



MINISTRY OF ECONOMIC
DEVELOPMENT AND TRADE
OF UKRAINE

STUDY

CROSS-SECTOR EXPORT STRATEGY 2019-2023



TRADE INFORMATION AND EXPORT PROMOTION





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ACRONYMS

ITC	International Trade Centre
TPO	Trade Promotion Organization
EPO	State Institution «Export Promotion Office of Ukraine»
SME	Small and Medium-sized Enterprise
SMEDO	Small and Medium-sized Enterprise Development Office under the Ministry of Economic Development and Trade of Ukraine
B2B	Business to Business
MEDT	Ministry of Economic Development and Trade of Ukraine
TSI	Trade Support Institutions
WTO	World Trade Organization
UCCI	Ukrainian Chamber of Commerce and Industry
PoA	Plan of Action

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The document benefited particularly from the inputs and guidance provided by the members of the Core Team, namely:

Name	Position	Organization
Paul Baker	International consultant of Export Strategy for Trade Information and Export Promotion Cross-sector development	International Trade Centre
Pablo Quiles	International consultant of Export Strategy for Trade Information and Export Promotion Cross-sector development	International Trade Centre
Oksana Ilyasevych-Bogorodova	National Coordinator of Export Strategy for Trade Information and Export Promotion Cross-sector	State Institution «Export Promotion Office of Ukraine»
Sergiy Ivashchenko	Executive Director	Ukrainian Grain Association
Roman Myhailych	Head of Association	Ukraine Herbal Products Association
Yuriy Lutsenko	Consulting integrated	Partner
Bohdan Shapoval	General Manager	Ukrainian Food Export Board
Vyacheslav Bykovets	First Vice President	The Union of Entrepreneurs of Small, Medium and Privatized Enterprises of Ukraine
Volodymyr Dikov	Director	Ukrainian Centre of Foreign Trade Development
Tetyana Varchenko	Vice President	Union of dairy enterprises of Ukraine
Viktoriya Filatova	Head of Board	Association of Perfumery and Cosmetics of Ukraine
Tetiana Slukhai	Manager	German-Ukrainian Chamber of Industry and Commerce

EXECUTIVE SUMMARY

A key element for companies to tap into all of their trade potential consists of basing strategic decisions on sound, comprehensive and reliable trade information, and counting on the appropriate tools to promote their products and services. Trade information provides private sector players with an overview of existing and potential markets, trends, and the various requirements necessary to access them (tariffs, standards, technical requirements, restrictions, import bans, etc.), allowing local firms to design, develop and adapt their strategies and products based on the requirements of target markets.

Under the vision of *"Enabling Ukraine to tap into new markets by providing SMEs with a relevant and responsive ecosystem of trade information and export promotion services,"* the cross-sector export strategy elaborates three primary objectives:



Strategic Objective 1.

Create an institutional framework, which responds to the needs of the private sector, providing it with relevant, customer-oriented, intelligence.

An outstanding business environment facilitates and lowers the cost of doing business for entrepreneurs and investors, and boosts competitiveness. Trade information increasingly has a crucial role to play in this scenario. A key component of this objective consists of facilitating the distribution of relevant information, and enabling the private sector to access and interpret this data. The second key area in this objective relates to the governance structure for information collection, processing and dissemination. Firms need clarity when it comes to the different roles of trade support institutions and their institutional framework.

Strategic Objective 2.

Build an effective international network for delivering market intelligence and promoting exporters abroad.

This strategic objective is outward looking and aims to leverage the international network of trade support institutions and enhance the presence of Ukrainian exporters abroad. Face-to-face contact remains crucial for international transactions even in today's world dominated by digital interactions.

Strategic Objective 3.

Increase Ukraine's international recognition as a world-class exporter of quality, sustainably produced products.

A strong branding initiative and marketing effort is at the core of this strategic objective. It targets the creation of a distinctive brand that is based on environmentally sustainability values.

Through extensive consultations with public and private sector operators, this cross-sector export strategy provides a systematic analysis of constraints that have impeded firms from making progress due to inadequate trade information and promotional support.

This cross-sector export strategy is part of the Export Strategy of Ukraine: Strategic Trade Development Roadmap for 2017-2021 and Action Plan. It is designed to identify constraints and opportunities related to trade development as well as priorities that Ukraine should focus on in order to address trade information and promotional issues. Simultaneously, it presents a plan of action to achieve results that are fundamental to boosting export competitiveness and development.

The cross-sector export strategy provides for the necessary governance structures to ensure the correct implementation of the plan of action over the next five years. To obtain early results, this plan of action details a series of activities to be implemented in the short- to medium-term time frame. The effectiveness of implementation is likely to be contingent on the country's ability to align the efforts of various institutions – public, private, and civil society – with the identified priorities. The public-private dialogue platform established to design the strategy should play a leading role in its implementation. It should be strengthened further to enable the successful management, monitoring, and measurement of the implementation phase.

BACKGROUND OF THE TRADE INFORMATION AND EXPORT PROMOTION CROSS-SECTOR EXPORT STRATEGY

◇ Global Perspective

Progressive trade liberalization has been one of the defining characteristics of the internal trade landscape in recent years. Nevertheless, the competitive advantage granted by market access arising from trade agreements can only be achieved if the private sector has the right information and tools available to effectively make those opportunities happen.

In this context, national governments need to adopt the necessary framework to enable the creation of a favourable business and trade environment, particularly in a situation of increasing global competition. This environment should promote local companies to invest in new technologies and markets, making them more competitive; generate specialized skills, by encouraging the adoption of trainings; and stimulate innovation and the linkages between academia and private sector¹.

Some of the key elements for companies to successfully tap into all of their trade potential consists of basing their strategic decisions on sound, comprehensive and reliable trade information, and counting on the appropriate tools for promotion.

Trade promotion initiatives go one step further by focusing on improving trade performance of a specific economic area, and can be location- or sector-based.

Thus, trade information and export promotion are a key requirement for market penetration. A well-functioning trading environment will contribute to the country's diversification efforts by enabling the expansion of both geographic and product markets, ultimately leading to an increase in both domestic and international trade².

Trade Information refers to all data required to support strategic decisions for international trade

The definition of Trade Information is extremely broad. It can refer to such areas as:

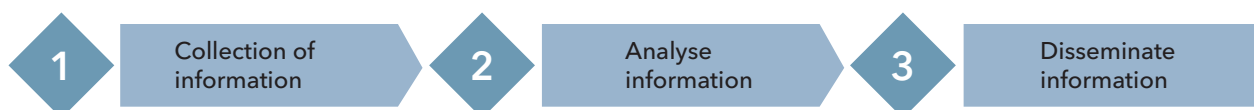
- Statistics, such as prices, import and export data, and other demand trends;
- Market intelligence, such as enterprise surveys, market studies and country reports;
- Description of regulatory procedures, such as customs requirements;
- Voluntary standards and buyers' requirements.

Therefore, Trade Information refers to the data, material, and evidence underpinning the analysis necessary to take key strategic decisions on whether to enter foreign markets and under which conditions, as well as consider alternative sourcing decisions for firms.

¹ Cellich, C. & Burgeous, M. (2012). Trade Promotion Strategies. Business Expert Press, January.

