National Trade Facilitation Strategy and Roadmap

October 2012

"25 actions to reduce time to export by 50% and costs by 20% by 2015, thus leading to 10% increase in exports' value, 1.7% increase of the GDP and 80,000 new jobs"

ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
Κυβέρνηση

Hellenic Republic - October 2012

Ministry of Finance
Ministry of Foreign Affairs
Ministry of Development, Competitiveness, Infrastructure, Transport and Networks
Ministry of Rural Development and Food

In cooperation with the Ministry of National Defence; the Ministry of Education, Religion, Culture and Sports; the Ministry of Environment, Energy and Climate Change; the Ministry of Health; the Ministry of Public Order and Citizen Protection; and the Ministry of Maritime Affairs and the Aegean.

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1. Executive Summary

With the objective of enhancing growth, the Greek Government has made a commitment to devise a comprehensive National Trade Facilitation Strategy. This initiative will simplify both pre-customs and customs procedures in order to encourage exports and facilitate trade across borders for companies in Greece.

The strategy focuses on reviewing existing procedures and processes in order to streamline and simplify them where necessary thus reducing the time and administrative costs for the exporting companies. It will set the framework for implementing a single integrated information system, a one-stop-shop for export facilitation (Single Window).

The National Trade Facilitation Strategy and Roadmap sets out this reform process. The deliverables are part of the Economic Adjustment Programme for Greece and the Memorandum of Understanding on Specific Economic Policy Conditionality (MoU).

Key objectives of the Trade Facilitation Strategy are:

1. To reduce the number of days needed to export by 50% by 2015
2. To reduce the cost to export by 20% by 2015
3. To establish a National Single Window for Exports

In order to achieve these objectives, a concrete action plan has been established offering a step-by-step roadmap of the process within a strictly defined timeline.

The implementation of the Roadmap will start on November 1st 2012, with the first two months constituting a start-up phase, with some concrete deliverables and to be used to ensure that all stakeholders share a common understanding of the objectives.

The next 12 months of implementation, running until the end of 2013, aim at achieving the **short-term objectives** of the Roadmap, bringing in some **quick wins** that can provide early and visible improvements for both the administration and economic operators, thus convincing the latter of the Government's determination and commitment. In 2013, the objective is to reduce time needed to export by 25% and costs by 10%. Actions to achieve this include the simplification of national legislation where necessary and its integration into e-customs as a national version of the Online Customs Tariff Database (TARIC), the enabling of electronic submission of all data/documents related to the declaration procedure, the launch of a pilot programme in selected customs offices to expedite export procedures, the carrying out of business process analysis (BPA), simplification and electronic automation for selected pilot products.

By the end of 2014, the **medium term objective** is to continue the momentum of the short term period in order to complete the reforms. In 2014, the objective is to proceed to an additional reduction of time by 25% and costs of 10%, thus to integrally meet the key targets set in the roadmap (reduction of time and costs of 50% and 20% respectively in 2013-2014). The **long term objective** is to solidify and make the achievements of the short and medium term sustainable in the long run.

The implementation of the action plan will be measured by a number of Key Performance Indicators (KPIs), which refer to the best practices of other Member States of the European Union. These KPIs have been set as targets to be achieved by 2015, but will be monitored on a regular basis.

A key provision of this Roadmap is the formation of a supervisory body at the ministerial level, called the "Co-ordination Committee of the National Strategy for Trade Facilitation – CCNSTF", with the participation of the Ministry of Finance (MoF), the Ministry of Foreign Affairs (MFA), the Ministry of Development, Competitiveness, Infrastructure, Transport and Networks (MDI), the Ministry of Rural Development and Food (MRDF), the European Commission (EC), and the United Nations Economic Commission for Europe (UNECE) will be invited to hold an advisory role.

At the operational level, a Steering Committee will be set up with the participation of both public and private sector representatives, which will be holding regular meetings in order to better coordinate the implementation of the Roadmap. The Steering Committee will have the power to set up working groups, on a permanent or ad hoc basis, which will be responsible for carrying out the actual implementation of the action plan.

A crucial factor emphasized by the Strategy is the effort required to mobilize the necessary resources, both human and financial. For such a major undertaking, adequate funding and resources are a prerequisite for success.

The Strategy concludes by stressing the significance of the Government's commitment and determination to implement this ambitious and realistic roadmap. A strong political drive and close collaboration between all public and private stakeholders is a key success factor for such an extensive reform.

2. Vision statement

The Trade Facilitation (TF) reform is set to change trading across borders for Greece. It will bring a radical simplification of all related procedures thus reducing the time and administrative costs for the exporting companies, while setting the framework to implement a single integrated information system (Single Window). Exporters will benefit by easily importing raw materials and exporting their own goods and services. Foreign investors will be attracted by the opportunity to invest in a country that allows them to easily export anything produced by their investment. Also, Greece will be able to take advantage of its geographical location and become a hub for the region's international trade.

The TF Strategy & Roadmap exemplify Greece's effort to change and adopt a sustainable economic model based on sound business environment. Each step implemented contributes to the growth of the Greek economy and supports job creation. Public/private sector cooperation and gradual mentality change is a prerequisite for success; this project offers an excellent opportunity to foster it. Coupled with the first two pillars of the National Export Strategy and other related government initiatives, like the Strategy on Logistics, the TF reform will transform the inward-looking Greek economy to an outward-looking one and make trading across borders one of Greece's competitive advantages.

Exports is declared as one of the Government's top priorities in the nation's effort towards economic recovery. Indeed, one of the key causes of the Greek recession has been the country's trade deficit. Beyond its fiscal implications, it illustrates the lack of competitiveness of the Greek economy as well as its lack of a solid productive base. But the Greek economy does have potential, since the country has a unique geographical position, a highly educated youth and production capabilities still waiting to be utilized.

Greece has set ambitious and specific goals:

(i) drastically minimize the trade deficit by 2014, and

(ii) boost exports of goods to represent 10% of GDP by 2012 and 16% of GDP by 2014.

So far there are signs of success: exports of goods increased by 36.8% in 2011 representing already 10.4% of GDP. More specifically, in 2011, for the first time ever, exports exceeded 20 billion Euros in value (reaching 22.45 billion Euros). Excluding oil products, exports increased by 9.4% reaching a record 16.01 billion Euros. It should be highlighted that 2011 was a record year for exports in terms of volume (quantities) and value in US dollars, too, i.e. the increase was not based on fluctuations of commodity prices or currency

exchange rates. Almost half of the Greek exports go to EU countries (50.6%), while the other half to third countries (49.4%).

Nonetheless, it should be noted that although Greek exports exceeded 10% of GDP, which is a historic record, all other EU countries outperform Greece. The respective figure for Spain and Portugal is double, while for Ireland and the Netherlands stands over 50%. This illustrates that the Greek economy needs to intensify its efforts to become much more export oriented.

While the trade deficit has decreased, it still remains significant at 9.1% of GDP in 2011 (2008: -18.3%, 2009: -13.5%, 2010: -12.7%). The value of exports is equal to just 51.8% of the imports' value, yet this is a 10-year record performance (in 2009 the relation of exports to imports was only 29.5%). Balanced international trade is essential element to make the Greek economy sustainable.

Greece's National Export Strategy is based on 3 pillars:

i. **Enlarging Greece's Export Base**, through the development of industry-specific policies to encourage companies in Greece to produce and offer internationally competitive goods or services under a sustainable business model (product mix, innovation, equipment, human resources, inventory, economies of scale, financing etc).

ii. **Exports' Promotion**: it includes the restructuring of related state agencies, building a national brand and the overall support to the companies in Greece to focus on exports, engage in international trade networks and find trade partners abroad in both traditional and emerging markets (international certifications/accreditations, packaging, labeling, branding, marketing, distribution networks, clusters etc). The Netherlands provide technical assistance on exports' promotion as domain leader with the facilitation of the Task Force for Greece (TFGR).

iii. **Trade Facilitation** (TF) with emphasis on the simplification of pre-customs' and customs' procedures. The initiative focuses primarily in assisting companies to easily trade across borders via streamlined, quick and digital procedures. Technical assistance is provided by the UNECE and various EU member states with the support of the EC. The National Trade Facilitation Strategy and Roadmap sets out

this reform process. The deliverables are part of the Economic Adjustment Programme for Greece and the Memorandum of Understanding on Specific Economic Policy Conditionality (MoU).

> *Trade facilitation is often referred to as the "plumbing of international trade" and aims at the efficient implementation of trade rules and regulations. In its most narrow sense, trade facilitation may be defined as the systematic rationalisation of procedures and documentation for international trade. In its wider sense, it covers all the regulatory measures that affect the flow of exports and imports, including customs laws and regulations, technical regulations, veterinary inspections and other controls used to ensure that goods and services traded adhere to the minimum international and national standards (United Nations Economic and Social Commission for Asia and the Pacific - UNESCAP, 2002).*

The Greek authorities are committed towards facilitating trade for exporters and automating procedures for Greek exports. Under the leadership of the Ministry of Finance and of the Ministry of Development, Competitiveness, Infrastructure, Transport and Networks, and in cooperation with all Ministries, agencies, associations and business stakeholders, this initiative focuses on the analysis and simplification of the regulatory requirements to export and the integration of information flows within a paperless customs environment (Integrated Customs Information System, ICISnet). Ultimately, the simplified export procedures shall be accessible through a national Single Window (SW).

These actions are inserted into this comprehensive and commonly shared Greek TF Strategy and will enhance export opportunities for Greek traders and improve efficiency and regulatory compliance of cross border trade. While the Roadmap focuses on exports, it is important to stress that reforms will also extend to imports, as both are required to improve Greece's international trade performance. Therefore all actions will cover imports wherever suitable, despite the fact that exports will be the first priority in reviewing and reforming procedures.

The implementation of national trade facilitation policy and the launch of a SW is recommended by the United Nations as international best practice: United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) Recommendation 33/2004. For many governments, Single Windows have become a core instrument to facilitate trade, simplify procedures and implement electronic business. Today 49 countries around the world have reported the implementation of SW systems of varying complexity.

