



Technical Assistance of the Greek Export Promotion Action Plan

Grant Agreement SRSS/S2016/029

Deliverable Report 1.2

1.2.1 Mapping of relevant institutions and defining future responsibilities

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List of Abbreviations

AA	Federal Ministry of Foreign Affairs (Germany)
AADE	Independent Authority for Public Revenue
AHK	Außenhandelskammer – German-Greek Chamber of Commerce
API	Application Programming Interfaces
B2B	Business-to-Business
BMBF	Federal Ministry of Education and Research (Germany)
BMWi	Federal Ministry for Economy Affairs and Energy (Germany)
ECA	Economic & Commercial Attachés
ECB	European Central Bank
EG	Enterprise Greece
ELSTAT	Hellenic Statistical Authority
EPA	Export Promotion Agency
EPANEK	Operational Programme Competitiveness, Entrepreneurship and Innovation 2014-2020
EU	European Union
EUROSTAT	European Statistical Authority
GEMI	General Enterprises Registry
GIZ	Gesellschaft für Internationale Zusammenarbeit GmbH
GNT0	Greek National Tourism Organization
GSDP	General Secretariat for Digital Policy
GTAI	Germany Trade and Invest
I(C)T	Information (& Communication) Technologies
IMF	International Monetary Fund
ITC	International Trade Center
IXPOS	German Business Portal (GTAI service)
JMT	Joint Management Team
JOT	Joint Operations Team
KEPE	Centre of Planning and Economic Research
KPI	Key Performance Indicator
LSGA	Local Self-governed Authority



MADB	Market Access Database
MFA	Ministry of Foreign Affairs Greece
MinAgriculture	Ministry of Rural Development & Food
MinTour	Ministry of Tourism
MoE	Ministry of Economy and Development Greece
MoU	Memorandum of Understanding
OAEP	Greek Exports Credit Insurance Organization
OECD	Organisation for Economic Co-operation and Development
PSE	Panhellenic Exporters Association
SEK	Exporters Association of Crete
SEV	Hellenic Federation of Enterprises
SEVE	Greek International Business Association
SLA	Service Level Agreement
SRSS	Structural Reform Support Service
TA	Technical Assistance
TIF	Thessaloniki International Fair
ToR	Terms of Reference
UK	United Kingdom
UNCTAD	United Nations Conference on Trade and Development
USA	United States of America
WEF	World Economic Forum
WG	Working Group
WTO	World Trade Organization



Executive summary

Activity 1.2.1 “mapping of relevant institutions and defining their future responsibilities” according to GIZ ToRs has as deliverable “a proposal for a memorandum of understanding (MoU) for the division of labour to run the information portal for public state institutions”. This (master) MoU is an integral part of the tendering procedure for the development of the IT System and it is mandatory to be attached to the Technical Fiche under the open Call 066 of the relevant Funding Authority (EPANEK) of the Ministry of Economy (MoE).

The design of the MoU proposal thus has to take into account:

- a) the (existing) legal framework describing competent jurisdiction, authority and responsibilities;
- b) the funding framework as set by the relevant authority (EPANEK); and
- c) the clear definitions of roles regarding the preparation, design, implementation and operation of the IT System and its technical / IT interface.

Legal expert advice, IT expert advice, discussions with the stakeholders and relevant institutions of the public and private sector, through meetings and workshops, as well as referencing to best practices, have led to the recommendations in respect of the MoU.

These recommendations were incorporated into the MoU’s concrete legal expression and design, summarized as follows, defining:

- the main parties involved and their representation in project management bodies/teams,
- the clear objective of the project,
- the roles and division of labour between the signing parties,
- obligations and rights,
- project duration,
- implementation procedures and responsibilities, as well as respective Joint Team,
- operation procedures, as well as respective Joint Team (after implementation),
- breach of contract clauses and liabilities,
- dispute resolution,
- human resources allocation,
- special provisions foreseen.

Beyond the tendering MoU, based on the good practice German model, and for the operational phase and beyond, it is recommended that:

- a Joint Management Team (JMT) should be assembled during the operating phase of the IT System, institutionalizing the main stakeholders’ cooperation and ensuring a continuous evaluation of the IT System
- a Supervisory Board should be established, foreseeing private sector participation, along with Project Owners and Operators. The role of the Board should be a) to ensure conflict resolution between the main



stakeholders; b) initiating feedback mechanisms from the end-users and thus ensuring the IT System's continuous development; and c) deciding upon additional (or possibly needless) content and features of the IT System.

Furthermore, the relevant state (further to MFA/MoE/EG) and private institutions that provide information on export were referenced to a proposal of how to possibly integrate them – by means of Service Level Agreements (SLAs) or contracts – to the IT System.

For that purpose, drafts SLAs were prepared integrating suggestions for service delivery KPIs (Key performance indicators). Acknowledging possible institutional difficulties to commit public sector bodies in synergies under very specific KPIs, the SLAs were drafted in a way to allow further simplification and their conversion to (broader) framework cooperation agreements (MoUs).

While GIZ does not have the capacity to rule on possible ambiguities between the GSDP binding directive and the existing legal framework regarding competent jurisdictions, the accent is put on preparing proposals that will facilitate the successful implementation of the IT System in due time, providing also recommendations for the efficient administration of the daily operations after the completion phase.



2. Identification of relevant institutions that provide information on exports

Since 2012, various international and Greek reports¹ have identified overlaps in authority among public and private sector institutions, as well as challenges in information sharing amongst those bodies, thus leading to important² data missing while providing export related information.

The relevant institutions are analysed below in two major categories: a) by export related institution and b) by export related content.

2.1 Export relevant institutions

The first category (by institution) can be further divided in i) public and ii) private sector bodies³, as follows:

Public Sector bodies	Private Sector Bodies
<ul style="list-style-type: none"> • Branding: MoE/Enterprise Greece, MFA, Ministry of Tourism (MinTour)/ GNTTO, Ministry of Rural Development (MinAgric), Local Self-Government Authorities (LS-GA/ Regions), Development Agencies (semi-public bodies) • Information (on export promotion): Enterprise Greece, MFA, MinAgric, GNTTO, Chambers of Commerce, Development Agencies • Fairs: Enterprise Greece , TIF HELEXPO (domestic), GNTTO, MinAgric, Regions, Chambers of Commerce, Development Agencies • Business missions: Presidency of the Hellenic Republic, MoE, Ministry of State, MFA, Enterprise Greece, GNTTO, Regions, Chambers of Commerce • Conferences: MoE/Enterprise Greece, MFA, Ministry of Tourism (MinTour)/ GNTTO, Ministry of Rural Development (MinAgric), Local Self-Government Authorities (LS-GA/ Regions), Development 	<ul style="list-style-type: none"> • Branding: Inter-branch Organizations, Sectoral Business Associations • Information (on export promotion): PSE, SEVE, SEK, SEV, Inter-branch Organizations, Sectoral Business Associations, Private Banks (Eurobank, Alpha Bank), Bilateral Chambers of Commerce, Media companies • Fairs: PSE, SEVE, SEK, SEV, Inter-branch Organizations, Sectoral Business Associations , Bilateral Chambers of Commerce, Independent operators, representatives of international fairs in Greece • Business missions: PSE, SEVE, SEK, SEV, Inter-branch Organizations, Sectoral Business Associations, Eurobank, Bilateral Chambers of Commerce • Conferences: PSE, SEVE, SEK, SEV, Inter-branch Organizations, Sectoral Business Associations, Private Banks (Eurobank, Alpha Bank), Bilateral Chambers of

¹ See GIZ Deliverable Report 2.1, Chapter 2 "Overview of trade impediments".

