

EU4Business SMEPIS: key results & stepping stones to facilitate continuity

SME friendly regulatory reform and digital tools to reduce administrative burden and ease doing business.

Best practices and solutions to simplify procedures, enhance transparency and promote a user-oriented regulatory environment

Oleksii Dorogan, Hanna Bashniak
BRDO

Reform Goals

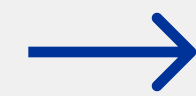
**Reducing
administra-
tive burden**

**Ensuring
business
resilience
during
wartime and
recovery**

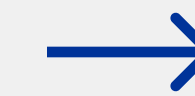
**Digitalizing
procedures**

**Integrating
with the EU**

Burden reduction



Digitalization



Transparency

Deregulation: Review regulatory environment



20 IWG/50 EG

SMEPIS team participated in all 70 meetings



51 policy

areas reviewed



1323

instruments reviewed

284

under SMEPIS contribution

Inventory and review conducted in **24 policy areas (exceeding the planned 11)** under SMEPIS contribution

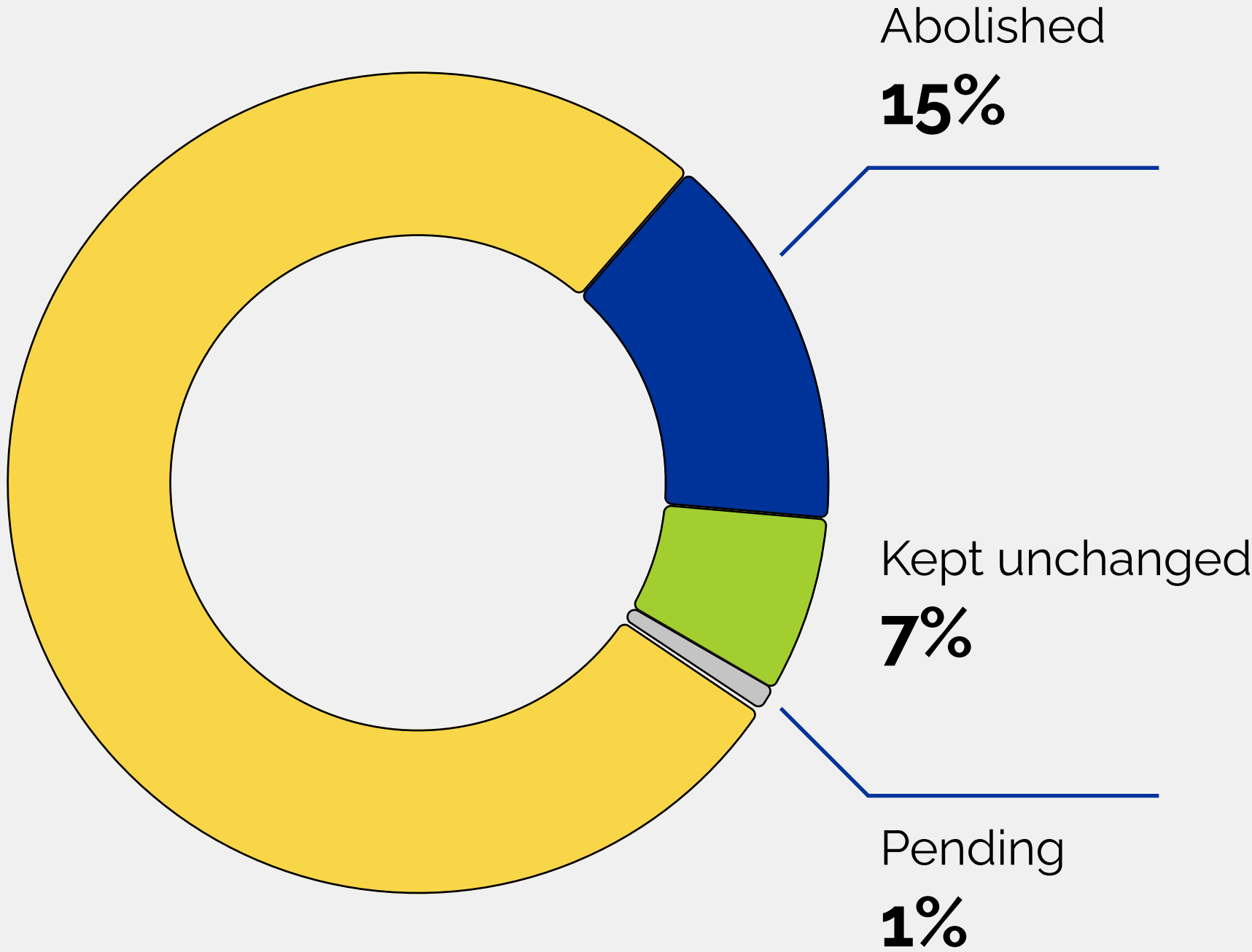
Preliminary economic impact, total

€18,6 bln

in savings for

1.300 000 businesses

Optimised
77%



Deregulation: legal drafting

64

draft regulatory acts prepared

out of

which 12

adopted, including
acts that repeal

over 300

regulatory instruments

including:

11 RIAs + 10

SME-Tests developed

79

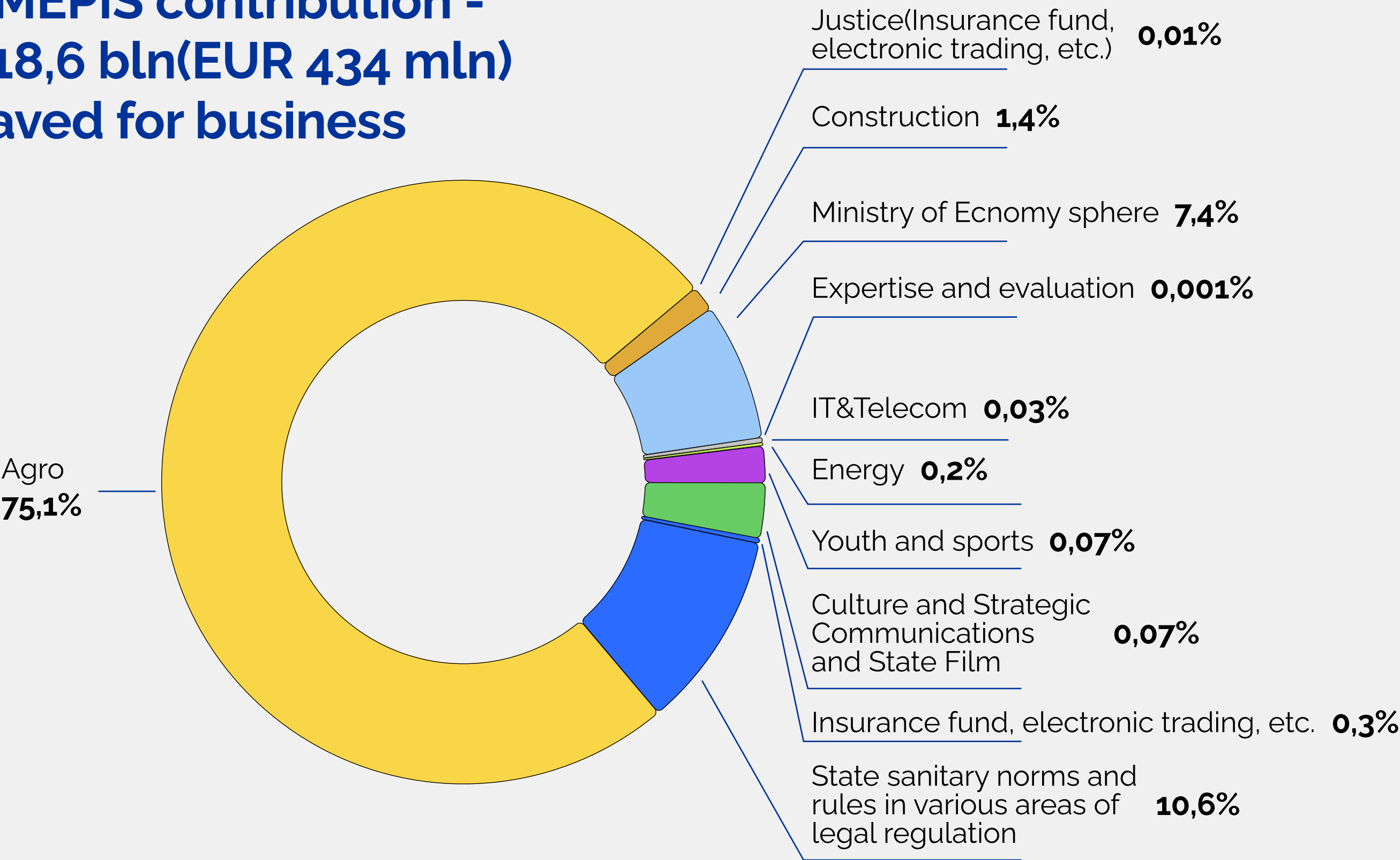
supporting documents to draft acts (Explanatory Notes,
Comparative Tables, Minutes of Meetings, etc.)