² See ITC (2018). National Export Strategy for Sri Lanka – Trade Information and Promotion Cross-Sector. International Trade Centre, Geneva, Switzerland. Available from: <http://www.srilankabusiness.com/pdf/nes/sri-lanka-trade-information-and-promotion-4-1-web.pdf>

Overall, trade information can be distributed in three main stages of a value chain:

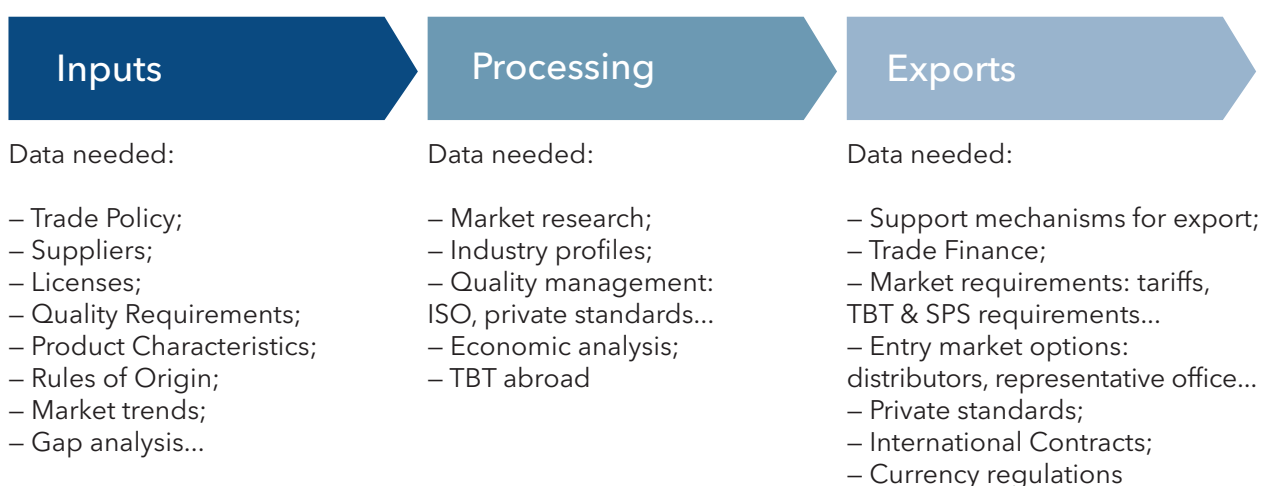


“Collection” refers to the first stage of data processing, and consists of gathering and compiling of the raw data from its source. While it is upstream, it can be one of the most difficult stages of the whole trade information value chain. Collection of data can refer to national, international, or global data, and take both qualitative (information on standards, for example) and quantitative (import/export data) approaches. While some information can be accessed independently by most users through the internet, specific types of information is collected institutionally by governments, through the Central Bank, Overseas Missions, Sectoral Associations or Trade Promotion Organizations (TPOs). Some of the main issues involved in this stage relate to:

- 1 the lack of funding for data collection, either from Government sources (i.e. lack of human and technical capacity at the statistics or customs offices) or from private sources (due to the high cost associated with obtaining access to such databases);
- 2 inaccuracy of the data, either by the complexity of the matter, as it could be in the case of “Trade in Services” or by mistakes during the data collection process;
- 3 frequency of the collection and data updates, which is particularly relevant for market access requirements, and can lead to serious costs to businesses if it is outdated or erroneous.

The analysis stage consists of obtaining the appropriate and relevant insights from the data collected. This analysis could involve retrieving market trends, industry profiles, demand and supply patterns, etc. This step is critical, as the analysis has to obtain from the data information that will be useful for the end users (the managing director of a given company, for example). Knowing what information businesses need to make their analysis is crucial to ensure that this process is not empty of meaning and can actually lead and favour the country’s economic development. The figure below indicates some examples of the type of trade information that manufacturers request during the production of their goods:

Figure 1. Trade Information Requirements Across the Value Chain



Source: ITC

Also, the analysis conducted must be relevant and respond to the needs of enterprises, on the basis of relevant and using up-to-date tools. While the Internet has revolutionized access to information, frequently only skilled and experienced operators have a real understanding of market structures, the respective strengths of channel operators, and the capacity to perform an in-depth analysis. Thus, some of the questions that have been answered by the analysis of the data are:

- How to become globally competitive?
- Where to pursue new business opportunities?
- What are the current trends in my sector in terms of product requirement?
- How to integrate into Global Value Chains?
- Where does my competition come from?

International Best Practices: Netherlands' Centre for the Promotion of Imports from developing countries

The Netherlands' Centre for the Promotion of Imports from developing countries (CBI) is a part of the Netherlands Enterprise Agency, with the main function of providing support to SMEs in developing countries.

The services offered by CBI include:

- Offering export coaching programs to make SMEs in developing countries export market ready;
- Providing technical support to business support organizations in developing countries to increase the added value for their exporting members;
- Developing market information on potential export sectors in Europe;
- Informing and influencing policy makers;
- Involving importers in the development and implementation of programmes.

Annually, CBI supports more than 800 entrepreneurs to become successful exporters on the European market through export coaching projects.

More relevant to trade information, the CBI publishes around 450 market studies every year, ranging from Export Value Chain Analysis for Coffee, Fruit and Vegetables, Home Decoration and Home Textiles, to Access to Trade Finance reports and Market research for European importers. They also provide a free handbook on how to export to Europe.

Source: CBI <https://www.cbi.eu>

Finally, the collection and analysis of the information is important, but so is the dissemination of the findings, making sure that it reaches the end user. Without a proper communications strategy, all the effort will have been in vain, as the information will not have any influence in relevant decision-making processes. Some of the most typical ways to ensure that the information reaches its audience are through industry bodies and associations; use of technology (which ensures no loss or distortion in the information); and workshops and seminars. A couple of elements to take into consideration during this final stage is the frequency with which this information is shared, and the cost associated with it. With regards to this last point, the two most common approaches involve government or private funding. However, a co-funding mechanism is also applied in some cases.

The Role of Trade Information Portals

One of the most common complaints across the private sector in developing countries is the lack of transparency and lack of accessible information. Increasing transparency and access has been the aim of international agreements, such as the WTO's Trade Facilitation Agreement (TFA), due to the importance of enhanced transparency in the reduction of trade costs and improving predictability.

One of the main tools being implemented to tackle the issue of transparency, and therefore ensure the appropriate dissemination of trade information are Trade Information Portals. While the basic function of such portals is publishing all laws, regulations and procedures affecting trade, they are increasingly being used as enquiry points on trade; or repositories of information on trade in services or non-tariff measures. Creating a single platform is needed where all trade-related information from the various agencies is aggregated under one roof and readily available for searching and viewing. What's more, this portal can provide information that is complete, up-to-date, and covers the whole spectrum of information that producers might require to ensure that their strategic decisions are well founded on robust trade data.

Nevertheless, while it is important to ensure that the public has access to laws and regulations, it is even more important that these are presented and analyzed in a user-friendly manner, so they can be accessible to the average person and will not require the services of specialised and expensive consultants.