More specifically, SW refers to the simplification of procedures and then to the implementation of an electronic facility (digital platform) that allows parties involved in trade and transport to lodge standardized information and documents in a single entry point to fulfill all import, export, and transit-related regulatory requirements. The system is primarily considered in the customs import/export environment and is intrinsically related to the presentation or declaration of goods to Customs, for reducing clearance times and ensuring that necessary information for completing these processes is only submitted once. SW also promotes transparent trading in which rules and procedures are clearly defined and automated. Some potential benefits to the public sector include administrative burden reduction, freeing up resources, increasing efficiency, improving statistical data, making all information available in one central outlet for government to access, and ensuring correct revenue yield.

Initially, TF was considered an IT project to build the SW. The original MoU commitment had kept SW and e-customs separate. However, in the meantime, following the July 2012 international TF workshop, it has become a much more fundamental reform initiative that features strong inter-ministerial coordination, public-private sector cooperation, and has its objective the drastic simplification and digitization of procedures to the benefit of exporters in Greece. The focus is on cutting red-tape before digitization: SW is not a mere IT solution, but a platform to reform bureaucratic processes in 10 Ministries and more than 20 agencies.

If the procedures for trading across borders in Greece were meeting the EU average of 10 days instead of 19 days, which is the case now according to the Doing Business Report by the World Bank, there would be a significant cost reduction and an increase in Greece's international trade by an estimated 10% per annum *. Such improvement would lead to an increase in Foreign Direct Investment (FDI) and overall have a significant positive impact on competitiveness (more than 30 places up in the World Bank ranking), growth (1.7% of GDP) and employment (80 000 new jobs) **. The overarching goal is to reduce the number of days and cost needed to export by 50% and 20% respectively by 2015.

Given that the World Bank methodology does not cover all aspects of trading across borders, an important part of the TF project will be the Business Process Analysis (BPA) of all

* Source: Simeon Djankov, Caroline Freund, and Cong S. Pham (2007), Trading on Time, Washington, D.C.: World Bank; and TFGR Mission Report, Facilitating Exports Procedures in Greece (March 2012).

** Source: Study by the Centre of Planning and Economic Research (KEPE) (2012).

procedures per product per country of origin/destination. Thus a clear picture on the current status can be attained. It will be followed by necessary simplifications using EU best practices as a benchmark.

The TF Strategy & Roadmap is based on a comprehensive framework with clear vision, scope, objectives, deliverables and timeframe. It aims to improve the business environment in all areas related to trading across borders: pre-customs and customs procedures, intra-EU trade and trade with third countries and all possible modes of TF, i.e. ground (rail, roads), sea (ports) and air (airports). Specific deliverables per quarter have been set and Key Performance Indicators (KPIs) will be used to monitor the implementation progress.

Crucially the TF reform aims to bring about a mentality change within the public administration and the setting of new parameters for public-private sector engagement. By reducing bureaucracy, the administration will be able to focus its time and energy to better serve exporters by actively seeking ways to make their trading across borders experience more efficient and effective. Instead of limiting its role to rule enforcement, the Greek authorities will primarily cater for companies on how to better do their business according to the regulations, which should have been simplified to the maximum. Building the necessary trust between the economic operators and the authorities will require long term change in mentalities and behaviors, but it is crucial task.

To that extent, the TF project management structure involves both the public and private sector. The Steering Body offers a platform for cooperation between the administration, civil society and business. The implementation of the reform will force the stakeholders to understand the limitations, attend to their needs and utilize the strengths of each other. Since the TF aims to support the private sector in improving their business, the entrepreneur will be at the center of this reform and a concrete relationship between the public and private sector will be cultivated.

Engaging representatives of the private sector will ensure that the TF Strategy will meet the needs of the business community, while improving the communication of the initiative to the enterprises in Greece, especially small and medium ones (SMEs). It is critical that the companies in Greece endorse early on each of the reform's quick wins, buy into the opportunities it will offer and benefit from its provisions. The commitment of both, the public and private sector, needs to be solid, so it can further strengthen the momentum on TF advancement and the overall policy initiative on exports.

3. Assessment of Current Impediments

Greek exporters believe that they face widespread administrative barriers to export as they act in an environment where there is an absence of a coordinated and commonly accepted export driven strategy and support. This assessment focuses on the contribution of impediments to the current status and highlight to areas to be improved as part of the roadmap in relation with the improvement of the KPIs.

Current impediments are grouped in 5 areas:

3.1 Time to Export

The time to export problem is caused by factors such as duplicated procedures and process, and the lack of process optimization between pre-Customs and Customs controls. Below are the key causes that are identified:

- The existence of a large number of controls from different agencies and different offices, some are even duplicated
- Non-standardization of customs practice across customs offices cause many unnecessary steps in customs clearance process
- Customs office hours are not always in line with the needs of the exporters
- Multiple agencies require the same original supporting documents and multi-application of the same data

3.2 Cost to Export

The high cost to export is a problem caused by factors such as complicated documentation processes for export of goods. Below are the key causes that are identified:

- Lack of information provided to exporters in terms of what items are controlled and by which ministry or agency
- Unclear requirement on the number of documents required and the procedures required for export of goods
- Simplified procedures are not widely adopted by exporters, thus causing physical presence required for cargo clearance
- The complexity of the procedures led to de facto use specialised intermediaries adding significant cost particularly for low value exports
- Fees applied in many of the export procedure steps

3.3 Legal Issues

Legal framework or policy issues are problems which arise from the interpretation of the

law or the implementation of policies by the government agency. It usually requires the law or policy to be amended in order to resolve the issue. They are:

- The existence of large number of controls from different agencies and different offices, some are even duplicated
- Only exporters, their authorised employees or their licensed agent (customs brokers) can make export declaration
- Complicated pre-customs procedures include unnecessary steps because of outdated legal provisions

3.4 Information Issues

Information issues are problems which arise from the lack of transparency or information provided. It usually requires critical information to be readily available in order to resolve the issue. They are:

- Lack of information provided to exporters in terms of what items are controlled and by which ministry or agency
- Unclear requirement on the number of documents required and the procedures required for export of goods

3.5 Implementation Issues

Implementation issues are problem which are operational in nature. It usually requires business process analysis and streamlining in order to resolve. They are:

- Non-standardization of customs practice across customs offices cause many unnecessary steps in customs clearance process
- Customs office hours are not always in line with the needs of the exporters
- Simplified procedures are not widely adopted by exporters, thus causing physical presence required for cargo clearance
- Multiple agencies require the same original supporting documents and multi-application of the same data

3.6 Reforming and Implementing for Trade Facilitation

Efficient and effective implementation of import/export procedures to better facilitate trade, requires a concerted effort by all stakeholders involved in the process. There are tried and tested fundamental principles that must be applied to improve chances of implementing modern and streamlined import/export procedures.

The international landscape is littered with ineffective trade facilitation reforms. The main lesson to be learned from these failures is that unless a comprehensive, holistic approach is taken, which redresses all the various supporting aspects of capacity building and reform, attempts to simply implement new import/export procedures will inevitably fail immediately or be unsustainable in the medium term. However there are guiding principles for ensuring a successful and sustainable implementation of best practices for trade facilitation.

Table 1 depicts the "Guiding Principles for implementing Customs Procedure Reforms" which can be used as a guide for Greek Customs as they embark on the crucial action plans related to reduce and streamlining customs processes to facilitate exports.

Table 1: Guiding Principles for implementing Customs Procedure Reforms

It is critically important that capacity-building assistance to reform import/export procedures be structured bearing in mind the following key principles:

1. There must be political will, commitment and ownership for change, as well as cooperation and partnership among all public and private stakeholders.
2. An accurate capacity-building diagnostic needs analysis must be undertaken that recognizes that each specific country's program must be tailor-made.
3. Adequate financial and human resources must be found to implement the program.
4. The supporting legal framework must be modernized.
5. Transparency and predictability is a must to promote voluntary compliance.
6. An appropriate balance must be maintained between facilitation and control objectives with authorities exercising minimum intervention at time of release through the application of risk-management techniques and non-intrusive technologies, and most controls exercised on a post-clearance audit basis.
7. Integrity and other human resource management weaknesses must be redressed.
8. Procedural, document, and data requirements be kept to a minimum, with information and communication technology applied according to recommended international best practices and standards.

Source: World Bank Guide "Reforming the Regulatory Procedures for Import and Export: Guide for Practitioners", 2006

3.7 Common sources of delays / costs associated with requirements from government regulatory agencies

The following table depicts the common sources of delays / costs associated with requirements from government regulatory agencies.

As the various government ministries embarked on their review of their processes, it is worthwhile to consider the sources of delays / cost to be reduced or streamlined.

Table 2: Common Sources of Delays / Costs Associated with requirements from Government Regulatory Agencies

- Bureaucratic paperwork and delays related to obtaining necessary import/export permits and certificates of compliance or origin either prior to or at time of arrival;
- Policy ambiguity;
- Inordinately high rates of cargo inspection, inspection rates that often eclipse the inspection rate of the Customs service because such agencies fail to utilize risk management techniques;
- Lack of coordination between inspection officers from Customs and other agency officials when they both need to be present for any breaking of the seals on the container before the inspection of goods starts;
- High container/goods handling costs to move containers to inspection areas and for un-stuffing contents to allow other agencies to simply check product labeling/marking and/or remove samples;
- Pilferage and loss when unnecessarily large samples are removed for testing and not returned to the consignment;
- Delays caused by the time required to transport samples to laboratories that may be located long distances from the port;
- Delays/queuing while samples wait for testing at poorly equipped or insufficiently staffed laboratories;
- Lengthy delays in having test results returned from the laboratory to responsible authorities/parties; and,
- High fees charged for laboratory analyses.

Source: World Bank Guide "Reforming the Regulatory Procedures for Import and Export: Guide for Practitioners", 2006

4. Key Performance Indicators (KPIs)/ Benchmarks

The implementation of the National Trade Facilitation Strategy will be measured by a number of Key Performance Indicators (KPIs), if available; these should be preferably benchmarked against other member states of the European Union. These KPIs have been set as targets to be achieved by 2015, but will be monitored on a regular basis.

4.1 World Bank Doing Business – Trading Across Borders Indicators 2013

The World Bank Doing Business Trading Across Border (TAB) 2013 indicators measures the time and cost (excluding tariffs) associated with exporting and importing by ocean transport, and the number of documents necessary to complete the transaction. The indicators cover documentation requirements and procedures at customs and other regulatory agencies as well as at the port. They also cover logistical aspects, including the time and cost of inland transport between the largest business city and the main port used by traders. The TAB indicators are commonly used as key dimensions for the "ease of trading" i.e. indicating the more time-consuming and costly it is to export or import, the more difficult it is for local companies to be competitive and to reach international markets.