17

legal acts, 9 of which have already been adopted by the
Parliament or the Government, have been supported
during official approval procedure

Deregulation reform: Economic Impact

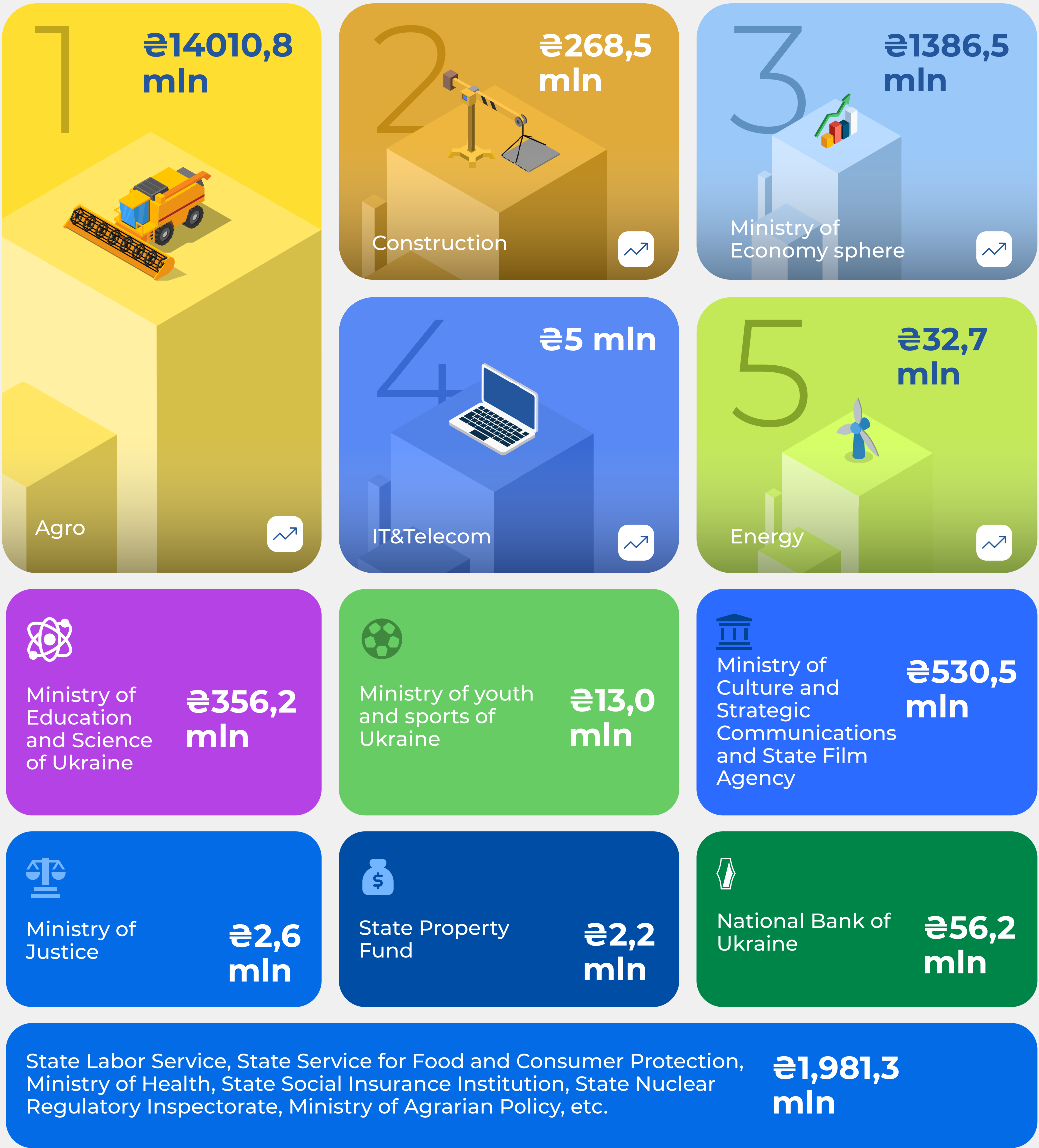
SMEPIS contribution -
₹18,6 bln(EUR 434 mln)
saved for business



**Methodology for calculating the deregulation reform's economic effect developed by SMEPIS experts jointly with the Ministry of Economy.

Deregulation reform economic effect - preliminary forecast values

UAH 18, 6 bln (EUR 434 mln)



Measuring Regulatory Burden

Methodology: **Standard Cost Model**

Survey on business climate of 800+ businesses across all 24 regions

Most frequent complaints concerned procedures related to:

- Network connections
- Obtaining construction permits
- Labor protection regulations

45%

of respondents reported issues with blocked tax invoices

70%

of businesses are not involved in shaping regulatory policy

EU Integration Support (Chapter 20 (Enterprise and Industrial Policy) and Chapter 3 (Right of establishment and freedom to provide services)):

Late Payments:

- Analysis of Ukrainian legislation for compliance with the directive on combating late payment in commercial transactions
- Assistance in preparation for the bilateral phase of the screening procedure for Chapter 20 of EU acquis regarding the late payments (written responses, presentations, quotes)
- Analysis of the Transposition Practices of Directive 2011/7/EU into National Legislation by Selected EU Member States

Services in the Internal Market

- Comparative legal analysis (screening) of Ukrainian legislation for compliance with Directive 2006/123/EC of the European Parliament and of the Council of December 12, 2006 on services in the internal market:
- Article-by-article compliance table
- CJEU case law – overview and summaries
- Identified gaps and harmonization pathways

SME Definition in Ukrainian Legislation

- Analysis of Ukrainian legislation on the definition of micro, small, and medium-sized enterprises and identification of gaps that need to be addressed to ensure full alignment with EU acquis in this area
- preparation of the Draft Law of Ukraine On Amendments to Certain Laws of Ukraine Regarding the Definition of Micro, Small and Medium Enterprises to Ensure Full Compliance with EU Legislation

Digital Tools for Business: Diia.Business Portal (upgrade)

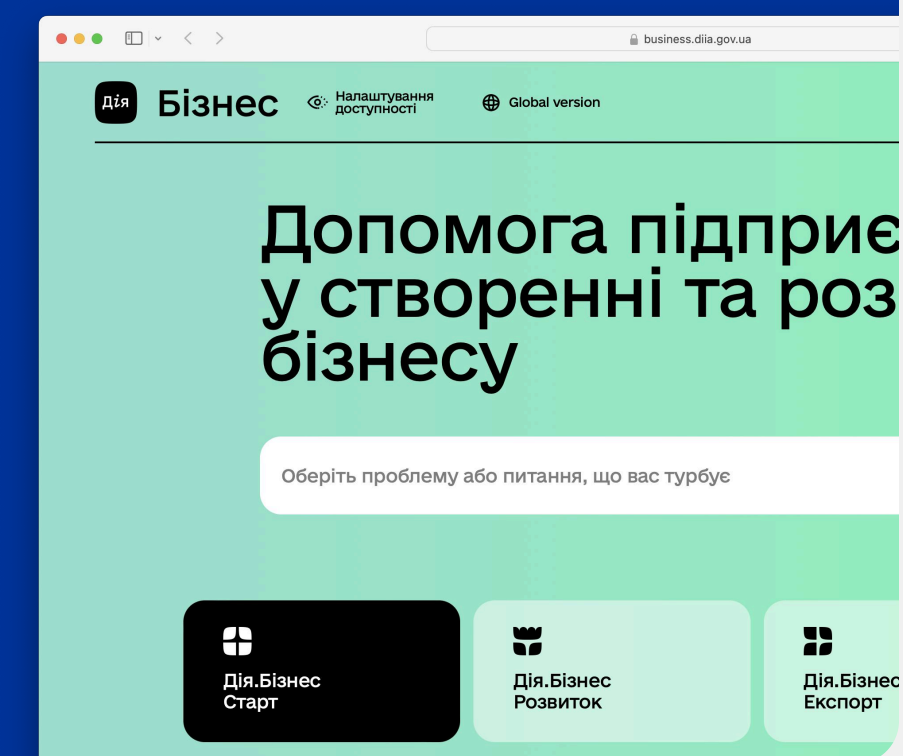
Objective: Modernize and consolidate the Diia.Business digital ecosystem into a single, user-friendly portal with new services, tools, and integrations to better support Ukrainian entrepreneurs, public institutions, and international partners.

Business Analysis & Design

- Conducted comprehensive review of two portals (business.diia.gov.ua & export.gov.ua), built on different frameworks.
- Defined architecture for consolidation, database merging, code refactoring, UI/UX redesign, and backend transformation.
- Designed new features including:
 - Smart content suggestions, integrated CRM & LMS systems, grant evaluation module.
 - Inclusive design version and updated interface structure.

Website Development & Launch

Updated Diia.Business portal launched in September 2024: business.diia.gov.ua



Key Features:

For Users:

- Unified personal account with employee access options.
- Smart chatbot, tailored content engine, educational tracking.
- New thematic sections (e.g. women's entrepreneurship, veterans, social businesses).

Modernized Services:

- Updated exporter catalog, financial opportunities marketplace, education module, and international portal section (for foreign

For Government:

- Single CMS, secure codebase, aligned with Diia brand design code.