Sources:

- Pugliatti, L. (2011). *Developing a Trade Information Portal*, in McLinden, G., Fanta, E., Widdowson, D., and Doyle, T. (eds), *Border Management Modernization*, World Bank, Washington DC. Available from: <http://documents.banquemondiale.org/curated/fr/284531468148155900/pdf/832730WP0ENGLI0Box0382083B00PUBLIC0.pdf>

- Johns, M. B. (2017). *Lowering Trade Costs through Transparency: The Importance of Trade Information Portals*. *The Trade Post*, World Bank. Available from: <https://blogs.worldbank.org/trade/lowering-trade-costs-through-transparency-importance-trade-information-portals>

Trade Promotion covers the range of economic policies, development interventions and private initiatives aimed at improving the trade performance of an economic area

The main objective sought by trade promotion initiatives refer to improvements in the performance of either a particular region or a specific sector. Such improvements can refer to both an increase in absolute terms, relative to the country's imports. Some examples of trade promotion activities include:

- Incentives, either in the form of fiscal and non-fiscal incentives, or matching grant programmes
- Export inspection system
- Adoption of industry-specific or region/specific branding
- Arrangement of B2B engagements
- Organization of overseas missions
- Carry out targeted trade missions
- Disseminate enterprise portfolios
- Implement enterprise training, such as profile building or trade promotion activities
- Participate in trade fairs and international exhibitions

When specific industries are targeted, trade promotion policies tend to focus on industries that have a comparative advantage over foreign competitors. It is worth highlighting that trade promotion not only encompasses the export side, but also import promotion. In order to increase the quality of local production and its competitiveness, it is necessary to obtain key inputs that otherwise are not available locally³.

International best practices in this area usually develop advisory service capabilities to address the specific needs of their national SMEs, covering areas such as business intelligence, logistics and transportation support, trade finance, international contracts and the creation of cross-border alliances. World-class trade promotion services also leverage on their commercial attachés in embassies to provide key information on access for services and carry out trade promotion activities, including matchmaking and B2B services.

³ ITC (2018), *ibid.*

The higher the hurdles, the greater the value TPOs can deliver. By using the tools of trade promotion, such as national pavilions at specialized trade fairs and trade missions, TPOs can shepherd their companies into the most appropriate sectors. This also serves to highlight areas of national competitiveness, and enables exporters to gain leverage from this awareness through their own promotional efforts⁴. Thus, the participation of the private sector, particularly SMEs, at these kinds of events is critical for successful internationalisation, and therefore it should be encouraged and promoted. Such participation can be encouraged through increased grants, as well as further assistance provided to companies in becoming export-ready through advisory services and capacity building.

Import Promotion Efforts: Japan External Trade Organization

The value of imported goods is something that might be politically sensitive to encourage, yet could have overwhelming benefits for the country's economy.

Recognizing the value of imported goods 20 years ago, Japan mandated its TPO, the Japan External Trade Organization (JETRO), to promote the receipt of imports. In this context, it has been reported that, despite the recent economic recession suffered by Japan, the overriding sentiment is that the increase in imported goods has not only reduced prices but has also improved the quality of life.

With an annual budget of around USD 280 million allocated to trade promotion, two-thirds are directed to the promotion of imports⁵.

◇ Trade Promotion Organisations

Given the importance that trade information and export promotion have in ensuring a healthy, sustainable and dynamic export sector, most countries of the world have established their own TPOs as organism in charge of dealing with this matter.

However, despite being a common feature inside a country's institutional landscape, their characteristics are unique in each specific case. TPOs vary in economic size, governance type, and in their approach to trade promotion. The TPO's budgets can vary widely. For example, the annual budget is around USD 500 million in the case of the UK, while it is just USD 60 thousand in the case of Sierra Leone. And while in most cases they are fully financed by the government, there are some examples of TPOs being fully financed by the private sector, as is the case of Hong Kong Trade Development Council (HKTD).

Such organizations are particularly important in a developing country context, as the majority of producers and potential exporters have limited resources and a lack of knowledge of foreign markets and their exigencies, needing support and guidance as they take their first steps into the international trade arena. TPOs are excellent support organizations for developing international trade and helping producers and exporters access new markets. Even experienced exporters can benefit from the experience, contacts and promotional efforts of professional TPOs⁶.

TPOs cover a wide range of activities, ranging from financial assistance, (credit, insurance) to market intelligence (firms and products), technical assistance for transport logistics, product certification, and participation in trade fairs⁷.

⁴ ITC (2008). Tomorrow's Trade Promotion Organizations. International Trade Forum Magazine, Issue 1-2/2008.

Available from: <http://www.tradeforum.org/Tomorrows-Trade-Promotion-Organizations/>

⁵ Source: Yuzawa, S. Successful Tools and Policies in Trade Promotion for Goods and Services.

Available from: www.intracen.org/WorkArea/DownloadAsset.aspx?id=58823

⁶ Giovannucci, D. (2002). National Trade Promotion Organizations: their role and functions, in Giovannucci, D. (ed.), A Guide to Developing Agricultural Markets and Agro-enterprises, World Bank Group. Available from:

<http://documents.worldbank.org/curated/en/658381468137984834/pdf/402650Trade1Pr1Giovannucci01PUBLIC1.pdf>

⁷ ITC (2016). Investing in Trade Promotion Generates Revenue - A study of Trade Promotion Organizations. International Trade Centre, Geneva, Switzerland. Available from:

<http://www.intracen.org/publication/Investing-in-Trade-Promotion-Generates-Revenue/>

International Best Practices: United Kingdom Trade and Investment

The United Kingdom Trade & Investment (UKTI) is the UK's TPO, providing a wide range of tailored services to some 50,000 firms every year. One of the key characteristics of the UKTI is its international presence, with offices in over 100 UK Embassies, Consulates and High Commissions worldwide. The support is often free, or highly subsidised, and in some cases, grants are made available for a particular activity.

Key services include:

- International Trade Advisors (ITAs), who provide advice on export documentation, contacts in overseas markets, market selection
- The Export Marketing Research Scheme (EMRS), which provides independent advice on carrying out marketing research.
- The Overseas Market Introduction Service (OMIS), focused in providing in-depth customer-specific and market-based support and plans for entry strategies, possible partners and competitors as well as local conditions and regulations

It has been assessed that two years after receiving UKTI support, it increases both the probability that firms start (4% more) and continue (7% more) exporting. This applies for firms of all size-bands, as well across the different destination countries considered.

Also, UKTI's support also helps firms to both start with higher exports (46% more) and to grow their current exports more (9% more).

Overall, the UKTI support is responsible for 46% higher exports, thanks to more countries being served (20%) and increased export per-destination per-product (24%).

Source: UKTI <https://www.gov.uk/government/organisations/uk-trade-investment>

The analysis of international best practices reveals a series of common characteristics across TPOs that should be taken into consideration:

- Recognition and support from the national government, with active involvement across different government departments to create system-wide engagement and support.
- Positive engagement with the private sector. Dialogue with the different private sector's operators should be continuing, future-oriented and collaborative in tone and action.
- Adoption of Key Performance Indicators (KPIs) to encourage effectiveness, and monitor and evaluate the agency's progress and impact.
- Use of Software-based Customer Relationship Management (CRM) systems, recording activities carried out with customers and results achieved.
- Mastering on-line communication. Technology keeps TPOs connected to their clients and markets. In addition, TPOs should also monitor usage patterns and seek feedback, and constantly refresh sites as well to build confidence and trust.
- Long-term planning. Planning structures need to concentrate not only on short-term operational planning but also on the medium-term horizon, and involve inputs from all levels of the organization. The plan must be active and not a rigid pro forma. Strategy needs to be implemented aggressively and adapt rapidly to changes in markets and business practices.
- Continuous improvement. TPOs should constantly look at other organizations to set their own benchmarks, both internally and externally, in order to discover their strengths and weaknesses and continually seek improvement⁸.