The World Bank indicators are based on surveys identical in all countries. It should therefore be taken into consideration that the precise value of the indicator is not the only important factor but rather the relative positioning vis-a-vis the other countries. It is also important to emphasise that the BPAs conducted and other analysis and review steps contained in the Roadmap will enable a finetuning of the World Bank indicators.

4.2 Greece's Trading Across Borders Indicators 2013

Greece is currently ranked 21 out of the 26 EU member states, and 62 out of 185 countries in the latest TAB 2013 survey. This places Greece in the lower percentile range.
The table 1 below shows Greece's TAB indicators compared with the other EU states.

Table 3: World Bank Doing Business – Trading Across Borders Indicators 2013 – EU States

EU State	TAB Ranking	Documents to export (number)	Time to export (days)	Cost to export (US$ per container)	Documents to import (number)	Time to import (days)	Cost to import (US$ per container)
Denmark	4	4	5	744	3	5	744
Finland	6	4	8	540	5	7	620
Estonia	7	3	5	745	4	5	795

Sweden	8	3	8	705	3	6	735
Netherlands	12	4	6	895	4	6	975
Germany	13	4	7	872	5	7	937
United Kingdom	14	4	7	950	4	6	1,045
Latvia	16	5	10	600	6	11	801
Portugal	17	4	13	685	5	12	899
Cyprus	18	5	7	790	7	5	900
Lithuania	24	5	9	825	6	8	980
Austria	26	4	8	1,090	5	8	1,155
France	27	2	9	1,078	2	11	1,248
Ireland	28	4	7	1,135	4	12	1,121
Belgium	29	4	9	1,230	5	9	1,400
Luxembourg	32	5	7	1,420	4	7	1,420
Spain	39	5	9	1,260	6	9	1,350
Poland	50	5	17	1,050	5	16	1,025
Italy	55	4	19	1,145	4	18	1,145
Slovenia	57	6	16	745	8	14	830
Greece	62	5	19	1,115	6	15	1,135
Czech Republic	68	4	16	1,145	7	17	1,180
Romania	72	5	12	1,485	6	13	1,495
Hungary	73	6	17	885	7	19	875
Bulgaria	93	5	21	1,551	6	17	1,626
Slovak Republic	98	6	17	1,560	7	17	1,540

Benchmarking against Greece's TAB 2013 indicators would be a good benchmark to gauge the successfully execution of the action plans of this TF Roadmap. Therefore the following Key Performance Indicators for this TF Roadmap shall be based on the TAB indicators.

According to the TAB 2013 report, it takes 19 days to export in Greece, compared to 9 days in Spain and Belgium. The average, of all EU member states is 11 days.

Table 4: Greece TAB Benchmarks with EU Member States and objectives for 2013-2014

EU State (current state)	TAB Ranking	Documents to export (number)	Time to export (days)	Cost to export (US$ per container)
Greece - Current	62	5	19	1,115
Spain	39	5	9	1,260
Poland	50	5	17	1,050
Belgium	29	4	9	1,230
United Kingdom	14	4	7	950

Greece objective	Time to export (days)	Cost to export (US$ per container)
Greece - End 2013	15	1000
Greece - End 2014	10	900

Of the 19 days for export, the table below shows that 14 days was incurred for "document preparation, while it takes 2 days to complete customs clearance.

Table 5: Breakdown of the Time for Export

Nature of Export Procedures	Duration (days)	US$ Cost
Documents preparation	14	235
Customs clearance & technical control	1	230
Ports & terminal handling	2	300
Inland transportation & handling	2	350
Total	19	1,115

Export documents

1. Bill of lading
2. Certificate of origin
3. Commercial Invoice
4. Customs export declaration
5. Technical standard/health certificate

4.3 The time to export will be reduced by 50%

If Greece is to reduce the time to export / import reduced by 50%, then Greece's ranking shall leapfrogged from 62 to the 40s range, and be equivalent to Spain's current indicators. See table 4 above.

KPI #1:

Reduce the time to export as measured by World Bank's Trading Across Border 2013 survey to 10 days.

Key milestones:

- **Reduce to 15 days by 4thQuarter of 2013 and to 10 days by 4th Quarter of 2014**

4.4 The cost of exporting a container will be reduced by 20%

According to the World Bank's "Ease of Doing Business 2013" report, it costs US$1,115 on average to export a container in Greece, compared to US$950 in United Kingdom and US$705 in Sweden. The average, of all EU member states is US$1,009 days.

In addition to reducing the time, if Greece is to reduce the cost to export reduced by 20%, to US$892, then Greece's ranking shall improve considerably, and be equivalent to United Kingdom's indicators.

KPI #2:

Reduce the cost to export as measured by World Bank's Trading Across Border 2013 survey by 20% to US$ 892.

Key milestones:

- **Reduce by 10% by 4th Quarter of 2013 and to 20% by 4th Quarter of 2014**

4.5 The percentage of physical and documentary controls will be reduced to align with EU best practices

As of September 2012, the percentage of physical and/or documentary controls is approximately 46%, which is much higher to EU average (many Member States perform less than 5% controls). This percentage will be reduced to 5% by the end of 2014.

KPI #3:

Reduce the percentage of physical and documentary controls to align with EU best practices.

4.6 Increasing the number of traders registered for Simplified Procedures

The number of traders registered for Simplified Procedures including local clearance is currently very low, totalling only three (3). This KPI is to increase substantially the number of traders that are benefitting from these programmes.

KPI #4:

Increase number of companies approved for Simplified Procedures including local clearance

Key milestones:

- **increase to 50 by the 4th Quarter of 2013**
- **increase to 100 by the 4th Quarter of 2014**
- **represents 50% of total value of exports by 4th Quarter of 2015**

4.7 Increasing the number of traders registered for Authorised Economic Operator

This KPI is to increase substantially the number of traders that are benefitting from AEO scheme.

KPI #5:

Increase the number of AEOs

Key milestones:

- **increase to 50 by the 4th Quarter of 2013**
- **increase to 100 by the 4th Quarter of 2014**
- **represents 20% of total value of exports by 4th Quarter of 2015**

4.8 Establish and then grow the number of traders registered for Authorised Trader in the area of agriculture (fresh fruits and vegetables)

KPI #6:

Establish and grow the number of Authorised Traders of fresh produce to 50 companies by 4th Quarter of 2013

4.9 Benchmarking for Greece's Export Competitiveness

The execution and realisation of the KPIs and its intermediate targets shall provide a

progressive picture of how and where Greece's export competitiveness shall be improved and enhanced.

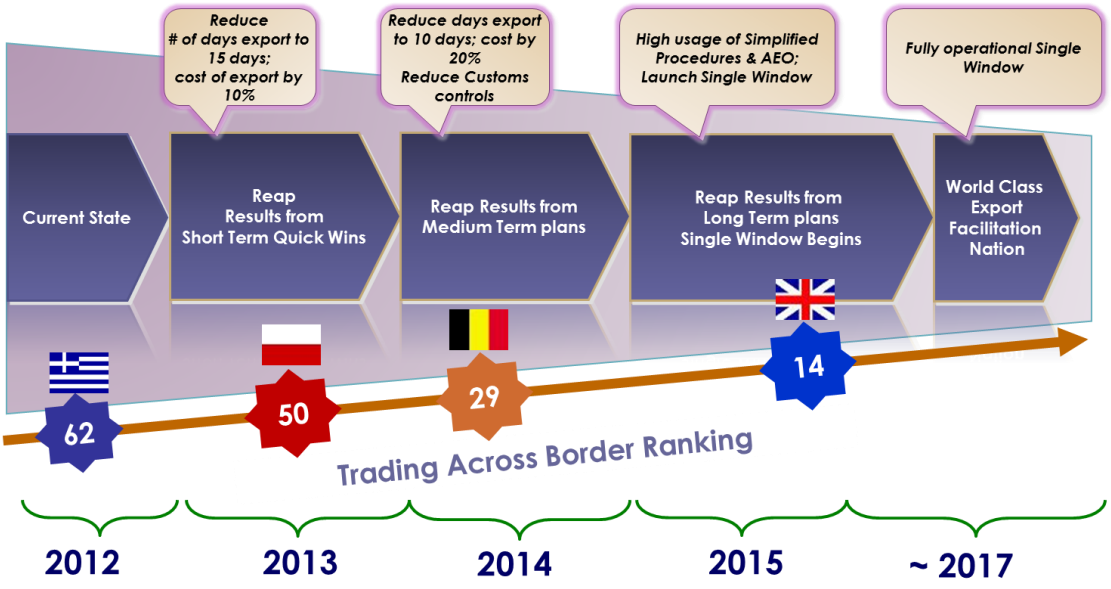
A good proxy to benchmark Greece's export competitiveness would be to assess the improvements to the TAB indicators (all things remaining equal).

If the TAB indicators improved according the KPI targets at the end of the Short Term plan (4th Quarter 2013) are achieved, Greece's ranking from 62 in the TAB 2013 Report shall match countries currently ranked in the 50's range (e.g. Poland).

At end of the Medium Term plan, (4th Quarter 2014), the successful execution of the TF action plans in the Roadmap shall achieve improvement in the TAB rank for Greece to match countries ranked in the 30's (e.g. Belgium). Greece shall then be in the upper quartile position.

In the long term beyond 2015 till 2017, shall aim for Greece to reach improved TAB indicators that would place Greece to match countries currently ranked in the world's top 20s range (e.g. United Kingdom). This standing will enable Greece to be among the top nations in trade facilitation, and thereby enabling Greece's trader to be very competitive.

Figure 1: Greece's TF Roadmap for export competitiveness



5. Governance Structure

5.1 Introduction to Governance Structure for project implementation

A well-planned governance structure is of vital importance to ensure successful and on-time implementation of the Roadmap and ultimately delivering on the Strategy for TF.

The overall structure needs to steer, monitor and implement the project. It must be official and ensure authority/mandate, accountability, reporting, continuity and allow corrective adjustments if necessary. At the same time it should be kept simple and operational, and has to be powerful and flexible enough in order to carry out its tasks speedily, resolving and bypassing any undue bureaucratic formalities.