Security & Compliance:

- Full penetration testing passed.
- Ongoing development of new services continues post-launch.

Impact

14,575,690 users
since original launch in 2020.

1,232,390 users
since relaunch in September 2024.

The upgraded portal boosts access, inclusivity, automation, and stakeholder engagement for SMEs and public services across Ukraine.

Digital Tools for Business: ePermit

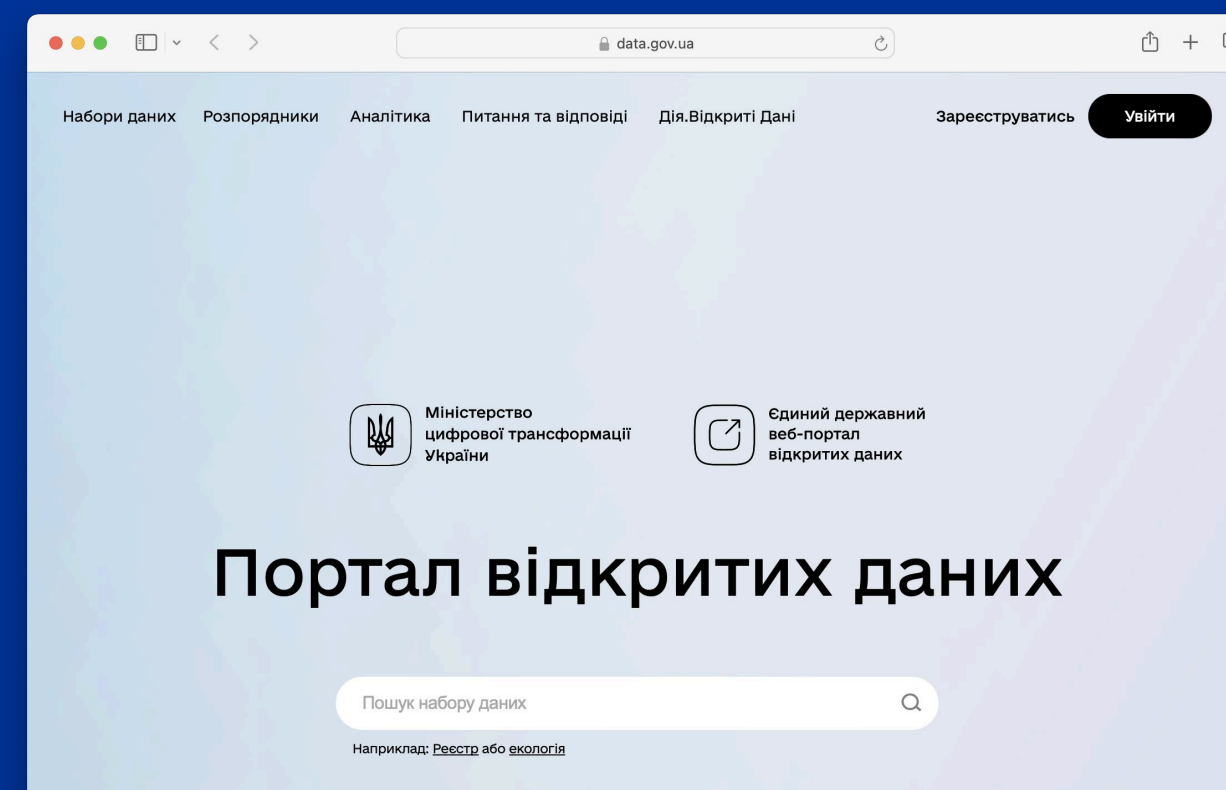
Objective: Strengthen Ukraine's Unified State Digital System of Permit Documents (ePermit/eLicense) by expanding functionality, ensuring integration with the national open data platform data.gov.ua, and increasing transparency and accessibility of permit-related information.

Business Analysis & Design

- Technical documentation prepared to support integration with [data.gov.ua] and the public portal.
- Based on detailed system analysis:
 - Defined data parameters and structures for declarations and licenses.
 - Evaluated cross-system data compatibility.
 - Outlined specifications for open data access and publishing.
- Established a foundation for digital interoperability and future automation.

System Development & Integration

- Integration with [data.gov.ua] completed in final project stage.
- Procurement conducted; contractor selected and delivered full scope.



Impact

60,000 users as of reporting date.

- Promotes digital openness, regulatory transparency, and efficient access to licensing data.
- Fully aligned with Ukraine's open governance agenda and digital transformation strategy.

Digital Tools for Business: Regulatory Portal

The Portal consolidates regulatory activities into one platform, ensuring user-friendly access, participatory policy-making, and data-driven oversight. It replaces fragmented systems and enables SMEs and citizens to interact transparently with regulators.

Objective: Develop and implement the Regulatory Portal – a unified digital platform to streamline business regulation, enhance transparency, and improve public services for Ukrainian SMEs, particularly during wartime.

Business Analysis & Design

- Aligned with EU best practices and OECD 2012 Principles.
- Integrated into Ukrainian legal context (e.g. Laws on Regulatory Policy and Local Self-Government).
- Technical Specification developed (Nov 2024–Mar 2025) with State Regulatory Service of Ukraine (SRS).
- Portal structured around full regulatory cycle:
 - Planning, Drafting, RIA, Public Consultation, Review & Response, Approval, Dashboard, Monitoring, General Consultation Interface.

Development, Implementation & Legal Framework

- Full software developed and accepted by SRS (by July 2025).
- Functional coverage of end-to-end regulatory workflow.
- Legal groundwork established:
 - Draft law (amending regulatory policy legislation) prepared.
 - Draft CMU Resolution on experimental prepared and under adoption.

Digital Tools for Business: Deregulation Website&Dashboard

Objective: Design, develop, and launch a dedicated public website to support Ukraine's large-scale deregulation reform by ensuring transparency, accessibility, stakeholder engagement, and public monitoring of regulatory changes.

Business Analysis & Design

- Initiated in July 2023, in response to deregulation reform and creation of the Interagency Working Group (IWG).
- SMEPIS experts prepared business analysis, technical description, and design concept for:
 - Website structure and interface.
 - A Regulatory Dashboard for visual monitoring.
- Outputs were used to guide public procurement and successful platform development.

Website Development & Launch

- Launched in December 2023: deregulation.me.gov.ua
- Objectives:
 - Present progress of deregulation and IWG activities.
 - Increase transparency and enable public feedback.
 - Support legislative monitoring and reform communication.
- Regulatory Dashboard (since February 2024): real-time diagrams and data on cancellations, simplifications, and digitalization: deregulation.me.gov.ua

Impact

6,600 users
as of reporting date.

- Officially transferred to and maintained by the Ministry of Economy.
- Supports transparency, civic participation, and reform accountability across government and society.

Risk-Based Supervision (Control) and Digital Transformation

**Methodology
for evaluating
the
effectiveness of
control
measures
developed**

**RMIS Concept –
a digital system
for data
collection and
analytics for
inspections**

**Two draft CMU
resolutions
prepared to
launch RMIS
and initiate
indicator
collection**

**Technical Requirements
for the Inspection Portal
updates prepared to:**

- Enable online inspection capabilities;
- Update the core architecture of the portal;
- Modernise the open API for improved integration and data access;
- Integrate the Risk Management Information System as part of a broader supervisory digital ecosystem.

Deregulation & Digitalisation results (supported by SMEPIS)

Simplified procedures for SME (elimination of duplication and permit-related barriers)

Transparency through IT systems and open data

Access to EU markets through alignment with directives

Economic impact
(savings of up to UAH 18.6 billion)

Over 1.1 million business representatives **have used digital tools and benefits from updated policies** (exceeding the target of 750,000)

Leave your questions here:



Key instruments for Ukraine to strengthen public-private dialogue for effective reforms, business growth and economic development

Kyrylo Kryvolap, Civitta

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Obstacles to Public-Private Dialogue in Ukraine