◇ Local perspective

One of the key areas that must be addressed to ensure that Ukrainian exporters are internationally competitive is their ability to access timely, reliable and up-to-date trade and market intelligence information.

⁸ ITC (2008). Ibid.

In December 2016, Ministry of Economic Development and Trade of Ukraine (MEDT), in a joint effort with international development partners, set up the Export Promotion Office (EPO), under the auspices of the MEDT. In March 2018, the EPO was transformed into the State Institution «Export Promotion Office of Ukraine».

Currently, the EPO operates in three main directions: a) export consulting; b) export education; c) business opportunities (trade missions and exhibitions).

The EPO's vision and main goal is the development of an efficient export support and promotion system on the basis of a single-window approach for exporters and businesses, boosting Ukrainian exporters, developing their internal and international market competitiveness, and promoting Ukraine abroad. The MEDT, through its Departments for Trade Defence, Market Access and WTO Cooperation, International Trade and Economic Cooperation and European Integration, and Export Development, also provides relevant information and promotion services.

◆ Trade Support Institutions' Framework

Trade Support Institutions (TSI) are those organizations that have an interest in and bearing on export development. The tables below identify the main TSI whose service delivery affects the Trade Information and Export Promotion framework in Ukraine. An assessment of TSI is provided along three key dimensions: coordination and influence, human capital and financial capacity, and quality of service. The assessment was conducted based on stakeholders' evaluation of TSI from the perspective of how well they serve their stakeholders.

◆ Policy Support Network

These institutions represent ministries and competent authorities responsible for influencing or implementing policies affecting the delivery and provision of trade information and trade promotion services.

Table 1. Policy Support Network: Central Executive Bodies and State Institutions

Name of institution	Function / role	Coordination and influence	Human & finance capacity	Quality of service
State Institution «Export Promotion Office of Ukraine» (EPO)	EPO provides trade information and export promotion services to Ukrainian exporters by providing access to trade-related data and information on opportunities in target countries through market intelligence reports. It also provides additional trade promotion services, such as export consulting, participation in trade missions, exhibitions, export education and supports a Business-to-Government network - a platform for dialogue between exporters and government (B2G platform).	Medium	Medium	High
Ministry of Economic Development and Trade of Ukraine (MEDT)	MEDT formulates trade policies and strategies	High	Medium	Medium
- Trade Defence Department	Protection of the rights and economic interests of Ukraine and the national producers in the foreign markets.	Medium	Medium	Medium
- Department of Market Access and WTO Cooperation	Provision of cooperation with the WTO, other international economic organizations and groups, coordination of negotiations between Ukraine and other states on the conclusion of free trade agreements.	Medium	Low	Medium
- Department of International Trade and Economic Cooperation and European Integration	Development of proposals and implementation of decisions on the formation and implementation of a unified state foreign economic and foreign trade policy on the development of bilateral trade and economic cooperation and protection of Ukraine's interests in trade and economic relations.	Medium	Low	Medium
- Export Development Department	Participation in the development of proposals and improvement of the adopted decisions on the formation and implementation of a single state foreign trade and foreign trade policy; Export Strategy Implementation and monitoring.	Medium	Low	Medium

Name of institution	Function / role	Coordination and influence	Human & finance capacity	Quality of service
International Trade Council under the Cabinet of Ministers of Ukraine	The International Trade Council was established in pursuance of the Export Strategy of Ukraine: Strategic Trade Development Roadmap for 2017-2021 and is the single coordinating body for the development of Ukraine's international trade, supporting the growth of Ukrainian exports and trade facilitation, and the implementation of the Export Strategy of Ukraine: Strategic Trade Development Roadmap for 2017-2021 and Action Plan. It is headed by First Vice Prime Minister - Minister of Economic Development and Trade of Ukraine. International Trade Council's members include the Deputy Business Ombudsman, and Deputy Ministers from the Ministry of Finance of Ukraine, the Ministry of Infrastructure of Ukraine, the Ministry of Agrarian Policy and Food of Ukraine, representatives from the National Bank of Ukraine and other executive authorities, and members of Parliament. Its working groups include representatives of industry and business associations, analytical centres for international trade and exports, state bodies and institutions, EPO.	High	Medium	Medium

Table 2. Policy Support Network: Other central executive bodies, state commissions

Name of institution	Function / role	Coordination and influence	Human & finance capacity	Quality of service
Ministry of Agrarian Policy and Food of Ukraine	Formulation and implementation of the State agrarian policy. In terms of export, it aims to open new markets for Ukrainian agrarian exports, diversifying commodity structure, and attracting small and medium-sized producers to export activities	High	Medium	Medium
Ministry of Foreign Affairs of Ukraine	The Ministry of Foreign Affairs is the main body in the system of government authority, which ensures the formation and implementation of state policy in the sphere of external relations. The MFA has a network of 87 Embassies, 30 Ukraine Consulate General and 6 Consulates abroad. The Exporters and Investors Council under the Ministry of Foreign Affairs of Ukraine was established in order to ensure the appropriate implementation of national political and economic priorities, support to Ukrainian exporters in foreign market access and protect their economic and trade interests abroad, as well as attracting foreign direct investment in Ukraine's economy. The Council consists of more than 60 leading Ukrainian companies, which practically represent the full range of the export-oriented sectors of the Ukraine's economy.	High	Low	Medium
State Fiscal Service of Ukraine (SFS)	The State Fiscal Service of Ukraine is the central executive body that implements the state tax policy, state policy in the sphere of state customs, state policy in the field of combating offenses when applying tax and customs legislation. In 2019 SFS is re-organized into State Tax Service of Ukraine and State Customs Service of Ukraine.	Low	Medium	Medium
State Service of Export Control of Ukraine	State Service of Export Control of Ukraine is the central executive body. The main task of State Service of Export Control of Ukraine is implementation of the state policy in the sphere of state control over international transfers of military goods, dual use and other goods for which the procedures of state export control may be applied.	Low	Medium	Medium
National Bank of Ukraine (NBU)	The National Bank of Ukraine is the central bank of Ukraine, a special central government body. NBU has mechanisms to stimulate exports (correction of the exchange rate, devaluation of national currencies, etc.)	Low	High	Medium
State Statistics Service of Ukraine	A national statistics body of Ukraine and central executive body with special status. It collects trade-related data and analyzes it for future publication in the public domain.	Low	Medium	Medium
Government Office for Coordination on European and Euro-Atlantic Integration	The Government Office coordinates the activities of the Executive bodies for the systematic planning and implementation of public policy measures in accordance with Ukraine's obligations in the field of European and Euro-Atlantic integration. The Government Office aims to stimulate trade between the EU and Ukraine and offers various promotional events.	Medium	Medium	Medium

Table 3. Policy Support Network: Regional Administrations and Local Authorities

Name of institution	Function / role	Coordination and influence	Human & finance capacity	Quality of service
Trade Departments of Regional State Administrations	Stimulation of foreign trade in the region	Low	Low	Medium-Low
Trade Departments of City Councils	Stimulation of foreign trade in the city	Medium	Medium	Medium-Low