Taking into account the conclusions of the international workshop organized in July 2012 in Athens, the necessary managerial structure should be spread among 3 levels:

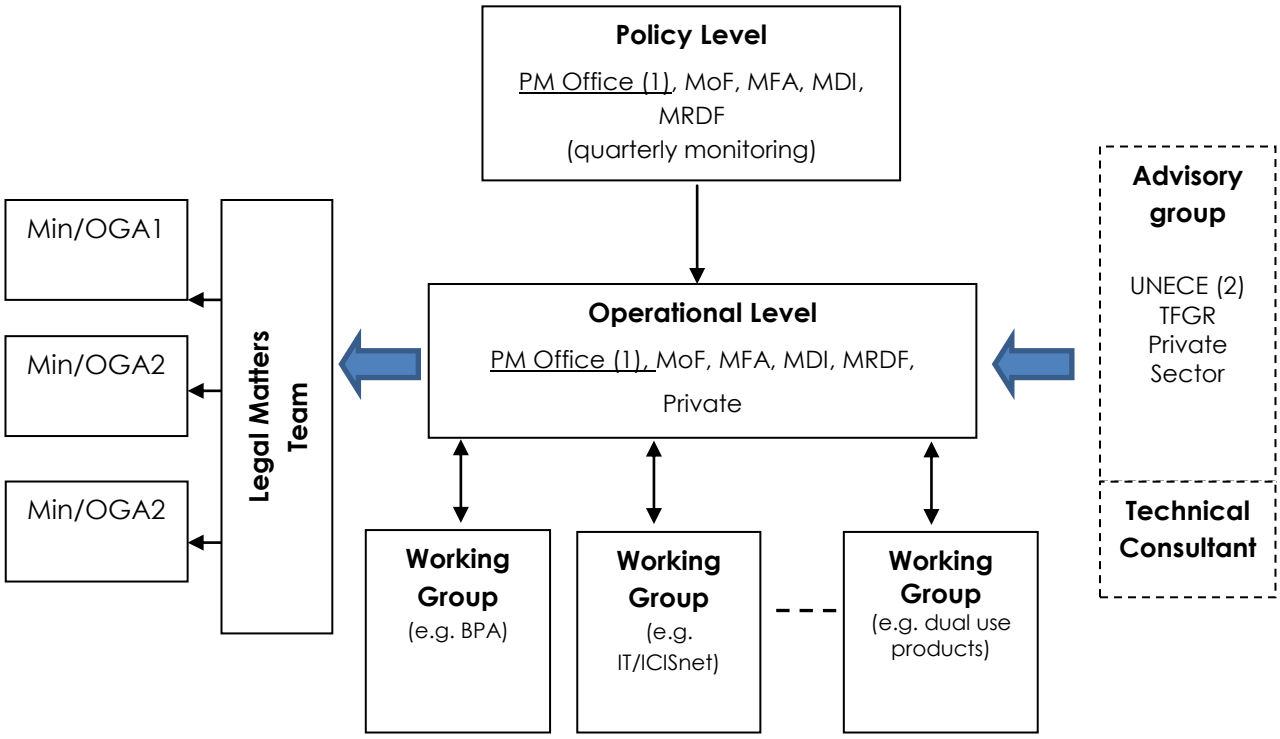
- Political Supervisory body
- Operational Steering Committee
- Working/executive Groups

The existence of a strong political will is one of the most critical factors for successful execution of the Trade Facilitation Strategy and Roadmap. A **Political / Governmental Supervisory Body** at the highest political level shall ensure that this strong political will can be maintained during the whole process of implementation, offering political coordination and guidance whenever necessary to the operational steering committee.

A trade facilitation **Operational Steering Committee** shall be established to coordinate and manage the continuous and tight cooperation among all the involved actors (ministries, agencies and business community) and supervise their common efforts to implement the Trade Facilitation Strategy and Roadmap. The operational steering committee must have the appropriate political support and legal authority, and shall also be able to allocate the necessary human resources, set up permanent or ad-hoc **Working Groups** and assigning them specific tasks timetables, milestones, and deliverables.

The following organizational scheme gives an overview of the governance structure.

Figure 2: Schematic diagram of the Governance Structure



(1) PM Office to be confirmed

(2) The United Nations Economic Commission for Europe (UNECE) will be invited to hold an advisory role

5.2 Supervisory Body (political level)

As part of Greece's National Trade Facilitation Strategy, a supervisory body, called the *"Co-ordination Committee of the National Strategy for Trade Facilitation - CCNSTF"* will be set up at the ministerial level.

5.2.1 Composition – Chairman and Members of the CCNSTF

The CCNSTF could be appointed by a Prime Minister's decision or by an act of the Council of Ministers (Governmental Cabinet). By the same act the Government may determine responsibilities or other details of the operation and functions of this inter-ministerial body.

In order to ensure continuity in the execution of the National Trade Facilitation Strategy, the chairperson should hold his/her position until at least the end of 2015. As it is recommended by UNECE, the CCNSTF should be chaired by a person from the Prime Minister's Office. In any way, the PM office should receive regular reporting and guarantee the coordination & smooth implementation of the Roadmap.

The members of this supervisory body (CCNSTF) will be senior ministerial officials (Ministers or Deputy/Vice Ministers or at least SG/SS), from the:

- Ministry of Finance (MoF),
- Ministry of Foreign Affairs (MFA)
- Ministry for Development, Competitiveness, Infrastructure, Transport and Networks (MDI),
- Ministry of Rural Development and Food (MRDF)

5.2.2 Roles, Responsibilities and Functions of the CCNSTF

The CCNSTF will meet at least quarterly or whenever it is deemed necessary. The responsibilities of the CCNSTF will be to:

- Ensure smooth co-operation of the ministries and inter-ministerial coordination
- Intervene when issues arise
- Supervise and monitor the overall implementation of actions against benchmarks, milestones and targets in roadmap and agreed supplementary actions plans.
- Approve proposals regarding National Exports Trade Facilitation Strategy adjustments, timelines and specific actions on TF Roadmap
- Make final decisions on membership of Operational Steering Committee
- Coordinate and approve the deliverables provided by Operational Steering Committee according the TF Roadmap
- Approve, prioritize and coordinate proposed processes changes and relevant organizational and legislation adjustments among different agencies in various Ministries
- Take care of availability of human resources as well as financial resources allocation
- Confer power to Operational Steering Committee for specific tasks, such as setting up Working Groups and their coordination and management

5.3 Operational Steering Committee (OSC)

The OSC shall, under the general direction of the CCNSTF, be responsible for the coordination, administration, management and implementation of the TF Roadmap Action Plan in Greece.

5.3.1 Composition – Chair and members of the OSC

The Chair of the OSC will hold his/her position until at least the end of 2015 and it is recommended to be a person from the Prime Minister's Office. He/she should have proven strong coordination and communication capabilities, considerable experience in managing projects facilitating business trade procedures, a very good command of

English and good computer skills. He/she will be responsible for OSC meeting calls and will coordinate the OSC activities during the whole Roadmap duration. He/she will also refer regularly to CCNSTF and will present and communicate proposals, action results, deliverables and outputs. He/she represents the OSC in front of all other public and private sector agencies, bodies, etc, and takes special care of good and effective cooperation with all involved parties. The OSC will be empowered to make all operational level decisions, such as setting up (and closing) working groups when necessary, managing and resetting them, etc.

The OSC will consist of members of both public and private sector.

Competent administrations of the following Ministries will appoint appropriate representatives (with their deputies):

- Chair: PM Office (to be confirmed)
- MoF (Customs Administration) : 2
- MFA (e.g. Directorate of Strategic Planning) : 1
- MDI (HEPO and e.g. DG International Economic Policy, Directorate of Import-Export Regimes, Trade Defense Instruments Unit of Export Regimes and Procedures) : 2
- MRDF (e.g. Directorate of Processing Standardization and Quality Control of Products of Plant Origin Department of Food Quality Control) : 1

The following business associations will determine 1 representative (with his/her deputy):

- Hellenic Federation of Enterprises (SEV)
- PanHellenic Exporters Association (PSE)
- Greek International Business Association (SEVE)
- Exporters Association of Crete (SEK)
- Hellenic Logistics Company (EEL)
- Greek Custom Brokers Association (OETE)

All the OSC members shall be approved and appointed by the CCNSTF.

The work of the OSC will be assisted by secretary services by appropriate civil employees who will be provided by the MDI or other public sector services.

5.3.2 Roles, responsibilities and functions of the OSC

The OSC will meet regularly on a biweekly basis. Main responsibilities of the OSC will include:

- Coordination of the project, including Ministries and stakeholders

- Analyze in detail the TF Roadmap and specific action working plans by setting / adjusting concrete timetables, milestones, and deliverables which must be established and followed
- Make proposals to take necessary measures when required
- Cooperate tightly with other institutions, agencies, etc in public or private sector
- Prepare and report drafting to the policy level committee
- Propose necessary procedural, organizational and legislation changes
- Cooperate constantly with international experts (TFGR, UNECE, consultants, etc)
- Set up, coordinate and supervise working groups (permanent or ad-hoc)
- Appoint specific members of the OSC to monitor and supervise working groups
- Cooperate with private sector and OGAs in appointing appropriate staff (and deputies whenever is deemed necessary) and project managers for each working group
- Define goals and deliverables for each working group and monitor them
- Carry out continuous monitoring and assistance to the work of the working groups
- Approve of deliverables from working groups

The role of private sector participants is particularly important. They should assist the OSC in the whole project implementation process by providing their knowledge in business processes and management. They should act as intermediaries for selecting the appropriate experts whenever specific tasks of the project require the involvement of specialists of particular business/economy sector and/or activity.

5.4 Working Groups

The actual implementation of the action plan will be carried out by working groups, which will be set up by the Operational Steering Committee. Generally, there will be two types of working groups: permanent and temporary.

5.4.1 Permanent Working Groups

A number of permanent working groups will be set up consisting of people with specialised skills / knowledge in several key areas, such as:

1. Business Process Analysis (simplification, harmonization, standardization)
2. Customs Procedures
3. Information and Communication Technology (ICT/ICISnet)
4. Legal Matters

5. Sea / Air Ports
6. Transportation

   etc

5.4.2 Temporary Working Groups

In addition to the permanent working groups, temporary working groups will be set up either on an ad-hoc basis e.g. to make a detailed screening on a specific area or a category of goods, to resolve a particular issue, to implement activities outlined in the action plan. Examples include: sub-groups on BPA per product/export area, sub-group on customs, etc.