² See GIZ Deliverable Report 1.1, Chapter 3 "Overview over missing data".

³ See GIZ Deliverable Report 3.1, Chapter 4 "Mapping of service providers and their promotion activities".



<p>Agencies, Chambers of Commerce</p> <ul style="list-style-type: none"> • Networking (domestic): Enterprise Greece , TIF HELEXPO (domestic), GNT0, MinAgriculture, Regions, Chambers of Commerce, Development Agencies • Analysis/studies: MoE, KEPE, Enterprise Greece, MFA, GNT0, MinAgriculture, Regions, Development Agencies, Chambers of Commerce • Networking (abroad): MFA, Enterprise Greece, GNT0, Regions, Chambers of Commerce, • Financial support: MoE, MinAgriculture, MinTour, Enterprise Greece, OAEP (Export Credit Insurance Organization) • Resources (structural funds & state budget): MoE, MinAgriculture, MinTour, Enterprise Greece, OAEP (Export Credit Insurance Organization), Regions 	<p>Commerce, Media companies, Independent operators, consulting companies</p> <ul style="list-style-type: none"> • Networking (hosting buyers): PSE, SEVE, SEK, SEV, Inter-branch Organizations, Sectoral Business Associations, Private Banks (Eurobank), Bilateral Chambers of Commerce, Independent operators, consulting companies • Analysis/studies: PSE, SEVE, SEV, Sectoral Business Associations, Private Banks, Bilateral Chambers of Commerce, consulting companies • Networking (abroad): PSE, SEVE, SEK, SEV, Inter-branch Organizations, Sectoral Business Associations, Private Banks (Eurobank), Bilateral Chambers of Commerce, Independent operators, consulting companies • Financial support: Private Banks
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Source: GIZ

2.2 Export relevant content

As open data APIs should be the foundation of the IT System architecture, according to GSDP guidelines and interconnectivity requirements, GIZ has suggested in discussions with stakeholders that synergies should be established – in the form of SLAs and web services agreements - with both existing and new credible providers of relevant data.

For that purpose, GIZ has identified more than 90 potential sources of data⁴ from international organizations (WTO/UNCTAD, ITC, OECD etc.), Greek public bodies (Bank of Greece, ELSTAT or KEPE⁵) as well as private sector entities (Business / Exporters' Associations) from Greece and abroad.

These sources have been cross-referenced with core data categories⁶ and shortlisted for evaluation and prioritization by the IT System Working Group, as seen below:

⁴ See GIZ Deliverable Report 1.1, Chapter 2 "Suggestions on relevant content".

⁵ GIZ: KEPE has done recent work on identifying export opportunities and has expressed a willingness to share and continuously update this research / data.

⁶ See Deliverable Report 1.1, Annex C "Proposed sources of core data".



Core Data	Sources of data & Indicative contributors via SLAs
Demand from abroad	<ul style="list-style-type: none"> • MFA input • ITC Trade Map • Bilateral Chambers of Commerce • Private sector bodies (Greek & Foreign)
Domestic supply	<ul style="list-style-type: none"> • Enterprise Greece • ELSTAT • Eurostat • Ministry of Agriculture • Ministry of Economy • Private sector bodies
Procedures & Formalities (regulatory compliance)	<ul style="list-style-type: none"> • EU Markets Access Database (MADB) • Mendel Verlag • Greek Customs Authorities • Ministry of Economy • Ministry of Agriculture • Ministry of Foreign Affairs
Market/sector trends	<ul style="list-style-type: none"> • ITC Export Prospects • KEPE • MFA • EG • Private sector bodies (Greek & Foreign)
Competition	<ul style="list-style-type: none"> • Euromonitor • D&B • Kompas • Fitch
+ Custom Surveys (on demand, finding potential buyers, competition, trends)	<ul style="list-style-type: none"> • Ad hoc external partners • Consulting firms • Private sector bodies • Etc.

Source: GIZ Export Promotion in Greece



2.3 Policy priorities set by Greek authorities

Following the guidelines of GSDP⁷, an official Working Group (Ομάδα Διοίκησης Έργου), consisting of representatives of the Ministry of Foreign Affairs (MFA), the Ministry of Economy and Development (MoE) and Enterprise Greece (EG), was established, with MFA named as the lead partner.

GIZ team was invited to two WG meetings 10th of October and 4th of December 2017). In the two presentations, GIZ submitted to the WG first recommendations on content (deliverable 1.1.1) and sources of information, as well as good practices review regarding the structures in other countries.

Beyond the meetings of the WG, through email exchange amongst its members, GIZ via EG contributed technical input regarding a) the identification of IT characteristics in relevant IT Systems (international practices), b) the mapping of IT systems and databases to be interconnected⁸ with future IT System for export promotion, c) the definition of users and roles within the IT System, as well as points of interoperability/interconnectivity of existing IT Systems of EG and MFA.

The IT System Working Group, concluded that – based on central government choices / policies – the shortlist of relevant stakeholders should initially include public sector bodies (and international organizations and EU authorities / agencies), foreseeing possible expansion to private sector bodies at a later stage.

Deliberations for a shortlist from which relevant institutions could be assembled – in priority - to sign SLAs, web SLAs and MoUs led to a mapping that is summarized as follows:

Relevant institutions with content related to IT System		
Institutions / Bodies	Content / Services	Type of Agreement
Ministries		
Ministry of Economy: <ul style="list-style-type: none"> • General Secretariat (GS) for Industry • GS for Commerce / General Company Registry (GEMI) • GS for Private & Strategic Investment • General Directorate (GD) for Intl Organizations / Dpt for Export Policy • Start Up Greece • KEPE 	<ul style="list-style-type: none"> ○ Business Environment ○ Export procedures & documentation ○ Legal framework for commerce ○ Economic and statistical data 	MoUs / Web Services
Ministry of Foreign Affairs: <ul style="list-style-type: none"> • Economic Diplomacy Branch (ECAs) • Market Ombudsman 	<ul style="list-style-type: none"> ○ Bilateral export reports ○ Business guides (by country) ○ Importers' data 	SLAs/ MoUs Cooperation with existing help-desk

⁷ See Deliverable Report 1.1, Annex I “Summary of revised GSDP Binding Directive”.