Table 4. Policy Support Network: Others

Name of institution	Function / role	Coordination and influence	Human & finance capacity	Quality of service
SE «Derzhzovnishinform»	Information, research, analytical, and expertise centre from Ukraine that monitors international and domestic markets of commodities, products, and services	Low	Low	Low
State Organization «Institute of the Economy and Forecasting of the National Academy of Sciences of Ukraine»	SO «Institute of the Economy and Forecasting of the NAS of Ukraine» provides the elaboration of strategic forecasts and programs of Ukraine's socio-economic development. This institute is conducting fundamental and applied research, developing the guidelines and methods of the development of the economic system, strategic forecasts and programs of the development of Ukraine's economy	Low	Medium	Medium
Council of Entrepreneurs under the Cabinet of Ministers of Ukraine	Advisory Body of the Cabinet of Ministers of Ukraine. In terms of export: creation of favourable conditions for export of goods and services by business entities	Low	Low	Low

◇ Trade Services Network

These institutions or agencies provide a wide range of trade-related services to both the Government and enterprises. They support and promote sectors concerned with the delivery of trade and export solutions.

Table 5. Trade Services Network

Name of institution	Function / role	Coordination and influence	Human & finance capacity	Quality of service
Chambers of Commerce and Industry	Promotion of the development of foreign economic ties, to expand the export of Ukrainian goods and services, and provide practical assistance to entrepreneurs in trade and economic activities both in domestic and foreign markets as well as in the use of new ways to cooperate. The central UCCI and 25 regional chambers are part of the regional structure of the chambers of commerce and industry. Today the system of chambers unites over 8,000 members.	Medium	Medium	Medium
Foreign Chambers of Commerce, for example Canada-Ukraine Chamber of Commerce, American Chamber of Commerce in Ukraine	Promotion and facilitation of trade and investment relations between Ukraine and other countries.	Medium	High	High
Technical assistance projects	Support companies in promoting products and services from Ukraine to the world. Work with Ukrainian Government and provide hands-on assistance to exporters to reorient trade to Western markets. Provide support in reforms implementation (in export as well).	Medium	High	High
Foreign Diplomatic Missions in Ukraine	Promotion and facilitation of trade and investment relations between Ukraine and other countries.	Medium	High	High

◇ Business services network

These are associations or major representatives from commercial services providers used by exporters to effect international trade transactions.

Table 6. Business Services Network

Name of institution	Function / role	Coordination and influence	Human & finance capacity	Quality of service
Associations	In terms of export: Provide export-related information to members Create access programs for new markets	Medium	Medium - Low	Medium - Low
Commercial institutions (export consultants, customer brokers, lawyers, banks)	Provide customised services, sector specific and targeted market information to exporters	Low	Medium	Hig - Medium - Low
Research institutions	Provide analytical data on export-related subjects. Collect trade-related data and analyse it for future free distribution and distribution by fee.	Low	Medium	Hig - Medium - Low

TRADE INFORMATION AND EXPORT PROMOTION SYSTEM DIAGNOSTICS

To remain realistic and resource-efficient, the Strategy cannot focus on all the issues affecting the value chain. It will therefore need to make an informed selection of the most important ones that need to be addressed. To assess this, the criteria used are the level of disturbance (as perceived by national stakeholders) and the ease of resolution (both in terms of cost and the time involved).

◇ Firm-level constraints

Exporters have limited access to trade information

The information that is open source and provided by TSI is quite general and does not facilitate the development of company-level export strategies. High quality information is often available at a high cost, which is sometimes out of reach of SMEs. Lack of market profiles, competitor intelligence, business leads, international marketing opportunities, import regulations, product and services standards, business practices, information about distribution channels is a serious constraint for exporters.

Also, exporters lack awareness of market access under preferential trade agreements. Despite preferential access to numerous markets, Ukrainian exporters do not fully use those agreements to increase their competitiveness, as there is a clear lack of knowledge in Ukraine's business community about the existence of trade agreements and the potential opportunities they represent.

In October 2017, the EPO carried out a survey among stakeholders to determine what kind of information they need the most in order to export. 93.3% of the participants indicated that they need additional market intelligence services, followed by education materials / trainings (80.8%), and insights regarding customer preferences (73.3%). 46.1% of the stakeholders also indicated that they do not know where to look for relevant export information.

This constraint is addressed through PoA: 1.1.1., and 2.1.1.

No Single Window for Trade Information and Export Promotion

It is difficult for exporters to access information on export procedures and formalities, and to find information about donor's support and available tools for export. Entrepreneurs are generally unaware of the full range of support services available to them. There is no centralized trade information helpdesk, thus creating confusion among SMEs about the appropriate institution to contact in order to source specific types of information. It is difficult to understand the quality of services TSI provides.

This constraint is addressed through PoA: 1.1.1.

SMEs and some large business lack export skills

The education system in Ukraine does not respond to market needs, in that when many international operations managers graduate, they may have theoretical knowledge but lack practical knowledge, which needs to be acquired on the job. In addition, there is no culture of professional continuous education. There is a limited number of export educational programs, but the EPO worked towards promoting and forming a group of 600 people for the Export Revolution Programme, free of charge and carried out by international experts. Therefore, there is a problem of access to export education as well as a lack of trust in terms of the quality of information.

This constraint is addressed through PoA: 2.2.1., and 2.2.2.

◇ National-level constraints

Absence of effective coordination mechanisms between TSI

Policy support institutions, trade services institutions, business services institutions and civil society institutions do not have clear mechanisms of coordination, exchange of information and cooperation. Institutions from the same group are not aware about the range of trade promotion and other types of services provided by other institutions for exporters. While there is some coordination and agreements between some players (all communication with policy institutions is made through official and registered letters), the reality of the TSI network reflects limited coordination and collaboration, contributing to the overall weakness of available services.

This constraint is addressed through PoA: 1.2.1.

Services of Ukrainian TSI are not customised for exporters

The export support ecosystem is not built from the point of view of exporters. As the TSI network is dominated by policy support institutions, the network is built according to goals, rules and procedures of the institutions, which on occasions can be rigid and the administration rather burdensome: institutions are not flexible enough, do not provide tailored services, and exporters have to fulfil and comply with different procedures to obtain the required information. There is a lack of information available in a user-friendly format that includes up-to-date and relevant data.

This constraint is addressed through PoA: 1.1.1., 1.1.2., and 2.2.2.

TSI have insufficient geographical coverage nationally

The main TSI are concentrated in Kyiv and the main business centres, leaving local businesses in other regions with a more limited access to such services. This high concentration of TSI in Kyiv also leads to a natural focus on companies from the capital and surrounding area, leading to neglect of other parts of Ukraine. Although some TSI have representative offices all over Ukraine, these lack of capacity in terms of coverage and human resources to cover the needs of all the regional business.

This constraint is addressed through PoA: 1.1.2., and 1.2.1.

Potential of diplomatic missions of Ukraine is underused for export promotion

Diplomatic missions of Ukraine can be a powerful channel for trade information collection and export promotion, as well as Export Brand⁹ promotion. The Ministry of Foreign Affairs of Ukraine has deployed a network of diplomats in key capitals around the world, with considerable potential as a source of market information and intelligence by reporting prices, market trends and competitor activities and by supporting commercial missions visiting their host countries. Effectively deploying this largely untapped potential would generate significant opportunities for exporters.