6. Phases of implementation

The goals and vision of this roadmap and the precise actions contained in the plan can only be achieved if there is a strict timeline to adhere to. This section gives the overall broad timeline and phases which will be detailed by phase in the action plan.

Broadly, the action plan in the roadmap will be executed in four phases.

Figure 3: Timelines / Phases of Greece's TF Roadmap

6.1 Kick-Off Phase

The Kick-Off Phase will start immediately with the adoption of the Roadmap at the end of October 2012 until the end of the year.

Key objectives of the Kick-Off Phase:

- Lay the ground for the necessary structures and processes for the future successful implementation of the Roadmap (such as a first meeting of the new Steering group and communication with stakeholders, finalisation of resource allocation and funding)
- Implement several immediate action steps (establish a sub-working group for the immediate delivery of the pilot BPA on feta cheese and kiwis, launch the customs pilot programme at a selected customs office, start the process of gathering national requirements/legislation)

6.2 Short Term Phase (achieve 50% of the KPIs)

The Short Term Phase will be carried out from January 2013 until December 2013. The critical aspect of this Short Term Plan is to execute and realize the identified quick wins and start those actions that will need to be carried out over the medium and long term.

The key objectives of the Short Term phase are:

- Initiate simplification and reduction of the necessary steps for export
- Achieve identified Quick Wins

It is expected that the expected outputs of these short term action items should achieve at least 50% of the trade facilitation KPIs stated in chapter 4, within the 12 months.

Review and Monitoring Milestones
The short term phase will need to be reviewed and monitored on a quarterly basis by the "Co-ordination Committee of the National Strategy for Trade Facilitation (CCNSTF).

6.3 Medium Term Phase (achieve almost 100% of the KPIs)

The Medium Term Phase refers to the period from January to December 2014. In this phase some actions will be continued that were started in the first two phases and others will be added.

The key objectives of the Medium Term Phase are:

- Continue the momentum from the short term achievement by further reducing transaction costs, eliminating unnecessary bureaucratic procedures in conformance with EU best practice
- Fully leverage ICT to improve the TF indication by fully implementing the Customs ICISnet and initiate the start of the Greek Single Window
- Focus on coordinating inter-agency and Ministries coordination to further reducing any bureaucratic red tape and to expand the SW to improve the other government agencies regulatory processes

It is expected that the expected outputs of these medium term action items should almost achieve the full extent (100%) of the trade facilitation KPIs stated in chapter 4, within 24 months.

Review and Monitoring Milestones
The medium term phase should be reviewed and monitored on a quarterly basis by the "Co-ordination Committee of the National Strategy for Trade Facilitation (CCNSTF), as set in Chapter 5.

6.4 Long Term Phase

The Long Term Phase, running from January - December 2015 contains actions which may have been started in earlier phase and which have to be completed by the end of 2015.

This phase should culminate in the full implementation of Customs Management System (ICISNet), the Trade Information Portal, expanding the ICISNet to serve as a "Customs Single Window", initiate a Port Community System and subsequently national-scale Single Window for Greece that integrates all of the government agencies and customs.

Furthermore at the end of 2015 a forward looking strategic review should take place, taking into account the achievements of the National Trade Facilitation Strategy and making recommendations on any necessary future adjustments of the Strategy beyond 2015.

Figure 4: The Evolution of National Single Window

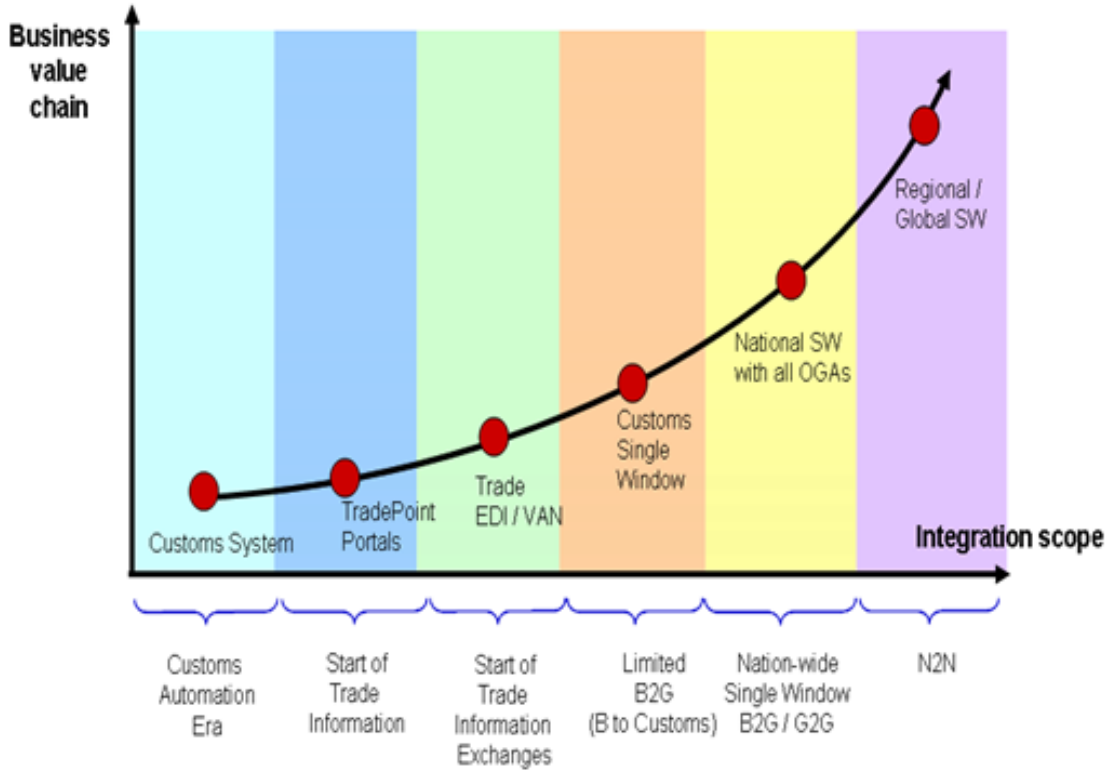


Figure 5: The Evolution of National Single Window in Greece

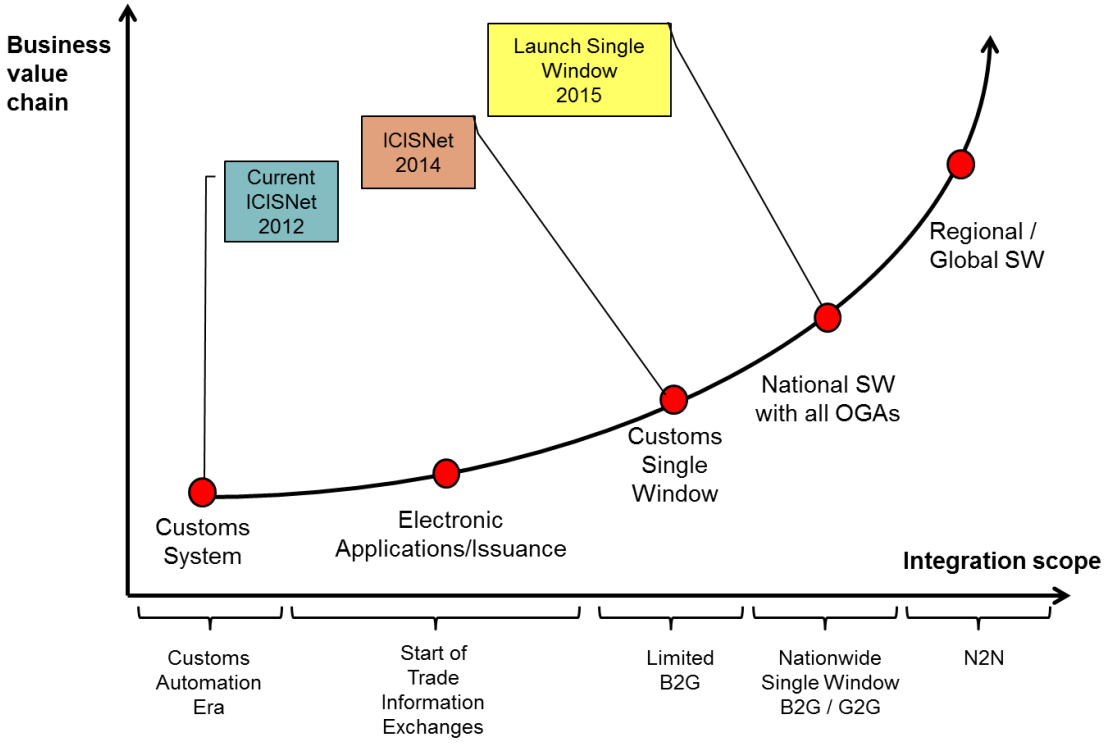
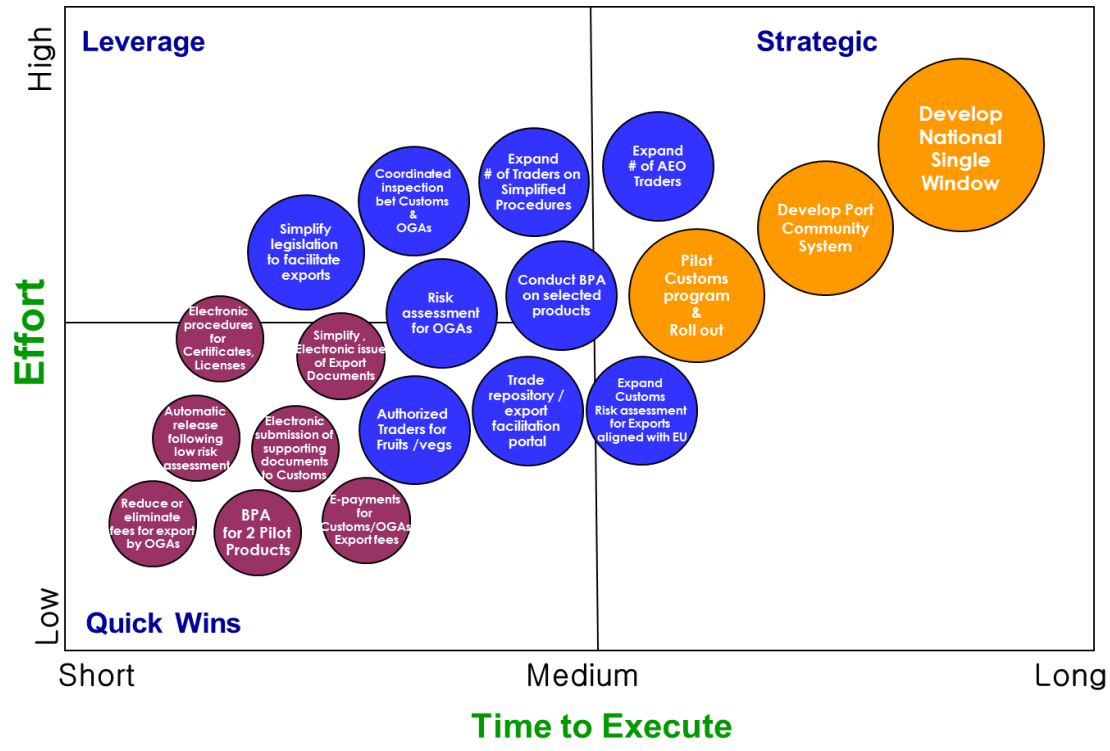