⁸ GIZ contacted and exchanged views and information with MinAgric, TA for Trade Facilitation (Single Window for Exports IT System) and ELSTAT.



	<ul style="list-style-type: none"> ○ Business news (incl. Tenders) 	
Ministry of Rural Development: <ul style="list-style-type: none"> • Directorate for International Policy / Relations • Dpt for Promotion of Products 	<ul style="list-style-type: none"> ○ Pre-custom procedures ○ Quality compliance ○ PDOs / PGIs framework ○ Production statistics ○ Approved Traders registry 	SLAs/ MoUs/ Web service
Ministry of Finance: <ul style="list-style-type: none"> • GD for Economic Policy • Directorate for Intl Economic Relations • General Accounting Office 	<ul style="list-style-type: none"> ○ Business / Tax environment ○ Economic & statistical data 	SLAs/ MoUs/ Web service
Other public & independent authorities		
Independent Authority for Public Revenue (AADE): <ul style="list-style-type: none"> • Customs Authority • ICISnet 	<ul style="list-style-type: none"> ○ Customs procedures & framework ○ Statistical data 	SLAs/ MoUs/ Web service Cooperation with existing help-desk
ELSTAT	<ul style="list-style-type: none"> ○ Statistical data 	SLAs/ MoUs/ Web service
Bank of Greece	<ul style="list-style-type: none"> ○ Economic & statistical data 	Web service
Chambers of Commerce: Export Departments	<ul style="list-style-type: none"> ○ Business registries ○ Economic & statistical data ○ Networking support 	MoUs Cooperation with existing help-desk(s)
Private sector bodies		
Business / Exporters' Associations: <ul style="list-style-type: none"> • SEV • PSE • SEVE • SEC 	<ul style="list-style-type: none"> ○ Business registries ○ Economic & statistical data ○ IT tools ○ Networking support ○ Transfer of know-how 	SLAs/ MoUs/ Web service Cooperation with existing help-desk(s)
Bilateral Chambers of Commerce	<ul style="list-style-type: none"> ○ Business registries ○ Economic & statistical data ○ Networking support 	SLAs/ MoUs/ Web services
Private & Cooperative Banks: <ul style="list-style-type: none"> • Eurobank • Alpha Bank 	<ul style="list-style-type: none"> ○ Trade finance framework ○ Market reports ○ Transfer of know-how 	MoUs Cooperation with existing help-desk(s)
Content Providers (as-is & to-be) : <ul style="list-style-type: none"> • Kompass/Hoovers/ICAP • Euromonitor 	<ul style="list-style-type: none"> ○ Market research (by country / industry) ○ Importers registries ○ Export opportunities (incl. Tenders) 	Contracts



Service Providers (to-be) : <ul style="list-style-type: none"> • Call Center • IT & software 	<ul style="list-style-type: none"> ○ Front desk support ○ Matchmaking tool ○ E-learning platform ○ BI ○ CRM 	Contracts
EU & International Institutions		
EU Authorities: <ul style="list-style-type: none"> • MADB • EUROSTAT • European Enterprise Network • Euromed Helpdesk 	<ul style="list-style-type: none"> ○ International trade framework & procedures ○ Business environment ○ Economic & statistical data ○ Networking support 	Web services/ Links
International Bodies: <ul style="list-style-type: none"> • ITC • UNCTAD • WTO • World Bank • OECD • WEF • EBRD • EIB 	<ul style="list-style-type: none"> ○ Methodology for export opportunities ○ Economic & statistical data ○ International trade framework ○ Trade finance information 	Web services/ Links

GIZ: Source

Further technical advice was requested from GIZ, in terms of IT System budgeting and legal expertise on the tendering MoU governing the division of labour of the stakeholders involved (MFA, MoE, EG)⁹.

With the assistance of a legal expert recruited by the project, GIZ a) reviewed existing legal framework for cooperation and synergies between public and private sector in Greece and b) drafted proposed MoUs / SLAs for the implementation and operational phase of the IT System¹⁰, based on best practices in other EU member States.

Through MoUs / SLAs and web services agreements, the two main stakeholders - MFA and EG - and subsequently the IT System will gain access to credible data in each of the core information categories, mentioned above, in an orderly, pre-defined and monitored way, ensuring the efficiency of the division of labour.

⁹ See below, Chapter 4 "Recommendations for the division of labour"

¹⁰ See Annexes II & III and attached Drafts



2.4 Deliberations through workshops and meetings

Aiming at identifying – in collaboration with the Greek partners - the potential providers of information to the IT System GIZ organized respectively participated in workshops and meetings, which included:

- Discussions with Business Associations (SEV, PSE, SEVE, AHK Logistics Group), to identify relevant information (statistical data, market analysis, business registries, IT tools etc.)
- Discussions with The General Business Registry Department of the MoE (GEMI) and GS1 Association, to examine ways for formatting a Greek (potential) Exporters Registry
- Workshops at EG, with the participation of Greek officials¹¹, for familiarizing with databases and market analysis (ITC, Euromonitor)
- Meetings with data providers, such as ELSTAT and ICAP

The key points of discussion in all these meetings and dialogues were (a) cross-referencing IT system content and components with (potential) sources, providers and partners, (b) division of roles and users' status (government agencies for strategy purposes, input to Public Sector bodies for policy planning, Private Sector, companies etc.), (c) interoperability of export support related IT systems, (d) assessment / validation of information and (e) "openness" of data, levels of accessibility of information.

Further meetings, with Ministry of Rural Development (MinAgric), GEMI and the Customs authorities are scheduled, by MFA and EG, but have not concluded in time for this report.

¹¹ GIZ: From MoE and KEPE. MFA representatives were invited but could not attend.



3. Lessons learned from EU Member states

In August 2017 GIZ commissioned to AHK in Athens a comparative study on mechanisms and structures for providing information to exporters in EU Member states (Germany, Ireland, Italy, Portugal and UK), while GIZ's IT expert analysed the technical and web interface of respective IT platforms in 11 countries (Germany, United Kingdom, Italy, France, Ireland, Portugal, Israel, USA and Canada). Furthermore, in September 2017 GIZ staff visited GTAI headquarters in Berlin for consultation on best practices regarding synergies in export promotion between public and private sector bodies.

The AHK benchmarking study¹², the IT comparative analysis and the consultation with GTAI¹³ pointed out that national or supra-national export promotion agencies use diverse ways, even at a regional level¹⁴, to assist their national businesses to sell products or services to the international markets, as well as to connect national suppliers with international buyers, in terms of a) division of labour among key stakeholders and b) technical / IT set-up.