⁹ Export Brand of Ukraine. Available from: <https://epo.org.ua/export-brand-presented/>

The problem overall is that there are no mechanisms for cooperation and authority. MEDT plans to launch a pilot project, including 27 trade representatives who will be present at nine diplomatic missions of Ukraine, to strengthen trade and economic relations.

This constraint is addressed through PoA: 2.1.1.

Lack of promotional activities and powerful international brand “Made in Ukraine”

Ukrainian exports suffer from a negative image of the country. The Export Brand of Ukraine is created but there is no program or financing for its promotion abroad. Moreover, the criteria for accessing the «Made in Ukraine» brand has not been properly defined and agreed upon by all parties.

This constraint is addressed through PoA: 2.2.1., 3.1.1. and 3.2.1.

TSI personnel skills need to improve

Most Ukrainian TSI have relatively highly qualified personnel. Nevertheless, the staff still need to continue upgrading their knowledge and skills in trade promotion, preparation and participation in trade missions abroad, incoming missions, as well as for fairs and trade information, including information gathering, data processing, analysis and reporting. A mechanism for upgrading skills and networking is needed.

This constraint is addressed through PoA: 1.1.2., 1.1.3., 1.2.1. and 3.3.1.

THE WAY FORWARD

Based on the comprehensive analysis of the identified trade information and export promotion issues in Ukraine, the “way forward” lays down the key strategic framework of the cross-sector export strategy comprising the vision statement, the strategic and operational objectives, a selection of priority sectors and cross-sector functions, as well as the Plan of Action.

◇ Vision and strategic objectives

A well-functioning Trade Information and Export Promotion network is a critical element for developing a competitive exporting sector in Ukraine. Nevertheless, the current framework does not provide relevant, accessible and reliable data, nor does it provide adequate promotion tools for successfully reaching international markets. These and other constraints pose challenges for Ukrainian exporters to access markets globally, and need to be addressed if a globally competitive sector wants to be developed.

With that in mind, public and multi-sectoral private stakeholders crafted the following industry vision to bring Ukraine on a par with global standards for dissemination of Trade Information and Export Promotion:

Enabling Ukraine to tap into new markets by providing SMEs with a relevant and responsive ecosystem of international trade information and export promotion services

◇ Strategic Objectives

The PoA will respond to this vision by addressing the sector’s constraints and leveraging opportunities in a comprehensive manner. To this end, particular efforts will be made along the following strategic orientations:

Strategic Objective 1

Create an institutional framework, which responds to the needs of the private sector and provides it with relevant, customer oriented, intelligence.

Strategic Objective 2

Build an effective international network for delivering market intelligence and promote exporters abroad.

Strategic Objective 3

Increase the international recognition of Ukraine as a world-class exporter of quality, sustainably produced products.

Strategic Objective 1:

Create an institutional framework, responding to the needs of the private sector and providing it with relevant, customer-oriented, intelligence.

An outstanding business environment facilitates doing business for entrepreneurs and investors, boosts their competitiveness, and lowers costs. Trade information increasingly has a crucial role to play in this scenario. A key component of this objective consists of facilitating the distribution of relevant information and enabling the private sector to access and interpret this data. The second key area in this objective relates to the governance structure for information collection, processing and dissemination. Firms need clarity when it comes to the different roles of the trade support institutions and their institutional framework.

Strategic Objective 2:

Build an effective international network for delivering market intelligence and promote exporters abroad.

This strategic objective is outward looking and aims to leverage the international network of trade support institutions and enhance the presence of Ukrainian exporters abroad. Face-to-face contact remains crucial for international transactions, even in today's world dominated by digital interactions.

Strategic Objective 3:

Increase international recognition of Ukraine as a world-class exporter of quality, sustainably produced products.

A strong branding initiative and marketing effort is at the core of this strategic objective. It targets the creation of a distinctive brand that is based on environmentally sustainability values.

Development trajectory

With the globalization of the world economy, the cross-border flow of goods and services is experiencing unprecedented expansion, presenting many new opportunities. For instance, trade and investment flows have become more closely linked and are taking a greater share of the world economy, and appear more frequently on the agendas of governmental, multi-lateral and bilateral organizations' negotiations. The following goals reflect the key essential interventions and adjustments required for the future state of Ukraine's Trade Information and Export Promotion Framework. This future state is exemplified through the above-mentioned vision and these elements are all addressed through the cross-sector's strategic PoA.

Based on challenges addressed earlier, it is suggested that Ukraine make the following priorities, with short, medium and long-term goals. Short-term means immediate to one year, medium is one to three years and long-term is beyond three years.

Short-term goals:

- Create a single window for the provision of trade information, as a unified repository of export-related information from all relevant sources.
- Increase the capacity of support institutions to provide relevant and up-to-date information and promotion services.
- Leverage the advantage of commercial attachés to access on-site business information, feeding it to the relevant TSI.

Medium-term goals:

- Develop Ukraine's Export Brand Promotion Strategy, including, but not limited to logos, information materials, etc.
- Promote the role of exporting companies by raising awareness and establishing a Champion of Exports Contest.
- Increase the presence of Ukrainian companies at international trade fairs and exhibitions.

Long-term goals:

- Implement the branding campaign with standardized materials distributed in airplanes and at trade fairs, investment promotions, etc.
- Improve the long-term position of Ukrainian companies in markets abroad.
- Maintain an up-to-date and relevant trade information portal that responds to the needs of exporters.

PLAN OF ACTION 2019-2023

Strategic Objective 1: Create an institutional framework, which responds to the needs of the private sector, providing relevant, customer oriented, intelligence.				
Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
1.1 Facilitate the distribution of relevant information, enabling the private sector to access and interpret it	1.1.1. To establish a single First Stop Export Web Portal linking and identifying the key trade support institutions and their information.			
	1.1.1.1 This Web Portal will be instrumental for bringing together and showcasing all export-related information, such as barriers to trade in foreign countries, existing trade agreements, procedures, standards and technical requirements, etc.	High. 2019-2020 <ul style="list-style-type: none">Web portal created and launched until May 2020	EPO	<ul style="list-style-type: none"> MEDT Ministry of Foreign Affairs of Ukraine Ministry of Agrarian Policy and Food of Ukraine State Statistics Service of Ukraine SMEDO
	1.1.1.2 Ensure the Web Portal is filled with comprehensive information, including the information highlighted above, as well as existing financial support schemes and programmes to support Ukrainian exports..	High. 2020 <ul style="list-style-type: none">Web portal containing all relevant informationTSI support web portal by providing information via Content Operator (under EPO) on a regular basisWeb portal regularly updated	EPO	<ul style="list-style-type: none"> MEDT PrJSC «Export Credit Agency» Ministry of Agrarian Policy and Food of Ukraine SMEDO UCCI Associations Trade Departments of Regional State Administrations Trade Departments of City Councils
	1.1.1.3 Conduct an awareness-raising campaign of the Web Portal among enterprises, explaining its functioning and receiving feedback on areas to improve.	High. 2020-2021 <ul style="list-style-type: none">Plan for promotion campaign created and synchronized with all the responsible people from each organizationDevelop a mechanism for feedback collection and implement relevant feedback	EPO	<ul style="list-style-type: none"> MEDT Ministry of Foreign Affairs of Ukraine Ministry of Agrarian Policy and Food of Ukraine SMEDO
	This activity aims to provide a single-entry point to all the relevant information.			
	1.1.2. To raise awareness for Ukrainian producers and exporters regarding the available trade and export support services and their benefits.			
	1.1.2.1 Elaborate informational campaigns; training workshops; events, etc..	Medium. 2020-2021 <ul style="list-style-type: none">Plan and budget for a promotional campaign to be synchronized with all the responsible people from each organizationList of events, trainings, etc. to be developed and updated on a regular basisKPIs are achieved by the end of each year	MEDT	<ul style="list-style-type: none"> EPO Ministry of Agrarian Policy and Food of Ukraine SMEDO UCCI Associations Trade Departments of Regional State Administrations Trade Departments of City Councils

Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
	<p>1.1.2.2 Elaborate market studies highlighting untapped opportunities arising from the Ukraine's FTAs with partner countries. This market analysis should include all the relevant information and steps necessary to access that market (customs procedures, how to obtain the certificate on rules of origin, the different standards and technical regulations that apply, etc.) how to find a partner, how to identify distribution channels, etc.</p>	<p>High. 2019-2022</p> <ul style="list-style-type: none"> • Studies developed and updated on a regular basis (every three years) • Studies are integrated into the web portal until the end of 2020 and data is updated on a regular basis 	MEDT	<ul style="list-style-type: none"> • EPO • Ministry of Foreign Affairs of Ukraine • Ministry of Agrarian Policy and Food of Ukraine
	This activity intends to raise awareness on underused export promotion services and provide access to the smaller enterprises to support services..			
	1.1.3. To create a directory of Ukrainian firms interested in participating in international alliances .			
	<p>1.1.3.1 Establish, either as a stand-alone instrument or as part of the web portal, a database of potential domestic partners interested in creating alliances and consortium building with foreign partners.</p>	<p>Medium. 2019-2020</p> <ul style="list-style-type: none"> • Database of Ukrainian companies interested in collaborating with foreign partners to be developed and updated on regular basis • Database to be integrated into web portal until the end of 2020 and updated on a regular basis as a part of sourcing platform indicated in Activity 2.2.2 	EPO	<ul style="list-style-type: none"> • MEDT • Ministry of Foreign Affairs of Ukraine • State Institution «Ukraine Investment Promotion Office» (UkraineInvest) • Ministry of Agrarian Policy and Food of Ukraine • UCCI • Associations • Trade Departments of Regional State Administrations • Trade Departments of City Councils
	This activity aims to create a database of companies that could participate in international alliances.			
	1.2.1. To create a formal network of key TSI to coordinate trade and export support activities that offers better access to trade information and intelligence to the operators.			
1.2 Clarify the trade and export support institutional framework	<p>1.2.1.1 In tandem with the web portal, a formal network of key TSI will be created to coordinate trade and export support activities (such as trade information and export promotion) and offer better services, enabling increased access to trade information and intelligence for operators.</p>	<p>High. 2019</p> <ul style="list-style-type: none"> • A Memorandum of Understanding is signed by key TSI • The mechanism of communications and collaboration is developed and agreed upon by all participants (TSI) 	MEDT	<ul style="list-style-type: none"> • EPO • UCCI • Ministry of Foreign Affairs of Ukraine • Ministry of Agrarian Policy and Food of Ukraine • Regional Chambers of Commerce and Industry in Ukraine • Associations • Trade Departments of Regional State Administrations • Trade Departments of City Councils
	<p>1.2.1.2 A Memorandum of Understanding will clearly delineate the different roles and responsibilities of each institution – public and private – in order to foster greater coordination among supporting trade and export development service providers.</p>			
	<p>1.2.1.3 Ensure that the EPO has the necessary human and financial resources to fulfil its role to become a virtual and physical First Stop Shop point of enquiry for traders and exporters. The First Stop Shop should include a hotline and social media applications as a means to communicate with enterprises.</p>	<p>High. 2019</p> <ul style="list-style-type: none"> • Human, technical and financial resources are estimated and budgeted • Finances are allocated from the state budget • The mechanism of the First Stop Shop to be developed according to market needs 	MEDT	EPO

Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
	1.2.1.4 Coordinate and establish a single focal point under the EPO's umbrella to provide advisory services to exporters on topics related to business intelligence, international contracts, etc.	High. 2019-2020 <ul style="list-style-type: none">EPO provides unified information to exporters upon request until May 2020Information is provided to exporters via the web portal starting from May 2020	EPO	<ul style="list-style-type: none"> MEDT PrJSC «Export Credit Agency» Ministry of Agrarian Policy and Food of Ukraine SMEDO UCCI Associations Trade Departments of Regional State Administrations Trade Departments of City Councils
This activity aims to coordinate trade and export support activities.				

Strategic Objective 2: Build an effective international network for delivering market intelligence and promoting exporters abroad.				
Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
2.1 Leverage on the TSI international network	2.1.1. To use trade attachés overseas for trade information gathering and promotional efforts.			
	2.1.1.1 Mandate commercial/trade attachés in embassies and consulates abroad to provide information services relevant to the export sector, and actively participate in various trade promotion activities that might occur in their country of posting.	High. 2019-2022 <ul style="list-style-type: none">Commercial/trade attachés are mandated to provide trade data and trade supportThe list of duties to be draftedResources to be estimated and provided	MFA	MEDT
	2.1.1.2 Carry out capacity-building activities for trade attachés on the main areas of interest for Ukrainian exporters in the country as well as how to organize B2B and matchmaking events.	High. 2019 <ul style="list-style-type: none">Manuals developed for commercial/trade attachésActivities are carried out for commercial/trade attachés	MFA	EPO
	2.1.1.3 Elaboration of a monthly newsletter or infographic showcasing the latest developments in the attachés' country of posting and that may be of interest to Ukrainian exporters. Examples of information presented in the newsletter could be subjects such as: tariff drops, forthcoming trade fairs, industry developments, standards required, etc.	Medium. 2019-2022 <ul style="list-style-type: none">Information from commercial/trade attachés is unified by EPO and distributed via exportersStarting from May 2020 information will be integrated to web portal	MFA	<ul style="list-style-type: none"> EPO UCCI
This activity aims to capitalize on the value that the existing network of trade attachés can provide for information purposes.				

Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
2.2 Enhance the presence of Ukrainian exporters abroad	2.2.1. To expand the number of international trade fairs at which a delegation of Ukrainian manufacturers is present.			
	2.2.1.1 Increase the attendance of SMEs at international trade fairs by increasing the sectors covered by grants, and assisting companies in becoming export-ready through advisory services.	High. 2019-2021 <ul style="list-style-type: none"> List of international trade fairs developed until May 2019 Important trade fairs which are not attended by Ukrainian companies identified until May 2019 Develop mechanisms of financial support of SMEs for trade fairs participation until August 2019 Promo campaign for international trade fairs among Ukrainian companies to be developed and implemented from January 2020 	MEDT	<ul style="list-style-type: none"> EPO Ministry of Foreign Affairs of Ukraine UkraineInvest Ministry of Agrarian Policy and Food of Ukraine UCCI Associations
	2.2.1.2 Identify the main trade fairs of interest and increase the participation of national producers by financing exhibition space to set up a collective stand of Ukrainian exhibitors.	High. 2020-2021 <ul style="list-style-type: none"> From 15 to 20 exhibition national pavilions covering perspective sectors or markets in focus to be organized every year 	MEDT	<ul style="list-style-type: none"> EPO UkraineInvest Ministry of Foreign Affairs of Ukraine Ministry of Information Policy of Ukraine Ministry of Agrarian Policy and Food of Ukraine UCCI Associations
	2.2.1.3 Invite potential buyers to visit Ukrainian exhibitors for additional B2B meetings.	High. 2020-2021 <ul style="list-style-type: none"> Visits from potential buyers are planned by Diplomatic Missions of Ukraine for each trade fair 	Diplomatic Missions of Ukraine	<ul style="list-style-type: none"> MFA EPO
	2.2.1.4 Establish a refund scheme through which the participants of such fairs can see part of their investment reimbursed. Conceptualize this scheme based on international best practices.	High. 2020 <ul style="list-style-type: none"> The refund scheme is developed and made available online 	MEDT	EPO
	2.2.1.5 Implement a capacity-building programme through which companies attending international trade fairs, and those involved in export in general, can be trained and coached to maximize the impact of their participation in those events.	High. 2020 <ul style="list-style-type: none"> Capacity-building programme developed 	EPO	MEDT
This activity aims to provide international exposure to local firms.				

Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
	2.2.2. To develop matchmaking opportunities between Ukrainian producers and foreign buyers.			
	2.2.1.1 Set up a matchmaking program, linking Ukrainian producers with foreign importers. The participation of Ukrainian companies in this program should be subject to completion of the training under activity 2.2.1.5.	High. 2019-2020 <ul style="list-style-type: none">The matchmaking program developed within the web portal platformEPO needs financial support to promote the platform and to maintain it	EPO	MEDT
	2.2.2.2 Support for sourcing platform to link Ukrainian producers with foreign importers.	High. 2020-2021 <ul style="list-style-type: none">Sourcing platform has a minimum of 1,000 exporters registeredSourcing platform is promoted among foreign importers	EPO	MEDT
	This activity aims to directly put in contact Ukrainian sellers with foreign buyers.			

Strategic Objective 3: Increase the international recognition of Ukraine as a world-class exporter of quality, sustainably produced products.				
Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
3.1 Promotion of the export brand «Made in Ukraine»	3.1.1. To develop a brand for high-value added Ukrainian goods and services.			
	3.1.1.1 Support of unique branding «Made in Ukraine» which is based on the Export Brand of Ukraine.	High. 2019 <ul style="list-style-type: none">The mechanism and criteria through which the brand is awarded «Made in Ukraine» are developed and presented. It can be a mechanism of self-certification (by checklist) or mechanism of certification (by government body), the latter is recommendedThe list of all trade fairs Ukraine participates in, with joint or national stands to be developedAll Ukrainian stands are branded according to Exhibition brand book	MEDT	<ul style="list-style-type: none">EPOMinistry of Agrarian Policy and Food of Ukraine
	3.1.1.2 Develop and implement a promo campaign for products «Made in Ukraine» abroad and in-country.	High. 2020 <ul style="list-style-type: none">Promo campaign (channels of communications, tools, targets, KPIs) developed, resources for implementation allocated until February 2020List of international events for “Made in Ukraine” promo to be drafted and updated on a regular basisKPIs are achievedImplementation period 2020-2022	MEDT	<ul style="list-style-type: none">Ministry of Information Policy of UkraineEPOAssociations

Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
	3.1.1.3 Organize an annual award ceremony called, «Made in Ukraine» in order to promote Ukraine's products and showcase its innovative and sustainably produced products.	High. 2020-2021 <ul style="list-style-type: none">• Develop criteria for the award to be given• Award ceremony is carried out in December 2020 for the first time and becomes an annual event	MEDT	EPO
	3.1.1.4 In line with the previous point, organize an annual international trade fair in Ukraine, inviting importers and buyers from all over the world to showcase Ukrainian brands.	Medium. 2022 <ul style="list-style-type: none">• International trade fair in Ukraine carried out• KPIs are achieved	MEDT	<ul style="list-style-type: none">• EPO• Ministry of Agrarian Policy and Food of Ukraine• SMEDO• UCCI• Associations• Trade Departments of Regional State Administrations• Trade Departments of City Councils
	3.1.1.5 Organize press-tours for journalists from key national or international media outlets from countries which are the focus of the Export Strategy of Ukraine: Strategic Trade Development Roadmap 2017-2021 to demonstrate Ukraine's export opportunities.	Medium. 2019-2020 <ul style="list-style-type: none">• Press tours are carried out• Set KPIs are achieved	MEDT	EPO
	3.1.1.6 Create a value proposition for export sectors.	Medium. 2019-2020 <ul style="list-style-type: none">• Analyses of the capacity of the target sectors• Marketing documents describing the capabilities of Ukraine's Export Strategy priority sectors• Value propositions integrated into web portal• Key facts are presented by speakers from the ministries at international meetings	EPO	MEDT
This activity aims to project a positive image of Ukrainian high-value added goods and services.				

Operational objectives	Activity	Implementation target and timeframe	Leading implementing partners	Supporting implementing partners
3.2 Increase the number of sustainable export-oriented companies	3.2.1. To shift the promotion efforts towards sustainability .			
	3.2.1.1 Increase awareness and adoption of sustainable standards.	Medium. 2019-2020 <ul style="list-style-type: none"> Sustainable standards for sectors are gathered and distributed among companies and associations Financial mechanisms of sustainable business support are developed and implemented Promo campaign and informational campaign about advantages of sustainable business is carried out. KPIs achieved. Sustainable business award to be implemented into national award «Made in Ukraine» 	MEDT	<ul style="list-style-type: none"> EPO Ministry of Agrarian Policy and Food of Ukraine SMEDO UCCI Associations Trade Departments of Regional State Administrations Trade Departments of City Councils
	3.2.1.2 Leverage eco-labelling, organic farming practices, safe waste management, energy conservation into the «Made in Ukraine» efforts.	Medium. 2019-2020 <ul style="list-style-type: none"> Criteria through which the brand is awarded «Made in Ukraine» includes sustainability as a main factor 	MEDT	<ul style="list-style-type: none"> EPO Ministry of Agrarian Policy and Food of Ukraine SMEDO
	This activity aims to place environmental issues at the centre of trade information and promotion initiatives.			
3.3 Promote international recognition through FTAs	3.3.1. To advance national interest at international trade negotiations.			
	3.3.1.1 Use FTAs and the institutional framework they provide to promote Ukrainian trade and investment interests (i.e. joint trade fairs, joint investment forums, etc.)	Medium. 2019-2021 <ul style="list-style-type: none"> Number of events launched jointly, B2B contracts created through the meetings, and investment leads created 	MEDT	<ul style="list-style-type: none"> EPO UkraineInvest UCCI Trade Departments of Regional State Administrations Trade Departments of City Councils
This activity aims to capitalize on existing trade agreements.				

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EXPORT STRATEGY TEAM



www.me.gov.ua
exportstrategy@me.gov.ua