Figure 6: Quick Wins & Medium and Strategic Plans



Legend:

Size of the Bubble : denotes Degree of Impact on Trade Facilitation in Greece

Colour of the Bubble : denotes whether its Short, Medium or Long term actions

7. Action Plan and Timelines

The plan sets out in detail the different actions that will enable an implementation of this roadmap. All of these have to be seen as pieces of an overall objective.

Actions detailed in the plan can be categorised into broadly four types of actions that should be progressively executed:

Step 1 - Analysis & Review

Analytical and practical review of existing legislation and procedures

Step 2 – Simplification & Streamlining

Following review through pilots, analysis etc documentary and procedural simplification/streamlining where necessary and possible

Step 3 – Harmonization and Digitisation

Harmonization and Digitisation of procedures where necessary and possible

Step 4 – Integration & Single Window

Development of an integrated export facilitation strategy with coherence and integration amongst government ministries/agencies leading towards a single window for export

7.1 Preconditions for implementation of the Roadmap and immediate action items

As explained above, the Kick-Off phase will start immediately with the adoption of the Roadmap at the end of October 2012 until the end of the year.

These first two months will be crucial to ensure that the momentum and cooperation attained in the past months in the preparation of this Roadmap are sustained. To ensure this, a detailed overview of necessary first steps to move into the actual execution of substantive action items can provide useful guidance.

Beginning November

- Select Chairman and Members of the Operational Steering Committee
- Secure commitment for human resources for the project management-secretariat (4 people) to ensure permanent monitoring and delivery on project and support of the OSC
- Set in motion solutions for financing of overall action plan
- Devise clear planning on resourcing need for first 3 months
- Publicly present action plan

November

- Set up key priority working groups depending on delivery timeline (including MoU commitments) and initiate implementation of the actions, starting with:
    - Working Group on BPA Pilots (Feta cheese and Kiwis) to be ready and established by 9 November to participate in an UNECE training workshop on 12-13 November and have progressed the BPAs by the end of the year
    - Working Group on financial planning to devise the financing and resourcing plan to enable structural fund allocation and functioning after kick off phase
    - Working Group on customs procedures focusing first on the set up of the customs pilot in the port of Piraeus which has to be launched by December 2012 – this should also need the participation of a Member State expert with experience in carrying out such reviews
    - Working Group on risk analysis to review the risk assessment system for exports with recommendations for improvement in order to align with best practices in EU Member States
    - Start the process of gathering national requirements/legislation – this may require the support of an external legal expert

December

- Human and Financial resources secured

7.2 Detailed Action Description

				Milestones				
	Action	***Description of the action***	***Lead (responsible)***	***Immediate Term (Nov- Dec 2012)***	***Short Term Objective 2013***	***Medium Term Objective 2014***	***Long Term Objective 2015***	***KPIs***
1	Communication to all stakeholders – capacity building	• Develop communication plans for the Roadmap • Establish information dissemination mechanism so that all stakeholders (public and private) and trade community is fully abreast • Conduct stakeholders workshops	Lead: OSC	• Launch of informational portal in Nov 2012 • Press conference of the ministers • Workshop in Nov • Workshop in Dec	• Continuous ongoing process	• Continuous ongoing process	• Continuous ongoing process	
2	Monitoring and reporting mechanisms from all stakeholders	• Set up the secretariat for the steering committee which shall serve as the Roadmap Programme Management Office to oversee the execution of the action items, monitor and review. • Form the reporting mechanisms for	Lead: OSC	• End 2012 • Staffing the secretariat • Launch of the review of the reporting mechanism (how the stakeholders should report)	• Continuous ongoing process	• Continuous ongoing process	• Continuous ongoing process	

		the steering committee.						
3	Necessary resources (human / financial)	• Defining the necessary funding for the reform	Lead: MDI Also: MoF, Ministry of Administrative Reform, TFGR	• First estimate to be included in the roadmap (HR + finance) • Define the funding source	• Review and adjust when necessary	• Review and adjust when necessary	• Review and adjust when necessary	
4	Governance structure – steering committee with first meeting to include: action plan, funding, reporting	• CCNSTF/OSC set up, including nominations of participations • Regular meetings on the basis of the structure defined	Lead: PM Office (tbc) / Ministers	• OSC set up • First meeting of the OSC (all components)	• Continuous ongoing process	• Continuous ongoing process	• Continuous ongoing process	
5	Conduct BPAs to top 10 product categories/areas of export and implement improved procedures		Lead: MDI Also: MoF, MRDF and private sector	• 2 pilot products (Feta and Kiwis) • Set up the BPA sub working group • First training workshop • Conduct the BPA analysis (including all steps, procedures, fees etc)	• Implement simplification on basis of findings for 2 pilots • Top 5 product categories	• Other 5 product categories		KPI 1 KPI 2
6	Matured and/or urgent adjustments of existing legislation	• Law 4072/2012	Lead: MDI Also: MoF		• By Q1 2013			
7	Simplify national legislation where necessary and	• Define a template • Send to agencies • Simplify	Lead: MoF Also: • MDI to	• Start the gathering of the	• Gather national requirements/legislation, per product and	• Simplification & upload ongoing		KPI 1 KPI 2

	possible		gather and coordinate simplification • MOF to upload necessary ones in ICISnet after simplification for non EU legislation (national and any other)	legislation (define a template to be circulated to all agencies, template and official request to be sent to all agencies)	country of destination. (Q1 2013) • Simplify when possible (Q3-Q4 2013) • Upload (Q4 2013)			
8	Enable electronic submission of application for certificates, licenses, authorizations and encourage exporters to use electronic procedure	• Assess whether this can involve the application, processing and issuance of license • Can happen by simple email submission or existing IT system or need to build an IT solution	Lead: MoF Also: MRDF, MinDefense, MDI		• MRDF • Other Ministries	• Other Ministries		KPI 1 KPI 2
9	Review the issuing of core commercial trade Export Documents and simplify, electronify when possible	Such as: • Bill of lading • Certificate of origin • Commercial Invoice e.g. ensure the certificate of origin is issued by chamber of commerce upon electronic application (no need for customs to have a scanned paper version)	Lead: MDI, Also: Chamber of Commerce, or other private sector actors e.g. transporters		• Review by Q2 2013 • Simplify and electronify (Q4 2013)			KPI 1 KPI 2