As per legal status and responsibilities, in most cases reviewed, there is a clear division of labour between Economic Diplomacy and Export Promotion (especially in terms of the implementation of measures). The authorized national Export Promotion Agencies (EPAs) are those that have the role to coordinate export promotion stakeholders and operate as the focal point to address to for information and assistance, both for national suppliers and foreign buyers.

Such agencies – in most cases - are supervised by or – in some cases - are even integrated within Ministry(ies) with authority(ies) over Economic, Trade, Business, Industrial and Foreign Affairs. Office networks within the country usually serve as information points for potential or even experienced exporters, while international offices of such agencies (which in many cases are co-located or even integrated within the economic and trade offices of diplomatic missions) act as antennas and input users for geographically specific content.

Examining the aspect of the technical – IT set-up for providing export related information, in almost all cases reviewed, the responsibility rests (not always exclusively) upon EPAs and their respective web portals, as the competent authority to channel information to (potential) exporters, regardless of the source generating that information (within the EPA or from other public and international institutions or private sector providers and databases).

In general, close cooperation and coordination between all authorized and relevant institutions of the public sector (Ministries and agencies), as well as with other stakeholders like Chambers, Business Associations, Exporters' Associations, local Administrations etc. is considered both a common characteristic in EU members

¹² See GIZ Deliverable Report 2.1, Chapter 4, paragraph 4.2 "Benchmarking help-desk systems in other EU member states".

¹³ See below "The German paradigm".

¹⁴ GIZ: In Germany "16 federal states use 16 different approaches" in cross-referencing appropriate of export promotion instruments with regional needs and requirements, but within a clear division of labour at the level of central / federal framework and strategies.



states and an indispensable prerequisite for providing precise and target-oriented export related information.

The German paradigm

In order to cross-reference best practices with the case of Greece, GIZ focused on the paradigm of Germany, where cooperation between Ministries of similar responsibilities (Foreign Affairs and Economic Affairs) has been successful and established for a long time.

The pillars for Export Support and Promotion, in the case of Germany are:

- a) the Ministry of Foreign Affairs (AA), which advocates and facilitates exports abroad in terms of political support; and
- b) the Ministry for Economy Affairs and Energy (BMWi), which supervises and financially supports
 - Germany Trade & Invest (GTAI)¹⁵, that provides useful information to German exporters and foreign buyers of German products, and
 - the German International Chambers of Commerce (AHKs), that consult and network enterprises in Germany and abroad, and function as focal points for more customized services and inquiries.

The German cooperation scheme is ruled by SLAs which include specific guidelines and a mapping of stakeholders for export promotion. Under a clear division of labour AA focuses in the political support of enterprises venturing abroad, while BMWi via GTAI is the implementation branch for export promotion, closely cooperating worldwide with the AHKs, which have been vested with responsibilities such as consulting / guidance and business-to-business (B2B) networking.

To ensure cooperation and sharing of information between the pillars of export promotion, GTAI consultants are located in the premises of AHKs (50 offices worldwide), while frequent/monthly briefing trilateral round tables are organized in Embassies in target markets for information sharing, coupled with a staff exchange program between GTAI and AA, as part of the wider MoU.

GTAI has also signed a framework agreement with AA (focusing on synergies regarding missions abroad), as well as a cooperation agreement with DIHK (the central union of all chambers of commerce, incl. AHK) for the use of information generated or provided by the AHKs.

Most export related information, however, is generated within GTAI, employing its network of consultants in 50 offices abroad, along with outside sources of information (International Organizations, other Government Agencies). GTAI is not focusing on providing consulting / guiding services on an individual export-company level, nor in policy-making surrounding exports.

¹⁵ GIZ: GTAI, as a legal entity, has the status of GmbH (limited liability company).



On the other hand, AA generated information (reports, analysis, data) is not intended for public use, but rather for internal use of the relevant authorities and policy makers.

Private sector participation, feedback and (bottom up) input are being ensured via the established Supervisory Board, which consists of 14 members, out of which 7 seats are for representatives of the private sector (4 for business associations, 3 for enterprises). The chairman of the Supervisory Board is a State Secretary of the Ministry of Economy (BMWi), 3 more seats are reserved for representatives from 3 Federal Ministries (BMWi, AA, BMBF - Ministry of Education and Research) and 3 seats for representatives from the German federal states (State Secretaries of the respective Ministries of Economy of the federal states).

Following the concept of cross-referencing sources with core data / services, as in Deliverable Report 1.1 already presented to Greek authorities, division of labour in the case of Germany¹⁶ can be depicted as in the table below:

Relevant Institutions		Responsibilities
BMWi	GTAI	<ul style="list-style-type: none">• Unified, standardized country and sector reports (for all countries, updated every 6 months)• Business Registry• Match-making tool (classified ads)• E-alerts (including Tenders)• Market / Sector reports (only in major sectors, 2 or 3-digit SITC analysis)• Events/Fairs Calendar & promotional material• Export procedures & formalities / legal framework• Funding / Finance information• Help-desk
	AHK	<ul style="list-style-type: none">• Unified, standardized bilateral trade reports (demand/supply)• Business opportunities / registries• Networking• Competition mapping analysis• Market surveys (incl. pricing)

¹⁶ GIZ: In general, GTAI (and any German public entity) do not offer services for free when the respective service is offered in the open market. In other words, GTAI and other relevant public institutions provide "only data that the interested parties (companies) cannot find elsewhere".



AA	<ul style="list-style-type: none">• Political support / advocacy• Legal / procedural framework for international trade and bilateral relations• Competition mapping• Power mapping of target-markets• Business Intelligence• Business facilitation
Private Sector	<ul style="list-style-type: none">• Represented in the GTAI Supervisory Board• Undertakes most of the customized services for information provision to businesses (market analysis, legal advice etc.)

Source: GIZ

While each of the above mentioned pillars (AA, BMWi, GTAI, AHKs) maintains dedicated web presence and interface (web sites), the main focal point for providing information to (potential) exports is iXPOS, the German Business Portal, serving the purpose of a contact platform “that steers all inquiries about Germany through the right channels”.

The development of iXPOS, a GTAI service, was initiated by the Federal Ministry of Economic Affairs and Energy, aiming to enable internet users to find practical information and relevant industry links in Germany and to also access many government institutions, associations, Chambers of Industry and Commerce, embassies and international organizations that deal with Germany.

Showcasing examples for division of labour and the technical characteristics to serve as a focal point for export related information and as “hub” for connectivity will all export relevant institutions, has led GIZ to recommend iXPOS, as a best practice for the Greek Export Promotion IT System, in the Deliverable Report 1.1.

More elaboration on cooperation schemes and coordination framework for export promotion, based on lessons learned from GTAI and AHK will be presented by GIZ in Deliverable Report 3.2.1 “preparation of a framework for planning, coordination and evaluation of export promotional measures”.