The main obstacles to public-private dialogue in Ukraine

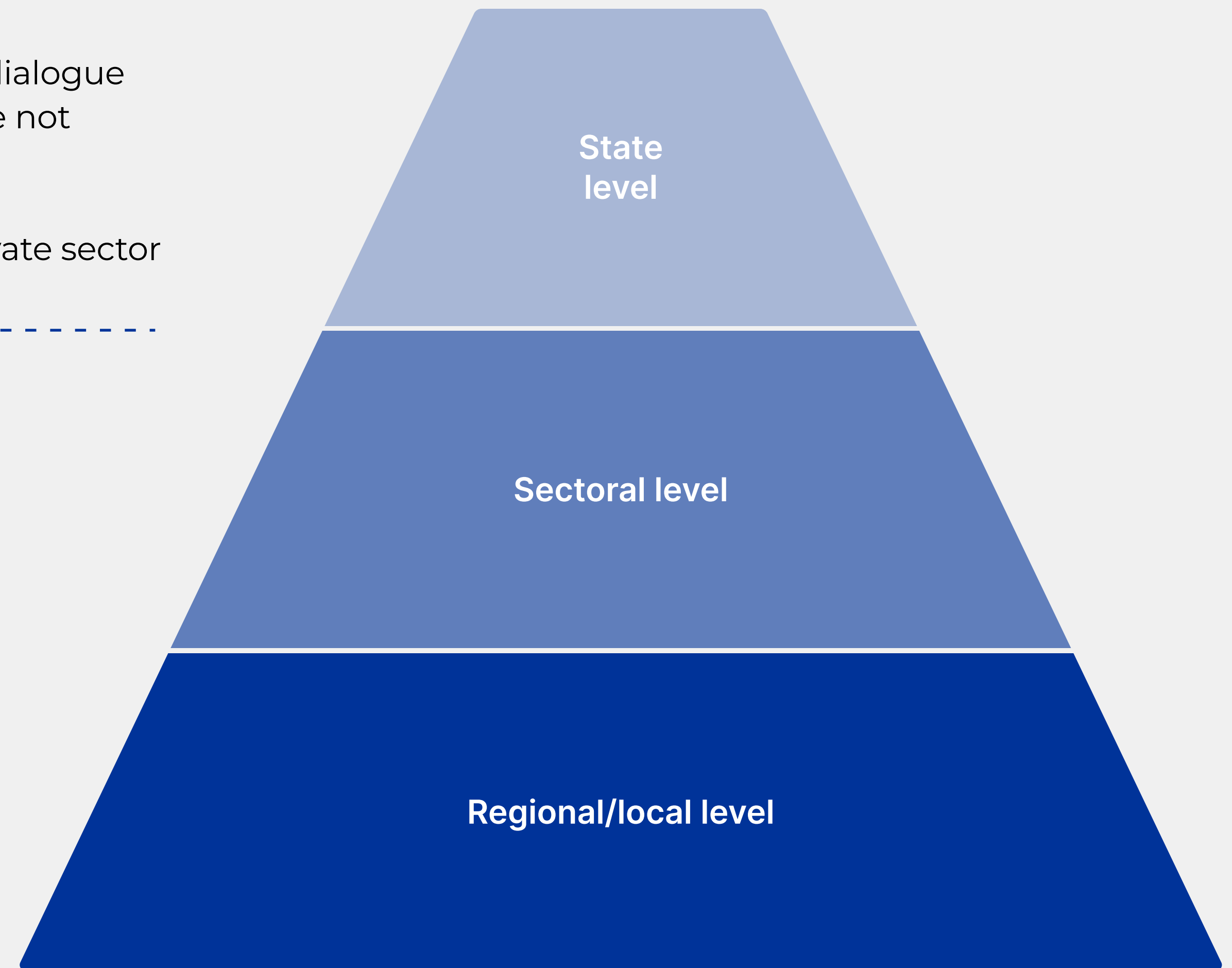
- Several institutions have historically been established to facilitate dialogue with the private sector at national level, although most of them are not currently active

Government is currently focused on PPD as part of recovery efforts

There are a range of private initiatives that defend interests of the private sector

-
- There are numerous national business associations that promote PPD in specific sectors

-
- Lack of capacity of the Regional Councils of Entrepreneurs
 - PPD at the local level is usually promoted by regional administrations, local governments or local business associations



Available PPD instruments and mechanisms in Ukraine

TOOLS OF PUBLIC-PRIVATE DIALOGUE IN UKRAINE

INITIATED BY THE STATE

BUSINESS-INITIATED

Offline

- Coordination platform for communication with business
Regional Councils of Entrepreneurs
Efforts of local self-government bodies in the field of PPD

- Business Membership Organizations

Online

- Pulse Platform
Diia.Business Portal
Legislative portal of Ukraine, official portal of the Verkhovna Rada

- National SME Platform

Supported PPD events

Name of the event	Date
Events covering the development of the online PPD instruments	
Strategic session of State Regulatory Service on regulatory portal and its functionality	27 September 2024
Strategic session on PULSE PPD instrument development	14 October 2024
Events covering the development of the offline PPD instruments	
Meeting of the working group on state service reform (including issues regarding adaptation of the Law on Public Consultations)	13 November 2024
Business Associations Forum "Development of Business Associations in Ukraine: Engagement, Standards and Dialogue"	19 December 2024
Knowledge-sharing workshop focusing on Regional Entrepreneurial Councils	7 March 2025

Directly engaged PPD instruments

	Online instruments		Offline instruments	
	Support of the conceptualization of State Regulatory Portal	Development of the strategy for the PULSE platform	Support in the further development of the Law on Public Consultation	Regional Entrepreneurship Councils capacity building
Process	<ul style="list-style-type: none"> Engaged with the State Regulatory Portal team and participated in a strategic session Recommended adding national and regional regulations to the platform Emphasized integration with platforms like Pulse 	<ul style="list-style-type: none"> Developed a detailed fundraising strategy. Consulted key stakeholders, including Deputy Minister Oleksandr Tsybort Ensured alignment of Pulse priorities with Ministry of Economy objectives 	<ul style="list-style-type: none"> Participated in the Council of Reform of State Service meeting on public service reform Emphasized PPD tools, presenting global best practices for online-offline integration Discussed Pulse platform's role in enhancing PPD 	<ul style="list-style-type: none"> Identified key issues of REC: inconsistent regional authority responsiveness, resource shortages, and lack of national representation
Results	<ul style="list-style-type: none"> Agreed initiatives were integrated into the experimental project for the Regulatory Portal Includes publishing regional regulatory acts and feedback forms for policy proposals and active regulations 	<ul style="list-style-type: none"> Defined strategic vision for PULSE platform development Identified key back-office functions, organizational structure, and KPIs 	<ul style="list-style-type: none"> Contributed to the development of the Law on Public Consultation (incl. incorporation of PPD instruments, e.g., Pulse) 	<ul style="list-style-type: none"> Identified and validated key challenges and development recommendations for RECs development

Roadmap Business ecosystem improvement 5 SME support programmes

Dmytro Lyvch, Civitta

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Designed SME support programs

Instrument	Assessment of SME support programs	Educational and practical course for veterans on entrepreneurship skills	Vouchers and grants for SMEs' digitalisation	Export consulting support for mature SMEs	Expert and financial support of mature SMEs to facilitate green transition
Problems	Lack of universal practical tools analysing efficiency of existing and planned business support programmes	Lack of entrepreneurship skills as indicated as one of the major challenges among war veterans	Poor level of digitalisation among Ukrainian SMEs	Governmental export support services are usually targeted on small businesses, while more mature SMEs are underserved	Green transition is a key elements of Ukraine's EU integration although not widely explored by Ukrainian SMEs
Solutions	Comprehensive tool for assessment of support programs' results at all stages	Vouchers (UAH 10,700) for veterans for complex educational courses with focus on entrepreneurship skills	Vouchers and grants (EUR 1,000-20,000) for SMEs for acquiring / implementation of digital solutions in their operations	Grants for mature SMEs to acquire export consulting services (EUR 10,000)	Providing expert and financial support to SMEs to enhance their readiness for green transition

Initiatives envisaged to improve business support ecosystem

Improving “Made in Ukraine” regional offices capacity

Key recommendations provided:

- Establish KPIs, standardize processes, and develop service packages to improve SME support.
- Implement digital tools to streamline operations and enhance coordination.
- Strengthen regional communication to boost awareness, SME engagement, and brand recognition.

Communicating support opportunities for SMEs by local authorities

Key recommendations provided:

- Use diverse communication channels to ensure SMEs are aware of support programs.
- Organize training, workshops, and courses to enhance SMEs' access to funding.
- Showcase success stories and engage influencers to build trust in support programs.
- Strengthen local authorities' role in coordinating SME support and reducing bureaucracy.

Support innovation activities of SMEs

Key recommendations provided:

- Provide education and advisory support through an accelerator model for MSMEs.
- Implement a phased approach (bootcamp, pre-accelerator, accelerator) with dedicated funding.
- To be implemented by the Ministry of Economy, Ukrainian Startup Fund, and private sector partners.