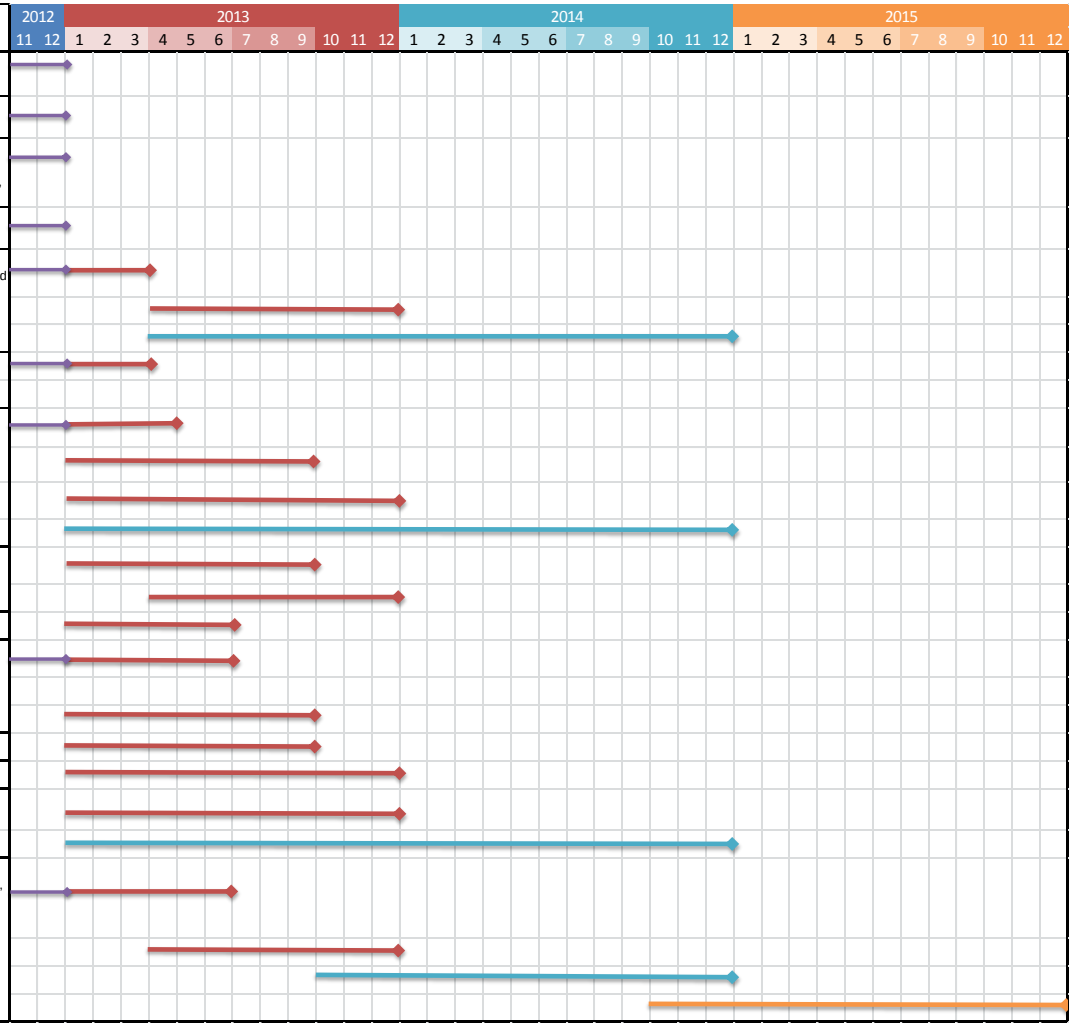
10	Enable electronic submission of supporting documents to Customs	• Supporting documents to be submitted electronically (fax, email, IT system) include: - Invoices - Transportation documents - Permits - Authorizations - Certificates etc	Lead: Customs		• By end Q2 2013			KPI 1 KPI 2 KPI 3
11	Review the Customs risk assessment system for exports with recommendations for improvement and aligned with best practices in EU Member States	This should include organization, follow up, IT systems, parameters	Lead: Customs	• November 2012 • Customs risk assessment working group	• Review and proposal for improvement, including best practices from EU (Q2 2013) • Start alignment if required with best practices in EU member states (Q3 2013)	• Continue alignment where necessary with best practices in EU member states		KPI 3
12	Customs post-audit procedures		Lead: Customs		• Q3 2013			
13	Enable automatic release following low risk assessment	• Clarify legal requirement for this to happen	Lead: Customs		• Q4 2013			KPI 3
14	Exploring possibility of using risk assessment techniques for exports for other Ministries (other than Customs)	• For MRDF • To review applicability for other Ministries	Lead: OSC		• Review for Ministry of Agriculture (Q4 2013)	• Other Ministries		KPI 1 KPI 2
15	Establish a Pilot Customs program & Roll out of new custom processes in all custom offices	• Selection of pilot customs office(s) to analyse and diagnose customs processes and optimize the clearance procedure with a view to rolling out to all other offices.	Lead: Customs Stakeholders: Traders, Customs Brokers	• Nov 2012 launch first pilot program	• Review findings/conclusions of customs pilot (Q1 2013) • Implement findings in pilot (Q2 2013) • Start roll out in other selected custom offices (Q3-Q4 2013)	• Continue roll out in other selected custom offices (Q4 2014)	• Review and implement coherent processes across all customs offices	KPI 3

		• Pilot to cover customs offices: - acting as both office of export and exit - different location for export and exit (border) - airport						
16	Adjust. reduce or eliminate fees of government agencies related to exports		Lead: MoF Also all other Ministries		• Assess the fees paid by traders throughout the export process and propose reduction/elimination on the basis of EU standards (Q4 2013)	• Adjust, Reduce, or eliminate fees (Q2 2014)		KPI 2
17	Introducing electronic payments for all government agencies related to export	• To reduce the time and cost to export	Lead: Customs Also: OGAs, Banks		• Q2 2013 for customs • Other government agencies starting with MRDF (Q4 2013)	• Other government agencies (Q1 2014)		KPI 2
18	Increase the number of companies authorized for simplified procedures and local clearance	• Potential legal adjustments in line with EU best practices • Promotion of Benefits • Organization of custom offices	Lead: Customs Also: OSC		• 50 companies (Q4 2013)	• 100 companies (Q4 2014)	• 50% of total value of export (Q4 2015)	KPI 4
19	Increase the number of Authorized economic operators (AEO)	• Promotion of Benefits • Reduce required guarantee	Lead: Customs Also: OSC		• 50 companies (Q4 2013)	• 100 companies (Q4 2014)	• 25% of total value of export (Q4 2015)	KPI 5
20	Establish Authorized Traders for fresh fruits and vegetables	• Potential legal adjustments in line with EU best practices • Promotion of benefits	Lead: MRDF		• Establish framework for Authorized Traders (Q1 2013) • Approve 50 companies to benefit from the scheme (Q4 2013)	• Increase number of Authorized Traders	• Increase number of Authorized Traders	KPI 6

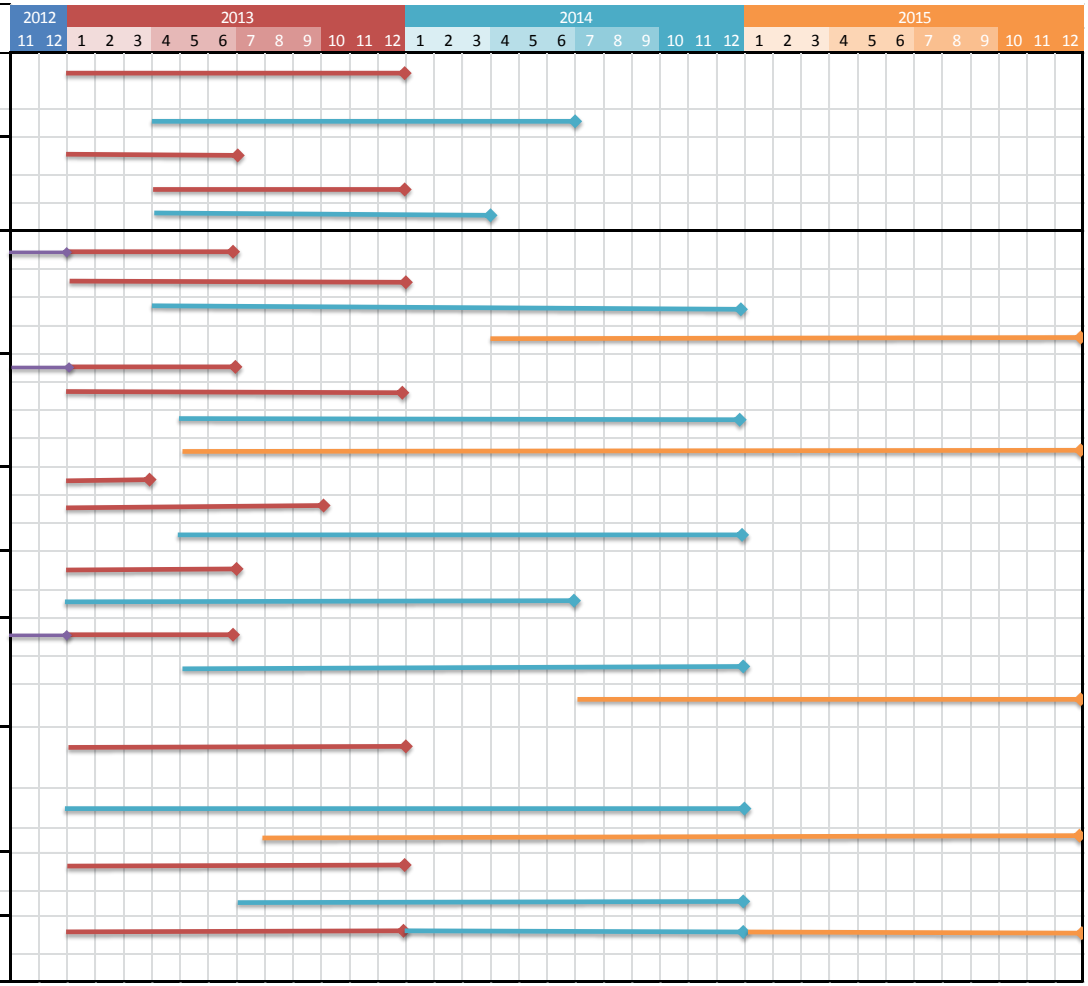
21	Implement a trade repository / export facilitation info portal and related services		Lead: MoF		• Prepare portal	• Information portal launch (Q2 2014)		KPI 1 KPI 2
22	Coordinated controls procedure for export between Customs and selected other government agencies (OGAs)		Lead: MoF (Customs) Also: MRDF, MDI, MinDefence, MinCulture, MinMaritime, MinPOrder (Police), Chambers of Commerce			• Establish coordinated procedure starting with MRDF (Q3 2014)	• Integrate other OGAs	KPI 1 KPI 2
23	Establish the components necessary to create a National Single Window	• Includes assessment of data structures and current systems	Lead: MoF		• Planning for interconnection of customs and OGAs ICT systems	• Interconnect the ICT systems of Customs and the OGAs (Q4 2014)	• Establishment of common standards/ data model for inter-agency information exchange for Single Window	KPI 1 KPI 2 KPI 3
24	Develop master-plan for integrated processes for a key sea/airport community system		Lead: MinMaritime Also: MoF (Customs), MDI		• Evaluate management of Port Community Systems in the EU to develop master-plan for integrated processes for a key sea/airport (Q4 2013)	• Start implementing Port Community System (PCS)	• Implement PCS	KPI 1 KPI 2
25	Regular review of implementation of Action Plan and assessment of trade facilitation situation in Greece		Lead: OSC				• First review and strategic plan for post 2015 trade facilitation	KPI 1 KPI 2 KPI 3 KPI 4 KPI 5 KPI 6