4. Recommendations for the division of labour

The division of labour, primarily among the main stakeholders (MFA and MoE/EG), should be based on

- a) the (existing) legal framework describing competent jurisdiction, authority and responsibilities;
- b) the funding framework as set by the relevant authority (EPANEK)¹⁷; and
- c) the clear definitions of roles regarding the preparation, design, implementation and operation of the IT System and its technical / IT interface.¹⁸

4.1 Legal framework

Competent jurisdiction, authority and responsibilities of the main stakeholders (MFA and MoE/EG), as per export relevance and IT reference, are governed by a set of Laws, Presidential Decrees and Decisions, as follows:

- Law 4336/2015, for the 3rd Adjustment Program, that stipulates the Export Promotion Action Plan, foreseeing synergies between MFA and EG
- GSDP directive¹⁹ 30/5/2017, providing guidelines for the preparation of the tendering process and the implementation procedures of the common IT System platform, integrating input from both MFA and EG
- Law 4242/2014 (Statutory Law of Enterprise Greece), where it is stated that EG has the responsibility to provide information to (potential) Greek exporters by means of the operation of a national export promotion digital platform²⁰, while describing synergies with MFA, on the basis of Operational Action Plans
- Law 3566/2007 (Organization of the Ministry of Foreign Affairs), that describes MFA's authority on export promotion related topics
- Presidential Decree 230/1998 (Jurisdiction of the MFA Central Agency), that has been amended (by Law 4242/2014) in order to foresee MFA's role as input user in the MoE IT System

To tackle (possible) legal ambiguity and overlaps in jurisdiction, while simultaneously ensuring the inception and continuity of the IT System development, GIZ has utilized legal advice and discussed extensively potential solutions with Greek officials.

¹⁷ GIZ: As decided in the Operational Extroversion Committee, the IT System development will follow procedures under Call 066 of EPANEK.

<http://www.antagonistikotita.gr/epanek/proskliseis.asp?id=96&cs=>

¹⁸ See Deliverable Report 1.1.3.

¹⁹ See Deliverable Report 1.1, Annex I "Summary of the revised GSDP Binding Directive".

²⁰ GIZ: In the same Law (4242/2014) it is also stated that the responsibility of the operation and administration of agora.mfa.gr portal (as the national digital platform) should be transferred from MFA to EG, but up to now, this responsibility has remained within MFA.



4.2 Funding / financing and management / administration roles

According to EPANEK framework the competent jurisdiction of a public body to receive funding for the implementation of a project, must be validated on legal grounds, as an integral part of the Technical Fiche. After such validation, the involved stakeholders need to be divided in the following roles:

(Funding) Beneficiary

Beneficiary (Δικαιούχος) is the body vested with the competent jurisdiction and capacity for the appropriate administration of the state-granted funds and their adequate allocation within the project. The Beneficiary – in the case of the IT System, MFA, as described in the GSDP directive - holds accountability against the Project Owner(s) (Κύριος του Έργου ή Φορέας Πρότασης) and the Funding Authority for each step of the project, from drafting a proposal and submitting it for approval and from tendering and contracting to implementation and completion.

In almost every case within the Greek funding framework, a single body is named as Beneficiary (sole Beneficiary).

Validation of MFA's competent jurisdiction to be named as Beneficiary in the case of the Export Promotion IT System, on the grounds of the existing legal framework (as mentioned above), should be coupled with a tendering MoU (following a draft provided by EPANEK), as part of a mandatory procedure and documentation when submitting the project's Technical Fiche to the funding authority. In the tendering MoU, signed by all involved stakeholders (MFA, MoE/EG), roles and responsibilities should be clearly described and defined.

Project Owner(s)

Project Owner (Κύριος του Έργου ή Φορέας Πρότασης) is the entity with ownership rights over project deliverables or outputs, according to the existing legal and funding framework.

In most cases the (funding) Beneficiary is identical with the Project Owner, while in others, the ownership can be subsequently transferred to another beneficiary, through a MoU.

The IT System project should foresee two entities which will be named as Project Owners, MFA and MoE (as the supervising body of EG). This leads to a joint venture scheme, according to the funding framework, in which MFA (see above) is appointed as the Beneficiary and thus responsible to submit the funding proposal for approval. The joint venture scheme stipulates the establishment of a joint Monitoring Committee, including representatives from all Project Owners, for the implementation, completion and operational phase. It thus ensures a persisting cooperation of the involved stakeholders.

Project Operator(s)

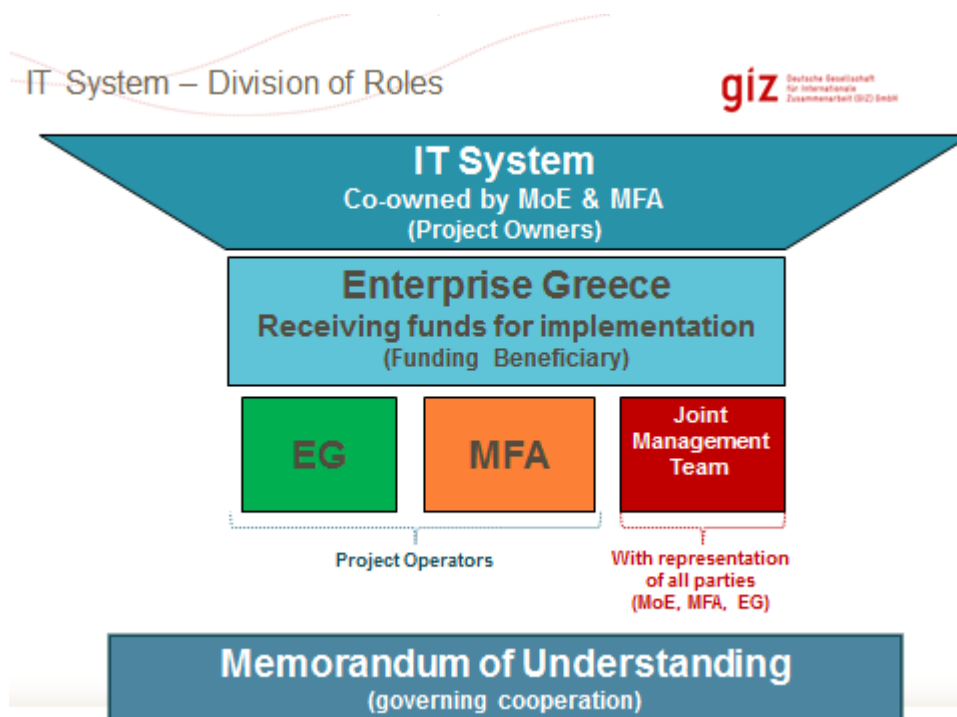
The Project Operator(s) (Φορέας Λειτουργίας) is the body / entity responsible for the uninterrupted function and the maintenance of the project deliverables or outputs, accountable against the Project Owner(s), the Beneficiary and the Funding Authority (and all other auditing bodies, from Greece or/and the EU).