Business support ecosystem capacity building

Ivan Nagorniak, Dmytro Lyvch
Civitta

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Capacity building with Ukrainian Business Support Organisations

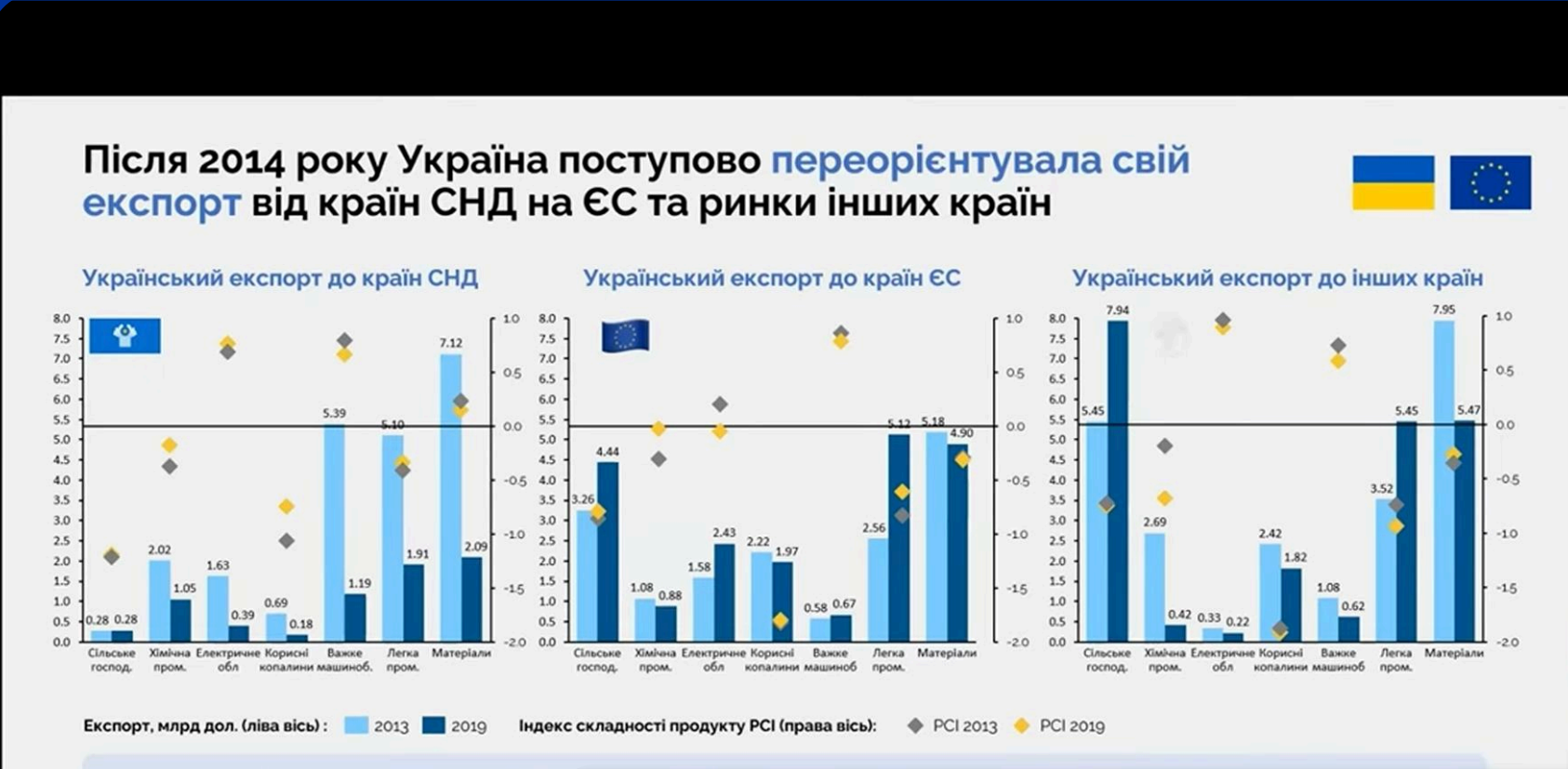
PART 1. Ukraine-EU Accession Process: Role of Business Support Ecosystem

- Introduction to Ukraine-EU Accession and EU Institutions
- Integration into EU Single Market
- EU Market Access
- EU Structural Funds and Ukraine Facility
- Consultations and Public-Private Dialogue in Ukraine-EU Negotiation Process

PART 2. SME Growth Framework: Instruments for Effective Support

- Introduction to SME Support Instruments
- Deep-dive into SME Access to Finance
- Digitalization and Innovation in the EU Single Market
- Sustainability and the Green Transition for Ukrainian SMEs
- Support for Business Support Organizations – Beyond SME Support
- Deep-dive into Horizon Europe Program
- Deep-dive into EU LIFE Program

400 Participants. 12 Modules. 7 Workshops



Study visit for Ukrainian Business Support Organisations to Brussels

Aim

- Help Ukrainian Business Support Organizations (BSOs) to gain a **better understanding of and establish contact/cooperation** with key Brussels-based institutions

Agenda

- **Directorates-General (DGs) and other institutions:** DG GROW, DG REGIO, DG MOVE, DG ENEST, European Innovation Council and SMEs Executive Agency
- **EU-based BSOs and BMOs:** Business Europe, Eurochambers, Lewiatan, SUP Brussels Representative Office, UVCA/EU Business Hub
- **Stakeholders focusing on advocacy & others:** Mission of Ukraine to the European Union, Employers' Group of European Economic and Social Committee, Region of Murcia Brussels Office, Flanders Investment & Trade, Germany Trade & Invest, European Policy Centre

Agenda

- Meetings for 10 Ukrainian BSOs with **18 institutions** organized and conducted
- Established preconditions for future Ukraine-EU stakeholder collaboration with **5 follow-up calls organized/planned** to discuss further cooperation

10 BSO representatives took part in study visit to Brussels



Leave your questions here:



Strengthen know-how of Ukraine's authorities: SME policy development, EU integration, access to EU Single Market

Matthias Halder, SMEPIS

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Workshops: gaining knowledge

800+ Participants

- 30+ Departments
- Department and unit heads, chief specialists
- Economists, analysts, lawyers

15 Modules

- EU accession process
- Understanding EU Acquis
- Coaching for screening process
- Developing SME strategies & action plans
- EU Single market access for SMEs
- PPD instruments & platforms

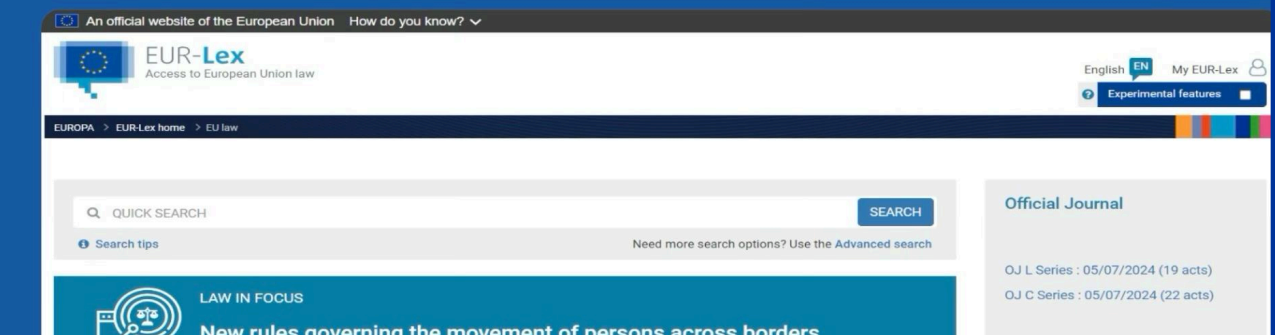
Key results:

include better understanding of

- EU integration process
- Understanding EU Acquis understanding
- Opportunities and barriers EU Single Market
- EU support programmes & initiatives

Still more to do: e.g. EU integration - cutting a long road shorter

6. Eur-Lex - online access to the EU law



Кластери:

- Fundamentals
- Внутрішній ринок
- Конкурентоспроможність та інклюзивність
- Зелений порядок денний та сталий розвиток
- Ресурси, сільське господарство та згуртування



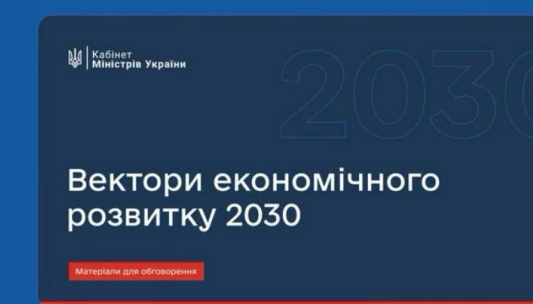
Main aspects of the strategy and examples from Ukraine

1. Analytics (continued)



Audit of the economy of Ukraine 2030

Provides an analysis of the results of economic policy for almost 30 years, the current level of economic and social development of Ukraine and opportunities for growth. It is the starting point for the

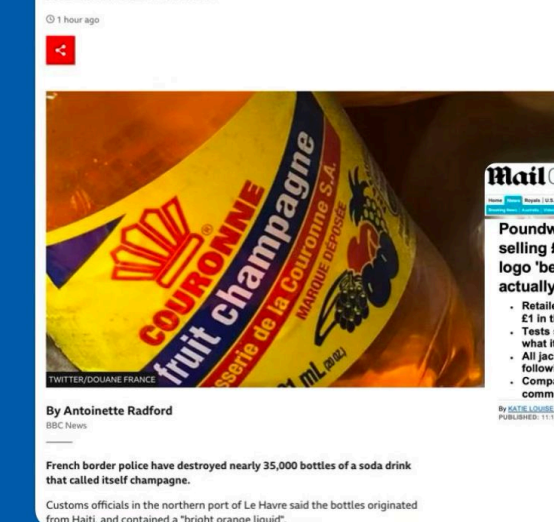


Vectors of economic development 2030



Serious – interception at border and rejection

France destroys 35,000 'champagne' soda bottles



MailOnline
Poundworld is fined £700,000 for selling £1 'High Vis' jackets with the logo 'be safe, be seen' that were not actually reflective

By Antoinette Radford
BBC News

French border police have destroyed nearly 35,000 bottles of a soda drink that called itself champagne.