7.3 Action Timelines

	Action	Actors involved
1	Develop promotion and communications strategy / plans for the Roadmap Launch of Roadmap informational portal ;	OSC
2.	Set up the Secretariat for the Steering Committee Monitoring and reporting mechanisms from all stakeholders	OSC
3.	Allocation of necessary resources (HR / financial) First estimate to be included in the roadmap (HR + finance)	MDI Also: MoF, Ministry of Administrative Reform, TFGR
4.	Establish Governance structure ; convene Steering committee 1st meeting - action plan, funding, reporting	PM Office
5.	Conduct Business Process Analysis (BPA) for 2 pilot products (Feta and Kiwis) and implement improved procedures	MDI Also: MoF, MRDF and private sector
	BPA for Top 5 product categories / areas of export	
	BPA for Another 5 product categories / areas of export	
6.	Matured and/or urgent adjustments of existing legislation	MDI
7.	Gather national requirements/legislation, per product and country of destination - Q1 2013	MOF MDI to gather and coordinate simplification
	Simplify national legislation to facilitate exports where necessary and possible	
8.	Enable electronic submission of application for certificates, licenses, authorizations and encourage exporters to use electronic procedure	MRDF
		OGAs
9.	Review the issuing of core commercial trade Export Documents and simplify, electronify when possible	MDI, Chamber of Commerce, Pri sector e.g. transporters
	Review by Q2 2013; Simplify and electronify by Q4 2013	
10.	Enable electronic submission of supporting documents to Customs - Q2 2013	Customs
11.	Review the Customs risk assessment system for exports with recommendations for improvement and aligned with best practices in EU Member States	Customs
	Review and proposal for improvement, including best practices from MS (Q2 2013)	
	Start alignment if required with best practices in EU member states (Q3 2013)	
12.	Customs post-audit procedures	Customs
13.	Enable automatic release following low risk assessment - Q4 2013	Customs
14.	Exploring possibility of using risk assessment techniques for exports for other Ministries (other than Customs)	OSC, MRDF
	To review applicability for other ministries	OGAs
15.	Establish a Pilot Customs program & Roll out of new custom processes in all custom offices Launch first pilot program - Nov 2012 Review findings/conclusions of customs pilot - Q1 2013	Customs Stakeholders: Traders, Customs Brokers
	Start roll out in other selected custom offices Q3 - Q4 2013	
	Continue roll out in other selected custom offices Q4 2014	
	Review and implement coherent processes across all customs offices	



	Action	Actors involved
16.	Adjust. reduce or eliminate fees of government agencies related to exports Assess the fees paid by traders throughout the export process and propose reduction/elimination on the basis of EU standards - Q4 2013	MOF
	Adjust, Reduce, or Eliminate fees - Q2 2014	
17.	Introducing electronic payments for all government agencies related to export - Q2 2013 for customs	Customs, OGAs, Banks
	Other government agencies starting with MRDF- Q4 2013	
	Other government agencies - Q1 2014	
18.	Increase the number of companies authorized for simplified procedures and local clearance	Customs Also: OSC
	50 companies - Q4 2013	
	100 companies - Q4 2014	
	50% of total value of export - Q4 2015	
19.	Increase the number of Authorized economic operators (AEO)	Customs Also: OSC
	50 companies - Q4 2013	
	100 companies - Q4 2014	
	25% of total value of export - Q4 2015	
20.	Establish Authorized Traders for Fresh fruits and vegetables by Q1 2013	MRDF
	Approved companies to benefit from the scheme by Q3 2013	
	Increase number of traders	
21.	To implement a trade repository / export facilitation information portal and related services	MoF
	Information portal launch - Q2 2014	
22.	Coordinated controls procedure for export between Customs and Selected other government agencies (OGAs)	MoF Also: MRDF, MDI, MinDefence, MinCult, MinMaritime, Police, Chambers of Commerce
	starting with MRDF by Q3 2014	
	Integrate other OGAs	
23.	To establish the components necessary to create a National Single Window Planning for interconnection of customs and OGAs ICT systems Establishment of common standards/data model for inter-agency information exchange	MoF
	Interconnect the ICT systems of Customs and the other government agencies (OGAs) by Q4 2014	
	Development of National Sngle Window	
24.	Develop master-plan for integrated processes for a key sea/airport community system by Q4 2013	MinMaritime Also: MDI
	Start implementing Port Community system	
25.	Regular review of implementation of Action Plan and assessment of trade facilitation situation in Greece	OSC
	First review and strategic plan for post 2015 trade facilitation	



8. Resources Mobilization

The TF Roadmap's successful on-time implementation will require: Capacity to improve agencies' organizational structure; Briefing and training of the administration and other agencies; Active participation and cooperation of the private sector through its representative bodies; Ensuring that the contractor will deliver full implementation of ICISnet's productive operation on-time; Implementing all the necessary legislative amendments; Identifying opportunities for bilateral trade agreements; and Mobilization and provision of internal or external human, financial, scientific, legal and material resources, including specialized consultants, according to the requirements set in the roadmap or requested by the management structure during implementation. This is a long-term commitment, though quick wins will be a priority.

8.1 Human Resources

For the execution of all the action items over the course of 3 years, the need for HR from the Greek Administrations is estimated at 1917 man months in total.

8.2 Funding

Precise budgeting will be calculated during the Kick-Off period.

According to the international experience, best practices and the Greek case:

- Total budget for all actions is estimated at 14,550,000 Euro, divided into 5,000,000 Euro for year 1; 6,300,000 Euro for year 2; and 3,000,000 Euro for year 3.
- Cost for Single Window is estimated at 8,250,000 Euro and for Port Community Portal at 555,000 Euro (included in total).
- Cost for external consultants is estimated at 4,110,000 Euro
- Cost for facilities is estimated at 230,000 Euro
- Cost for IT is estimated at 8,812,000 Euro
- Cost for training is estimated at 320,000 Euro
- Cost for events is estimated at 354,000 Euro
- Costs for travel is estimated at 725,000 Euro

Funding resources are expected to be covered by EU structural funds (e.g. NSFR OP Administrational Reform and/or OP Digital Convergence).

9. Concluding summary

Given the state of public finances in Greece and the persistent external imbalances, which result from accumulated competitiveness losses, the Greek Government has committed itself to the goal of facilitating exports, in order to start generating growth again. Therefore, this roadmap constitutes a reform of utmost importance as it will not only beget a great economic impact, but it is also essentially growth oriented.

The implementation of an integrated Trade Facilitation Strategy& Roadmap will strongly boost competitiveness, growth and employment in a sustainable manner. Simplifying of procedures, harmonizing of processes, reducing the time and cost to export and finally introducing a single window for exports constitute integral steps of a single and common export facilitation strategy.

In order for this roadmap to be successfully executed, a commitment at the highest level must be undertaken. Therefore, the *"Co-ordination Committee of the National Strategy for Trade Facilitation - CCNSTF"* has to be actively involved in the whole process to guarantee the coordination and smooth implementation of the roadmap. Furthermore, a reporting mechanism has to be created where all involved Ministries shall report systematically and directly to the highest political levels.

A strong political drive and close collaboration between the ministries, authorities and economic operators is a key success factor for the implementation of the roadmap, and therefore the CCNSTF is to be chaired by a person capable to coordinate and guarantee the coherence of the whole process.

The rationalization of the documentary requirements and procedures for exports clearance, the re-engineering of the business processes and of the control procedures in order to remove unnecessary steps, the reduction of cost and time to export, the introduction of new innovative tools (e.g. electronic submission of supporting documents, electronic submission of cargo manifests, electronic payments, export facilitation information portal), the simplifying, harmonizing and streamlining of the export procedures between Customs and other government agencies (OGAs), the reduction of physical and documentary controls and finally the deployment of a single window for exports, all these actions demand the undistracted and dedicated effort of all the stakeholders, both public and private sector, in order to be efficiently and timely implemented.

The KPIs are essential to the implementation of the roadmap, as they set the benchmarks against which the results of this massive reform are to be measured. Each indicator represents a goal to be achieved, and in extension a series of actions, as described in the action plans, that need to be undertaken. They constitute an efficient way to monitor, at all stages of the implementation, the progress made as well as indicate the fields that may need reconsideration, but also they provide a cogent estimation of the economic and trade impact of the trade facilitation measures adopted.

Consequently, the acceptance of the agreed upon KPIs by the political authorities is of central importance as their use is bound to enable decision-makers to better assess which trade facilitation dimensions deserve priority.

A key point for the successful implementation of the roadmap is the resource mobilization. Resource mobilization is a team effort and involves the stakeholders' commitment, the acceptance for the need to raise resources and the institutionalizing of resource mobilization priorities, policies and budget allocation.

Resources are the financial and non-financial supplies that help to fulfill the goals set. They include money, the skills, time contributions and services of humans, and equipment and materials. In the process of resource mobilization, some strategic decisions have to be made: are internal resources sufficient to carry out such a reform or external resources are also needed? How can it be avoided that the recommended human resources allocation will not jeopardize the continuity of the involved Ministries work?

As the implementation of the roadmap is a long-lasting process, the human resources allotted to this purpose should be fully committed and in the position to devote their time and efforts exclusively on this project. Therefore, the sustainability of the choices made at this stage is crucial for the effectiveness of the resource mobilization plan.

The implementation of the roadmap and viability of the results depend on the precise assessment of the resources required and the ability to cater for them. It involves identifying the vision, mission, and goals, and putting in place internal systems and processes that enable the resource mobilization efforts, such as identifying the roles at each level and effectively managing human, material, and financial resources. Having unclear roles and responsibilities could severely compromise this important undertaking.

Apart from the resource mobilization, however, equal attention should be placed on the

need for managing change and creating a new mindset. For long-term structural transformation to succeed, both the government and private sector stakeholders have to be willing and able to change behaviors and long-standing ways of practice. Traders should be treated by the governmental agencies as customers, while at the same time private sector actors should become more engaged and involved in this reform process. The change-management approach should be fully integrated into program design and decision making, and should be based on a realistic assessment of the involved Agencies' and the business community's readiness and capacity to change.

Exports are currently the only positive index of the Greek economy, and thus their facilitation is one of the top priorities of the Government. This roadmap sets out a very ambitious, yet realistic undertaking that will induce substantial change to the way of doing business for Greek exporters.

The process of simplifying and streamlining the relevant procedures, reforming established practices, overcoming long-standing and persistent impediments, introducing and familiarizing users with new tools is definitely an enduring process which will be developed gradually over a long period of time. However, there are certain improvements that can be delivered in the short term and which can bring about substantial quick wins, giving out a clear signal to all stakeholders and especially the Greek export community that the Government is committed to this reform.

The exports procedures simplification (as laid out in the short and medium term action plans) and subsequently the deployment of a "Single Window" for exports (long term action plan) must both constitute separate steps of a single and common trade facilitation strategy. The former is a sine qua non for accomplishing the latter. The development of a Single Window is not an end in itself but a tool to achieve the objective of the strategy, namely a simplified, automated and harmonized regulatory procedure for export. Therefore, the two should be seen as parts of an integrated trade facilitation approach.

This integrated trade facilitation strategy shall be a cornerstone of Greece's economic regeneration. The full implementation of this roadmap, and in extension the overall exports' reform, can undoubtedly become the success story to set the example for other important reforms.