Taking into account Law (4242/2014) Enterprise Greece should be named Project Operator, as it holds competent jurisdiction and responsibility to provide information to (potential) Greek exporters by means of the operation of a national export promotion digital platform. The same legislation also calls for cooperation between MFA and EG. In order to balance political involvement and taking into account ambiguous legislation, MFA should be named Project Operator as well.

It is important to note that the Project Operator could also be an out-sourced service provider.

MFA suggests that the involvement - as contracting party or even Project Operator - of the National Documentation Center (EKT) should be further examined. GIZ supports this view, having in mind that the implementation of the project could benefit from EKT's previous experience in similar projects, available human resources and expertise as well as from their capacity as a member of the European Enterprise Network.

The division of roles can also be depicted in the graph below:





4.3 Technical IT-interface: User roles

Advances in IT facilitate the division of labour and the coordination of multi-party projects, enabling sharing of information and remote administration of digital platforms and web portals. GIZ recommends that the common platform should foresee the development of an intranet, where internal users of the IT System will cooperate under clear roles, as follows:

Input users

Input users are users with rights (and responsibilities) to enter data into the IT System and IT System components and features (applications, tools, add-ons, plug-ins). This data can be automatically made public or may require prior approval from users with higher authorization (see content managers and administrators, below).

Data entry approval can be applied, as follows:

- by data / content category (i.e. automated data versus information that requires prior validation before made public)
- by IT System component (i.e. Client Relations Management – CRM tool automatically stores and delegates data, while posts on Users' Forum should require prior approval before made public)
- by user authorization (i.e. MFA users or/and MoE/EG users could have clearance to upload data in pre-defined sections of the public web interface of the IT System, while input from users from other partners will be subject to approval)

Input user status can be appointed to personnel from all relevant stakeholders, as well as external contributors (from public and private sector), at least for feeding the IT system with information which is already publicly available and with automatically generated data. It is suggested that at least 2 persons from every relevant body contributing to the IT System should acquire input user status and rights.

Authors / Content Managers

The Authors or Content Managers are those with authority and responsibility to supervise and monitor the IT System content, approve and correct input and uploads from lower level input users.

Moreover, Authors / Content Managers should:

- Validate information
- Make information attractive for end-users (exporters)
- Update information
- Manage interactive applications / services (i.e. Users' Forum, Social Media Accounts etc.)

Like in the case of input users, Authors' / Content Managers' authorization can be classified as follows:



- At content level (i.e. external versus domestic environment information)
- At source level (i.e. user responsible for the integration of ELSTAT data or ITC data)
- At user authorization level (i.e. responsible to monitor input from other Ministries, or responsible for out-sourced databases)

GIZ suggests that at least 2 persons from each core stakeholder (MFA, MoE, EG) should be named as Content Manager, appointing responsibilities by field of expertise (i.e. geographical or sectoral).

Super Administrator

Super Administrator is the person or are the persons with specific technical know-how and expertise on the IT System functionalities, also responsible for all other user authorizations. The Super Administrator(s), as specialized personnel from Project Operators(s) should be able to add or delete users, data and components.

Content managers and Super Administrator should be able to regularly communicate for the day-to-day operation of the IT System, either as appointed members of the Joint Operations Team, or members of a “Technical Committee” supporting the works of the Joint Operations Team, as described in the proposed MoU (see paragraph below).

4.4 GIZ recommendations

An extensive examination on the possible scenarios regarding the division of labour within the funding framework for the development of a common and unified IT System has been carried out, aiming to achieve both (a) an alignment with the presented IT System’s draft ToRs and (b) ensuring that TA recommendations will find unhindered way to final outputs.

More specifically, GIZ team analyzed the following three scenarios: a) both Ministries (MFA and MoE) as (funding) Beneficiaries; b) MFA as the sole Beneficiary (according to the IT System Working Group decision, 28th of February 2018); and c) MoE as the sole Beneficiary (in terms of legal competent jurisdiction)²¹.

The recommendations presented below have taken into account the need to:

- Comply with Export Promotion Action Plan targets, GSDP guidelines and the existing funding framework
- Tackle ambiguities in competent jurisdiction and responsibility according to the existing legal framework for operating and administrating the national digital platform
- Benefit from MFA’s a) existing experience in administrating a web portal with export related information and b) integrated IT department and personnel

²¹ GIZ: EG could theoretically also be named as Beneficiary, but GSDP guidelines points to the direction of the ministries (which is preferred due to the resulting balance of political and institutional weight).



- Ensure buy-in from MFA
- Empower EG as a key stakeholder for export promotion support, facilitating the establishment of the Help-desk (Work Package 2)
- Facilitate a more clear and expected (by Greek authorities) division of labour, between export promotion and economic diplomacy, when providing content to (potential) exporters
- Avoid duplication of work (especially against the case of naming two beneficiaries)
- Address the rigidity in the division of content, under the concept of the two pillars: “International Markets” and “Domestic Market”

The first scenario (both Ministries as Beneficiaries), is considered a complex solution by the funding authority (EPANEK) and could also possibly lead to implementation of two sub-projects (IT Systems), under different tendering procedures, timelines and IT set-ups, endangering compatibility and connectivity even among main stakeholders and resulting to duplication of efforts, resources and funds. Moreover, it does not support the desired cooperation of the stakeholders.

While legal arguments on competent jurisdiction can be found to support naming each one of the two Ministries (MFA and MoE) as a sole Beneficiary, GSDP guidelines are promoting MFA for that role.

Under the above assumptions, GIZ recommends, in accordance with EPANEK guidelines, that:

1. The development of the IT System shall be presented as a new, common platform to support export promotion (overcoming legal obstacles surrounding ownership of agora.mfa.gr, until future legislation amendments).
2. Both Ministries shall be named as Project Owners, in a joint venture scheme, thus leading to the establishment of a Joint Management Team (JMT), with the duty to monitor the implementation process. The JMT will have the final say on procedures during implementation and development.

Furthermore,

3. The JMT (possibly in an amended composition) should continue to exist in the future as a Joint Operations Team (JOT) during the operating phase of the IT System. The role of the JOT will be to institutionalize the main stakeholders' cooperation and to operate as an information assessment mechanism, responsible for regularly reporting to the Supervisory Board about key performance indicators (KPIs) and challenges of the operations, such as web site traffic, analytics, statistics, technical problems, suggestions for improvement etc.
4. A Supervisory Board, which should foresee private sector participation, should be established with regular meeting schedules, with the following tasks:
 - ensure conflict resolution between the main stakeholders
 - initiate feedback mechanisms from the end-users as per content, features and functioning of the IT-System



- ensure input from the private sector as per their (additional) request in respect of the IT-System's continuous development
- decide upon additional (or possibly needless) content and features of the IT-System

To further support the efficiency of the cooperation, the mandatory MoU, between the two Ministries, which needs to be submitted along with the project's Technical Fiche should also foresee the rules of conduct of the JOT that will supervise daily operations of the IT System. Ideally the JOT should include, as members, the appointed content managers and the super administrator.