Customs officials in the northern port of Le Havre said the bottles originated from Haiti, and contained a "bright orange liquid".

NOTIFICATION 2024.6013	
Observed problem in relation to the presence of mold in frozen raspberries from Ukraine	
Reference	2024.6013
Subject	Observed problem in relation to the presence of mold in frozen raspberries from Ukraine
Notification type	Food
Notification date	2024-06-13
Classification	Border inspection notification
Risk	Not defined
Healths observed	Not defined
No. persons affected	...
Response / Issue	Unsettled
State of notification	06-06-2024
Notifying country	Poland
Product	Mashed raspberries / Frozen raspberries
Product category	Fruits and vegetables
Measures taken	Country: 27, Action: 27, Product name: 27, URL: ...



Missions meeting peers & networking

Institution / Location	ME	SRS	EEPO
Ministry of Economic Development and Technology, Warsaw (Poland)		✓	
OECD, 30th Session of Regulatory Policy Committee (RPC), Paris (France)	✓	✓	
Smart Country Convention 2024, Berlin (Germany)			✓
SME Assembly 2024, Budapest (Hungary)	✓	✓	
National Board of Trade Sweden & Open Trade Gate Sweden, Stockholm (Sweden)			✓
OECD Economic and Development Review Committee (EDRC), Paris (France)			
Enterprise Estonia, Tallinn (Estonia)			✓
Trade Promotion Europe Annual Conference, Athens (Greece)			✓

Key result: learnt / gained:

- Learning from peers
- Getting connected
- Deepen connections
- Getting acknowledged

Still more to do:

- Extend network, intensify connect



The organising team of Ukraine's tech companies joint stand at the Smart Country Convention 2024

Study visits to deepen insight

Ministry of Economy to Paris (OECD)

- Participation in 8th Session of Committee on SMEs and Entrepreneurship (CSMEE)
- Keynote of DM Oleksandr Tsybort at D4SME Roundtable
- Visit Paris innovation Hub

Key result: learnt / gained:

- Learning from peers
- Getting connected and deepen existing connections
- Getting acknowledged

SRS to Paris (OECD)

- Delegation of SRS joins 32th Session of Regulatory Policy Committee

SRS to Prague (Government Office)

- Exchange sessions with analytical unit on best practices and deeper dialogue on regulatory reform



Leave your questions here:



European and Ukrainian Enterprise Promotion Awards U/EEPA awards: Achievements 2023-2025. Outlook

Ricardo Pinto, SMEPIS

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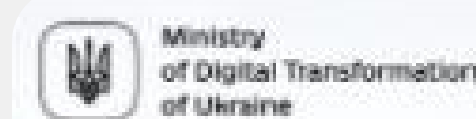
Ukrainian / European Enterprise Promotion Awards

EEPA rewards outstanding entrepreneurship initiatives since 2005 via national competitions. EEPO won EEPA award for Diia.Business in 2022, despite the full-scale invasion

Aims:

- A national competition - Ukrainian EEPA (UEPA)
- Integrated into Dia.Business portal
- Open applications in the Ukrainian language
- Transparent evaluation process
- Annual Award Ceremony and branding
- By-product of UEPA are 2 EEPA applications
- ME fully able to coordinate the U/EEPA

2022 SUPPORTING THE INTERNATIONALISATION OF BUSINESS



Ministry
of Digital Transformation
of Ukraine



ENTREPRENEURSHIP
AND EXPORT
PROMOTION OFFICE
STATE INSTITUTION



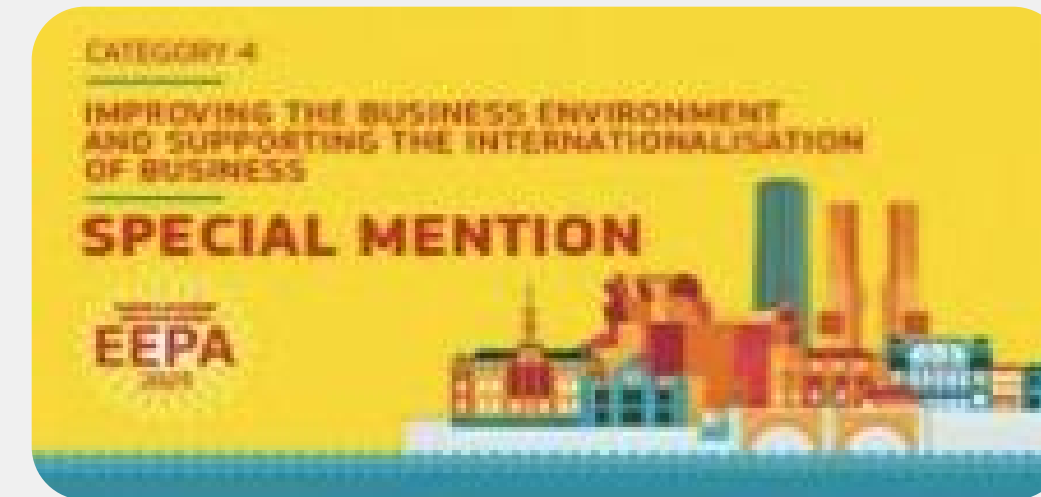
Business

**Diia. Business, Entrepreneurship
and Export Promotion Office (EEPO),
UKRAINE**

Diia.Business is a large-scale project for the development of entrepreneurship and exports. The project's main objectives are to increase the level of entrepreneurial skills in conducting business both in Ukraine and in foreign markets through educational programs and webinars. Another aspect is the innovative "hotline" to help Ukrainian forced migrants in neighbouring EU countries find a job, open a business, or temporarily move their business.

U/EEPA national competition 2023-25

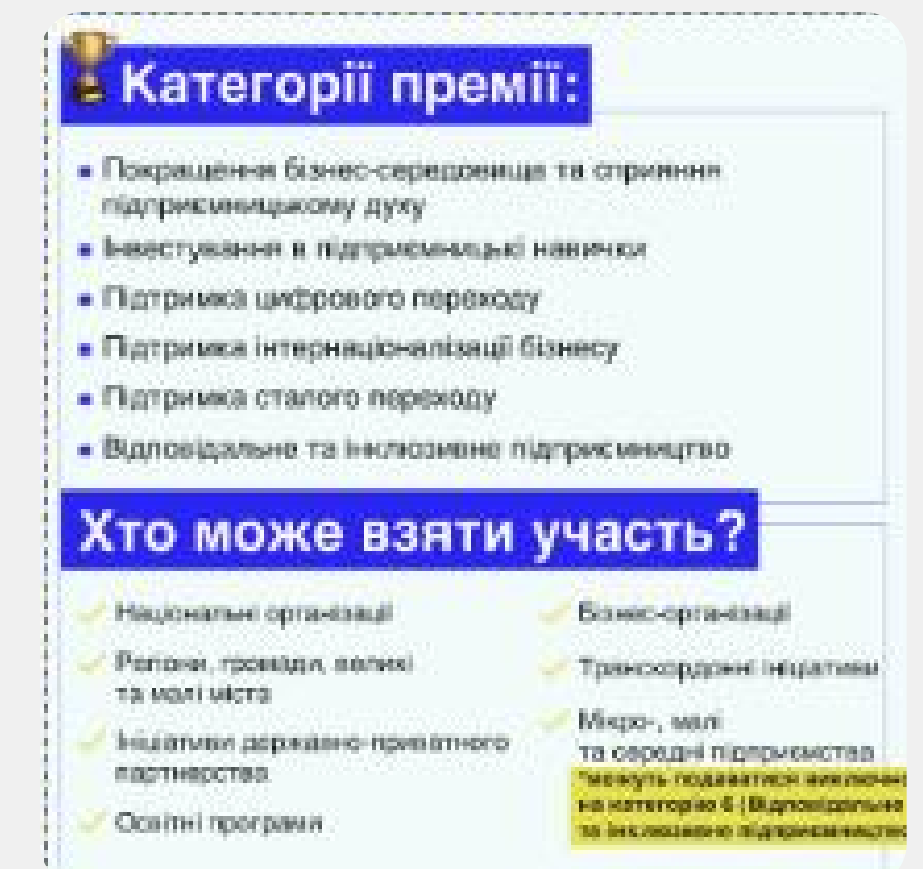
- **2023:** 8 applications, **3** UEPA winners, ME evaluation, **2** EEPA nominations, 'Special Mentions' for Ukrainian Network of Integrity and Compliance (UNIC)
- **2024:** **120** applications, **7** UEPA winners, 2 EEPA nominations, 'Special Mentions' for Greencubator
- **2025:** **81** applications, **7** UEPA winners, **2** EEPA nominations – results TBD (deadline 18 July 2025)
- Participation in SME Assembly (Bilbao & Budapest)



