the Association of German Industry, as well as 3 entrepreneurs of private sector companies.

The board convenes at least twice per year, and aims to do so every quarter. It may additionally convene if needed.

GTAI is also supported in its activities by the Foreign Trade Advisory Board and the Investment Promotion Advisory Board. The Foreign Trade Advisory Board discusses current issues of foreign trade, the key activities of GTAI and contributes technical advice to the body.

It is chaired by Dr. Tilo Klinner, appointee for trade and technology in the Foreign Office, and is composed of 15 members, including business associations of industry and crafts, the Association of German Chambers of Commerce, representatives of local chambers of commerce in Germany and bilateral German chambers abroad, of chambers of crafts, of the Association of German Trade Fair Industry, as well as of appointees of the Federal Ministry of Economic Affairs and Energy and an appointee of a Ministry of a Federal State.



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