In the same context, EG's role and involvement in the project, as Project Operator must be secured by a) being included in the tendering MoU or/and b) a specific mandate from MoE, naming EG as its operational branch in the project (Ministerial Decree or Decision) and acknowledging EG's capacity and competent jurisdiction when signing SLAs with third parties.

All the above recommendations have found way in the tendering MoU and MoUs / SLAs drafts presented in summary (in English language) in the Annex below and attached as separate documents (in Greek, due to size of text).

Nevertheless, GIZ would like to highlight potential threats that cannot be fully covered by legal documentation, but could originate from inefficiencies linked with:

- Unclear presentation of content, which leads to a web interface not friendly for end users
- Reluctance to comply with best practices and recommendations for data automation (i.e. standardized automated country / sectoral reports).
- Lack of communication between stakeholders
- Dysfunctional conflict resolution mechanism (Joint Operations Team)

Concluding, significant effort should be applied during the (foreseen in the Technical Fiche and Deliverable Report 1.1.3) Pilot Phase of the IT System development, not only in the technical, but also at the operational level regarding the supply and the presentation of content, establishing clear procedures.



Annex

I. Deliverable related meetings and workshops

The participants of meetings, contacts, interviews and workshops are listed in the following table:

IT System Working Group	
Name	Institution
	Secretary General Ministry of Economy (MoE)
	Ambassador Ministry of Foreign Affairs Greece (MFA)
	Ministry of Foreign Affairs Greece (MFA)
	Ministry of Foreign Affairs Greece (MFA)
	Ministry of Foreign Affairs Greece (MFA)
	Ministry of Foreign Affairs Greece (MFA)
	Ministry of Foreign Affairs Greece (MFA)
	Ministry of Economy (MoE)
	Ministry of Economy (MoE)
	Enterprise Greece
	General Secretariat of Digital Policy
Workshops	
At the Ministry of Rural Development & Food (MinAgric)	
	Ministry of Rural Development & Food (MinAgric)
	Ministry of Rural Development & Food (MinAgric)
	Ministry of Rural Development & Food (MinAgric)



	Ministry of Rural Development & Food (MinAgriculture)
	Ministry of Rural Development & Food (MinAgriculture)
At SEVE (GIZ visit in Thessaloniki)	
	SEVE
	SEVE
	SEVE
	SEVE
	SEVE
	GreekExports LTD
	Kechagias OE
	Samaras SA
At EG IT System contents	
	Ministry of Economy (MoE)
	Enterprise Greece
	Enterprise Greece
	Enterprise Greece
	Enterprise Greece
	Centre of Planning and Economic Research (KEPE)
	International Trade Center (ITC) / via Skype
	Euromonitor / Via Skype
	CMLS
At MFA with SEVE	
	Ministry of Foreign Affairs Greece (MFA)
	Ministry of Foreign Affairs Greece (MFA)
	Ministry of Foreign Affairs Greece (MFA)
	Ministry of Foreign Affairs Greece (MFA)



	Ministry of Foreign Affairs Greece (MFA)
	SEVE
At ELSTAT for IT content	
	ELSTAT
	ELSTAT
	Ministry of Economy (MoE)
	Enterprise Greece
	Ministry of Foreign Affairs Greece (MFA)
Small Group / Individual Meetings	
	Secretary General for International Economic Affairs (MFA)
	SRSS
	SRSS
	SRSS
	Entersoft
	Entersoft
	ICAP
	ICAP
	Sphere Web Solutions

Source: GIZ



II. Summary of tendering Master MoU

(Full version attached in a separate document due to file size – in Greek language. A general summary in English language can be found below).

(Tendering) Master MoU²² SUMMARY

BETWEEN

The Ministry of Foreign Affairs

The Ministry of Economy and Development

and

The Hellenic Export Promotion Organization “ENTERPRISE GREECE S.A.”

²² GIZ: According to EPANEK funding framework for Call 066.



<p>RECITAL</p>	<ul style="list-style-type: none"> • The following Competent Project Operators namely: <ul style="list-style-type: none"> - The Ministry of Foreign Affairs, as the Implementing Body/Project Beneficiary, - The Ministry of Foreign Affairs and the Ministry of Economy and Development commonly as Project Owners, - The Ministry of Economy and Enterprise Greece S.A. commonly as Project Operation Bodies. • having taken account of the EU and Greek legislation regarding the implementation of EU-funded Development Programs agreed on the following: • Implementation of the Project: “Upgrading the “Agora Plus” internet portal” project of the Ministry of Foreign Affairs, which shall be implemented in order to meet the operational needs of the project “Internet Portal for Exports Support, Business Relations Management, Registry, Digital Library (studies, surveys, statistics), Business Intelligence, requests Management, Collaborative spaces” of ENTERPRISE GREECE. • In the Project implementation context, the “New IT System” will be created: Development of a single platform for the Greek exports promotion - reference to Annex A.
<p>OBJECT</p>	<p>Implementation of the said Project from the Implementing Body (“Enterprise Greece”) for the account of the Project Owners (“MoE” & “MFA”).</p> <p>With the aim of Project realization, the Implementing Body shall act as Project Beneficiary, especially in its relations with the funding Authority responsible for the Operational Programme “Competitiveness, Entrepreneurship, Innovation” (EPANЕК).</p> <p>The Implementing Body/Project Beneficiary shall perform all actions for the realization of the Project (i.e. Design and organization, drafting of technical proposals and contracts, funding monitoring and delivery of the final Project to the Owners).</p>



OBLIGATIONS AND RIGHTS OF PROJECT OPERATORS	<ul style="list-style-type: none"> • The Project Owners: • Shall assist the Implementing Body by providing i.e. information, human resources, technical assistance, funding and generally any assistance necessary for the Project Implementation by the Implementing Body. • Shall appoint Representative(s) to the Project Monitoring Committee. • Shall operate the Project after the final delivery by the Implementing Body. • The Implementing Body/Project Beneficiary: • Shall perform all actions for the realization of the Project (i.e. Design and organization, drafting of technical proposals and contracts, funding and financial data monitoring, delivery of the final Project to the Owners). • Shall cooperate with the Project Owners in the Technical Sheet drafting and shall disclose to the former all relevant reports for the project development. <p>The Project Owners and the Implementing Body/Project Beneficiary shall be held liable commonly for the non-performance of the above obligations regarding Project materialization.</p>
DURATION	<ul style="list-style-type: none"> • The Master MoU shall be put into force from the date of its signing by all contracting parties and shall be valid until the realization of the Project and its delivery from the Implementing Body/Project Beneficiary to the Project Owners. <p>The Implementation time schedule is described in Annex I. Any alteration of the time schedule exceeding a period of 6 months shall be approved by the Project Monitoring Body.</p>
JOINT PROJECT MANAGEMENT TEAM	<ul style="list-style-type: none"> • For the implementation of the said MoU a Joint Management Team (JMT) shall be established and staffed with representatives from Project Owners and Implementing Body, as per seats described in GSDP guidelines. The JMT shall consist of: <ol style="list-style-type: none"> 1. 2 representatives by Enterprise Greece 2. 2 representatives by the Ministry of Foreign Affairs,