Ukrainian / European Enterprise Promotion Awards – a quantum leap forward

UEPA

- Clear branding and visibility
- Coordinated use of SMM – raise awareness
- Online applications (diia.business)
- In Ukrainian, open to all eligible applicants
- Independent jury (ME/EEPO 2 out of 7)
- ME/EEPO cooperation & joint promotion
- Annual UEPA Awards ceremony – Ukrainian day of the Entrepreneur
- Fully autonomous coordination by ME
- Contributing to entrepreneurship promotion, as per SME Strategy, etc.
- 2 x EEPA nominations / SME Assembly



Leave your questions here:



Strengthening technical and institutional capacity of Ukraine's Entrepreneurship and Export Promotion Office (EEPO) Portfolio check, development strategies, EEPO support continuity

Matthias Halder, Mark Hellyer
SMEPIS

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EEPO's service & institutional capacity strengthened

955

Consultations, mentoring and coaching services provided to SMEs

308

Market research for SMEs (individual and sectoral) covering 20+ sectors and countries

23

Exhibitions, tradeshows and **trade missions** on external markets

6

New **services** introduced, e.g. customs clearance support



EEPO's service & institutional capacity strengthened

160+

Promotional **publications, instructions and business guides**

6

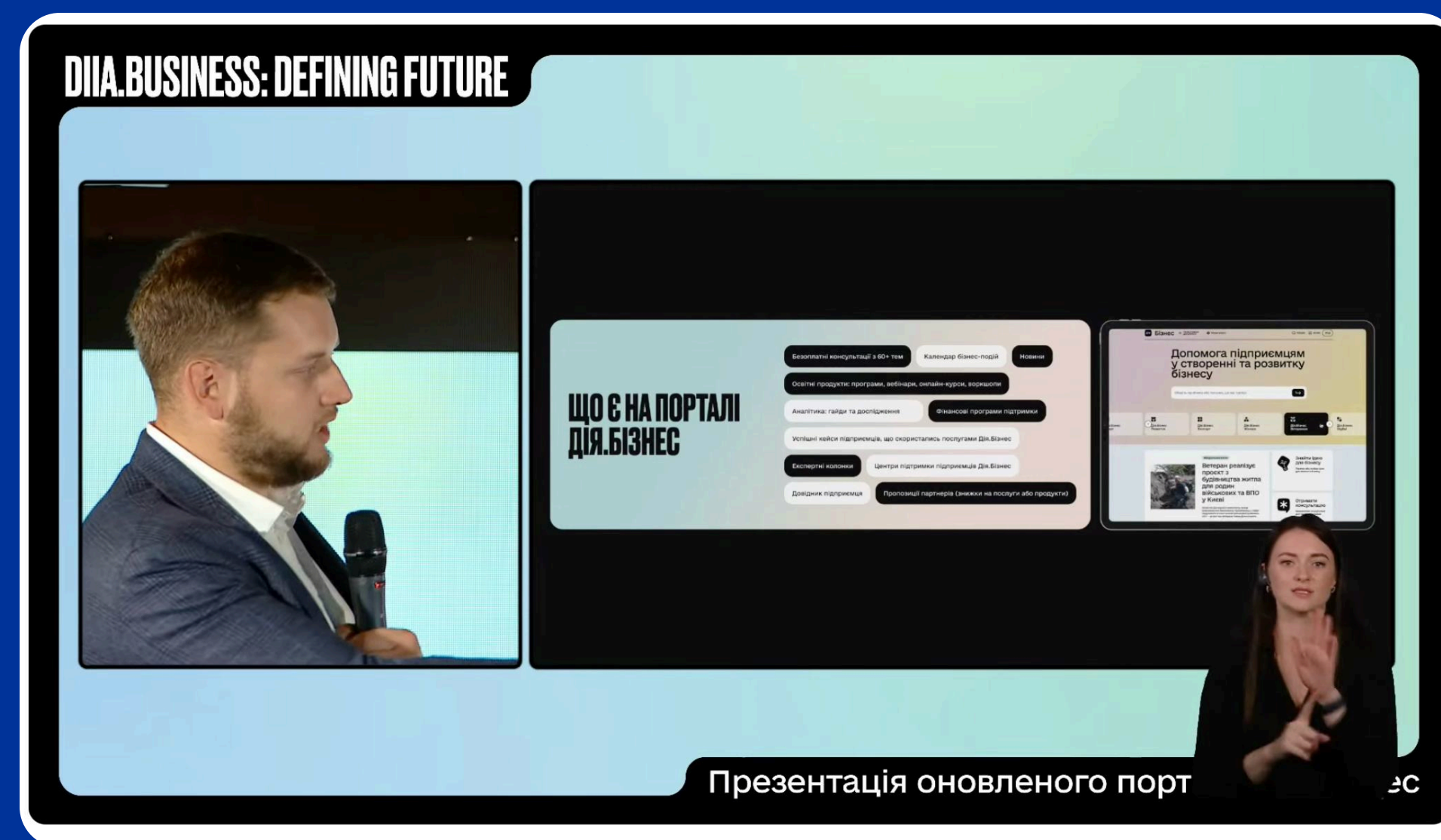
Infrastructure platforms (online and offline) enhances: **Diia.Business** portal the most significant and impactful

10

Workshops technical and strategic workshops to enhance institutional capacity

8

New **international partnerships** established to strengthen institutional standing

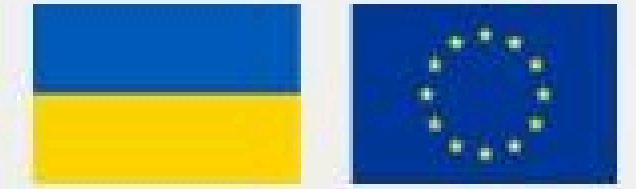


Facilitate continuity of support to EEPO

Objectives and results of strategic session (20.06.2025)

- Facilitate continuity for EEPO's team of experts supported by **SMEPIS** in **collaboration** with **GlZ 'Step into EU' programme**
- Advice by SMEPIS expert team on **strategic direction, institutional strengthening** and **sustainable business model** and **funding**
- -> s. subsequent presentation by SMEPIS Trade Policy Advisor Mark Hellyer

Exporting to the EU



Why EU?

- Geography, Income, Accession

Importance of exporting to EU for MSMEs

- no choice in war/post war period (relative purchasing power of citizens for non-essentials and higher grade/value products)

Challenges

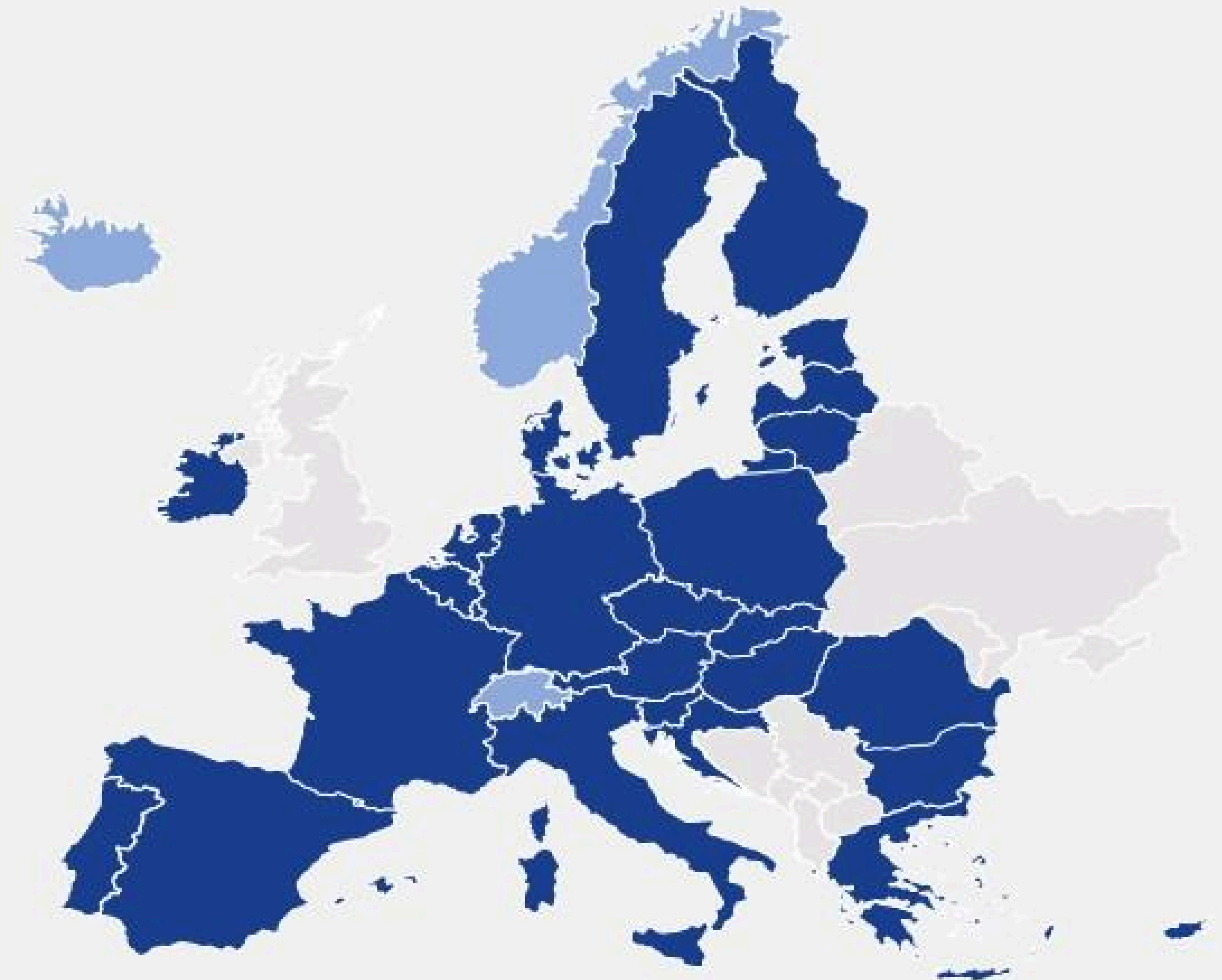
- Logistics, rules (tariff & non-tariff measures), market demands

Meeting the needs

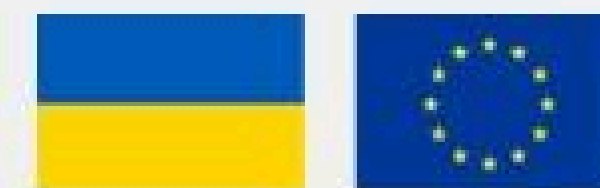
- Know-how matters more than money for investment, marketing, compliance

Role of EEPO

- Need to reach as many of the 375,000 MSMEs in Ukraine (and 17,000 exporters)



Five-year vision EEPO – Capacity building needs



Goals

Professional, autonomous SOE/Agency

KPIs

- More exporters from 18,000 (more companies exporting, more exports for UA)
- Clients grow exports more than non-clients

Delivery is essential, receive budget (!)

Support needs

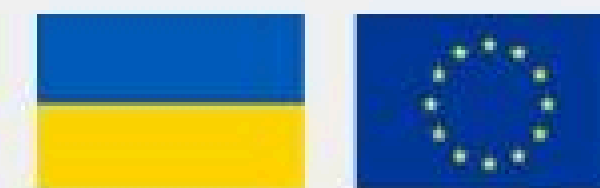
Support EEPO defining its corporate strategy

- Performance contract (or promise/target)
- Developing its business model (delivery and services)
- Build strategic alliances

TA for institutional infrastructure

- CRM
- Procedures/management system
- Databases and toolkits
- Skills, services development and delivery

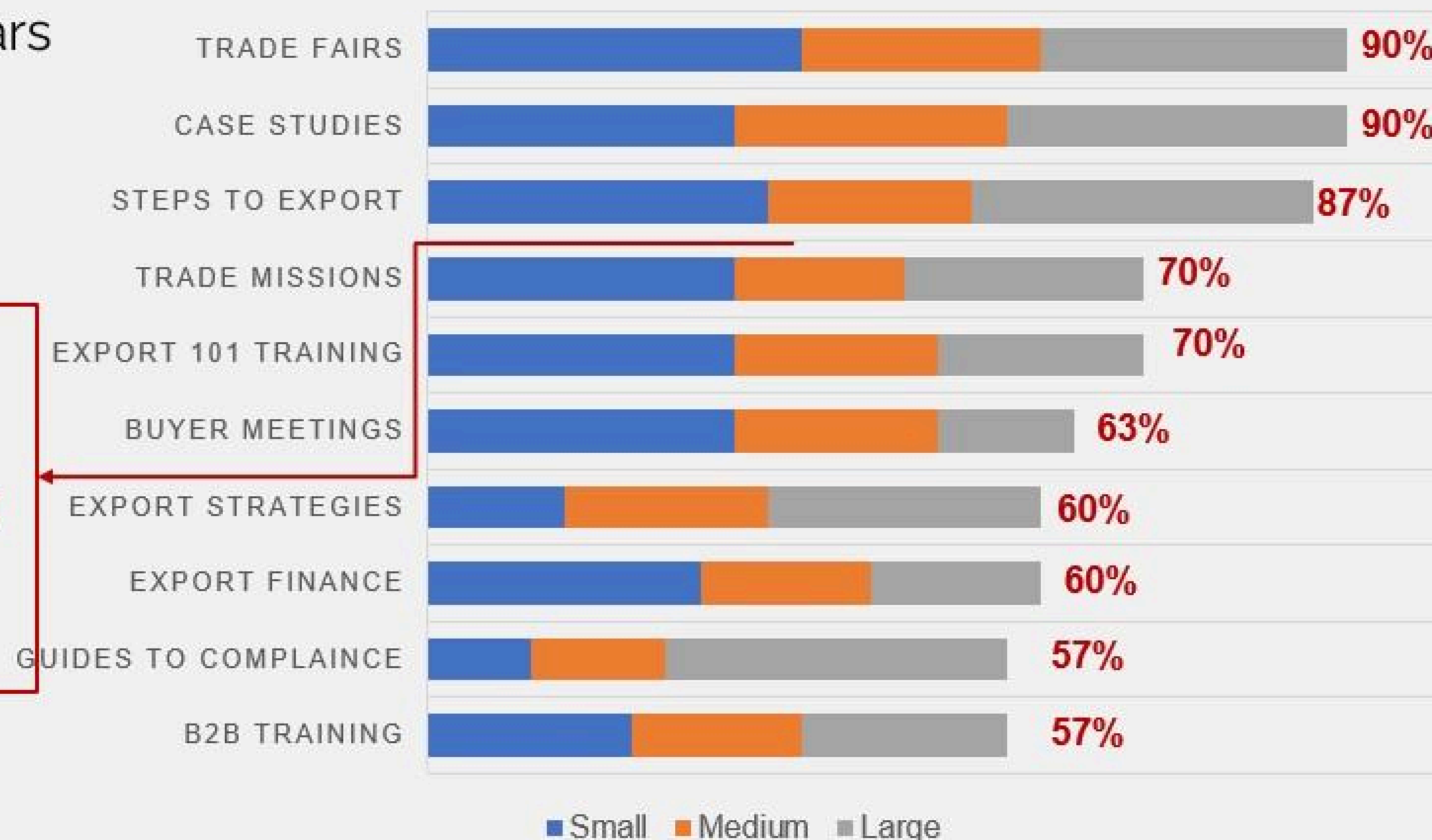
EEPO Strategic Positioning



- ▶ National Export Strategy of Ukraine +26 billion USD in 5 years
- ▶ EEPO central role in export promotion

75% of Trade Promotion Organisations provide multiple services and/or export coaching along all journey
> increases success > 3 times

Global trends in TPO services



How to deliver?



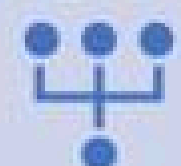
Direct delivery by EEPO staff

Challenges on staff numbers, range of skills retained and geographic



Manage programmes

Outsource activities to trusted consultants in the private sector



Strategic alliances

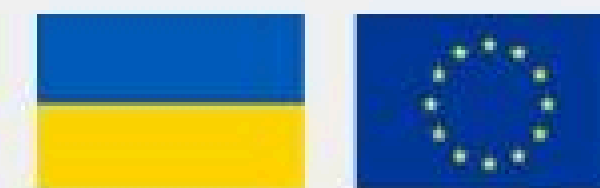
Capacitate others to deliver (e.g. sector trade associations, clusters and other BSOs)



Reality – a mix

May lose some acknowledgement but for TEAM EXPORT UKRAINE – so long as exports grows

Resources Required



Benchmarking export spend

TPO Spend per capita



Mix of sources needed to fund EEPO

Government Budget

- Export promotion is a public good
- Realities – priorities on reconstruction

Donor Support

- Better coordination, align with EEPO goals
- Catalyst for funneling/coordinating export projects

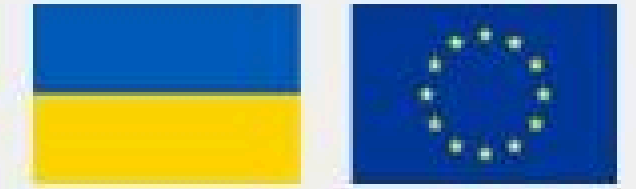
Selling services

- Misundersandings
- 75% TPOs charge; but 15% budget

Other innovative fiscal instruments

- Import levy of 0.1% on non-essentials could be \$40+ million

Recommended next steps to support EEPO



- ▶ **Support in the development of a corporate strategy**
 - ▶ Brainstorming issues identified (Solutions (What, how and resources)
 - ▶ Concept paper and discussions/agreement (including KPIs and viable business model)
 - ▶ Corporate strategy adopted with change management plan
- ▶ **Institutional development**
 - ▶ Internal systems development (services, procedures, workflow management)
 - ▶ Technological infrastructure (MIS, CRM, trade information tools, AI integration)
 - ▶ Staff training (ToT and induction courses)
- ▶ **Implementation of export promotion (focus based on Export Strategy)**
 - ▶ Provision of core Services (information, advice)
 - ▶ Programmes of EEPO to be implemented
 - ▶ Coordination with donors for implementation of export promotion activities

Thank you for your attention!

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