	<p>3. 1 representative by the Ministry of Economy</p> <p>4. 1 representative by the Ministry of Digital Policy, Telecommunications and Media.</p> <ul style="list-style-type: none"> • Object of the JMT shall be the coordination and monitoring of all actions described in the MoU for the implementation of the Project. • Operational details of JMT shall be introduced with appropriate JMB decisions.
OPERATION OF THE NEW IT-SYSTEM / AFTER COMPLETION OF THE NEW IT-SYSTEM ISSUES	<ul style="list-style-type: none"> • Further to the completion and delivery of the Project to the Project owners the Project Owners shall execute a new co-operation agreement, which shall stipulate, <i>inter alia</i>: <ul style="list-style-type: none"> a) the conversion of the aforementioned JMT to a Joint Operations Team (JOT) and b) a regulation of operation. <p>The JOT will be supported by a “Technical Committee” that consists of specialized personnel, responsible for content management.</p>
BREACH OF CONTRACT	<ul style="list-style-type: none"> • Breach of any of the agreed terms shall grant the right to the innocent party to annul the contract and to claim damages from the competent courts.
LIABILITY OF IMPLEMENTING BODY	<ul style="list-style-type: none"> • The Implementing Body shall be held liable against the Project Owners regarding good performance of its obligations based on the Master MoU. • The Implementing Body/Project Beneficiary and the Project Owners commonly shall be held liable against any third party.
REPRESENTATION	<ul style="list-style-type: none"> • The Implementing Body shall represent the Project Owners in both court and out-of court/legal proceedings until the expiry of the MoU and the transfer of project implementation to the Project Owners.
DISPUTE RESOLUTION	<ul style="list-style-type: none"> • Any dispute concerning the execution and/or the interpretation of the terms of the MoU which cannot be settled by the JMB shall be settled by the competent courts of Athens (e.g. The Courts of the Project Owners’ place of establishment).



TRANSFER OF HUMAN RESOURCES	<ul style="list-style-type: none">• For the sole of purpose of implementation of the Project, it is agreed that human resources and/or real property, equipment from the Project Owners might be provided to the Implementing Body.
SPECIFIC PROVISIONS	<ul style="list-style-type: none">• Substitution: The MoU cannot be assigned.• Intellectual Property: All documents regarding the execution of the MoU drafted by the Implementing Body shall be of ownership of the Project Owner and they shall be transferred to it at the end of the contract. Any other IP rights are also assigned to the Project Owner without any payment.• Confidentiality: All information is strictly confidential.• Definition and Division of Powers between the Project Operation Bodies.
	<ul style="list-style-type: none">• Only written amendments are allowed.• Non performance or delays by the Parties do not constitute either withdrawal or exemption from the MoU, or acknowledgement of rights not stated in the MoU.
ANNEX A	<p>I. NEW IT SYSTEM SECTIONS</p> <p>II. NEW IT SYSTEM PURPOSE</p>



III. Summary of IT System related SLAs

(Full version attached in a separate document due to file size – in Greek language.
A general summary in English language can be found below).

SLA²³ SUMMARY

BETWEEN

ENTERPRISE GREECE AND THE PROVIDER / PARTNER

RECITAL	<ul style="list-style-type: none">• The Project: Implementation of the “Upgrading the “Agora Plus” internet portal”” project of the Ministry of Foreign Affairs, which shall be implemented in order to meet the operational needs of the project “Internet Portal for Exports Support, Business Relations Management, Registry, Digital Library (studies, surveys, statistics), Business Intelligence, Requests Management, Collaborative spaces” of ENTERPRISE GREECE.• In the Project implementation context, the “New IT System” will be created: Development of a single platform for the Greek exports promotion - reference to Annex A (information will be included indicatively for country's productive export potential, production and exports statistics, registry for export and potential export businesses, registry for foreign businesses, studies, exhibitions, market surveys, business guides etc.)
ARTICLE 1 - OBJECT	<ul style="list-style-type: none">• The cooperation between ENTERPRISE GREECE and the Provider regarding the provision of the Information (as defined below).

²³ GIZ: SLAs can be converted to MoUs by removing specific KPIs and clauses in Annex A (and *vice versa*).



	<ul style="list-style-type: none"> • “Information” definition and description: all the specialized tools required for the operation of the New IT System (e.g. Information about International Trade and commercial, financial relations of Greece worldwide, Information about the Internal Market, etc.) • The aim is to create a single point of access to the information of natural and legal persons active in Greek exports
ARTICLE 2 – TERMS OF COOPERATION	<ul style="list-style-type: none"> • The Information introduction into the New IT System shall occur solely by authorized to do so input users. • The Information entered by the Provider’s Input Users will be subject to the approval of the responsible Content Managers. • Content Managers will be responsible for supervising the content of New IT System with increased possibility for intervention, both to approve and to correct the information provided.
ARTICLE 3 – OBLIGATIONS AND DUTIES OF PROVIDER	<p>Indicative:</p> <ul style="list-style-type: none"> • Effort to provide Information within sixty (60) hours • Providing Information with the utmost consistency, responsibility, responsibility for the correctness and validity of their content, etc.
ARTICLE 4 - OBLIGATIONS AND DUTIES OF ENTERPRISE GREECE	<p>Indicative:</p> <ul style="list-style-type: none"> • Creation and support of the New IT System • Content managers’ set up
ARTICLE 5 - INTELLECTUAL PROPERTY	<ul style="list-style-type: none"> • The Provider grants to ENTERPRISE GREECE the non-exclusive and non-transferable right to use the Information and Data provided by the



	<p>Provider, the trade name and other symbols.</p> <ul style="list-style-type: none">• The Information provided shall be retained in the absolute ownership of Provider.• ENTERPRISE GREECE has the right to use the information provided by the Provider after the termination or expiry of this SLA.
ARTICLE 6 - CONFIDENTIALITY	<ul style="list-style-type: none">• All information is strictly confidential.
ARTICLE 7 – DURATION AND TERMINATION OF SLA	<ul style="list-style-type: none">• Duration of indefinite time.• Possibility of any time termination upon thirty (30) days’ written notice.
ARTICLE 8 – FINAL PROVISIONS	<ul style="list-style-type: none">• The SLA cannot be assigned.• Only written amendments are allowed.• Greek law is applicable – Greek Courts are competent.
ANNEX A	<p>I. NEW IT SYSTEM SECTIONS</p> <p>II. NEW IT SYSTEM PURPOSE</p>