



**ENRICH**  
GLOBAL  
TAKING EUROPEAN  
INNOVATION GLOBAL

# Roadmap

**‘Supporting  
Ukrainian Innovation’**

September, 2022



## Introduction

ENRICH GLOBAL is an international non-for-profit association, set up under the French law of the 1st of July 1901 by a group of 12 founding members, public and private organisations based in Brazil, Belgium, Estonia, France, Germany, Greece, Hungary, Italy, Portugal, Switzerland, and the USA. The headquarters of ENRICH GLOBAL are located in Sophia Antipolis Science Park, France, and are hosted by G.A.C. Group. **The motto of ENRICH GLOBAL is: Taking European Innovation global, and vice versa.**

ENRICH GLOBAL builds a **future for international innovation-related collaboration** and brings together members both from leading innovative countries – in Europe and worldwide - as well as from countries interested to expand and reinforce their innovation and collaboration, learning from and sharing with others.

The objective of ENRICH GLOBAL is to contribute to the development of European scientific, technological and innovation excellence, reinforce innovation competitiveness and internationalisation and take European innovation global (and vice versa), by:

- Supporting and coordinating innovation-related collaboration between members of ENRICH GLOBAL, and for members of ENRICH GLOBAL and other organizations worldwide;
- Supporting sustainability efforts of collaborative initiatives involving members of ENRICH GLOBAL;
- Building collaborative programmes, services, network, and tools, or supporting them, focusing on innovation, and based on extensive experience of staff and members of ENRICH GLOBAL.

ENRICH GLOBAL is currently a contributory association with no membership fee. Members and potential members of ENRICH GLOBAL are from public and private sector: all those who support research, science, technology, innovation, business and internationalisation by working, training, or leveraging companies, researchers and innovative entrepreneurs.

Through its activities, ENRICH GLOBAL draws upon outstanding competences of the pool of founding members, who bring both private and public sector experience, as well as knowledge of internationalisation activities at different levels. Twelve founding members of ENRICH GLOBAL are public national agencies, centres or foundations, renowned global consultancy firms and networks with hundreds of years of cumulative experience in supporting internationalisation of innovation.

In March 2022, ENRICH GLOBAL launched an action to initiative to support Ukraine Innovation and it will support and propose actions to help strengthen the Ukrainian innovation ecosystem. As a first action, ENRICH GLOBAL launched a campaign to raise cash funds with the specific purpose of supporting Ukrainian innovation consultants by offering them short term consultancy contracts to build an ENRICH GLOBAL “Road Map to support Ukraine Innovation”, and at a later stage to help ENRICH GLOBAL, its partners and Ukrainian organisations support Ukraine Innovation in specific activities, which are to be defined and described in the ‘Road Map’. The Innovation Consultant was contracted to provide ENRICH GLOBAL with professional services for the design of a “Road Map to support Ukraine Innovation”.

During the assignment, over 15 interviews and consultations were organised with several ENRICH GLOBAL founding members and Ukrainian innovation ecosystem stakeholders including policy makers, innovation agencies and incubators, investment community representatives, business intermediary organisations, associations, clusters, innovative SMEs and start-ups. Additionally, to address the needs of displaced Ukrainian innovation specialists, 10 EU-based Ukrainian consultants were interviewed. The overall objective was to consult various stakeholders and co-create with their inputs a Road Map that could support Ukrainian Innovation actors in the long-term, and propose activities for the programme in the framework of the ENRICH GLOBAL initiative.

The present document serves as guidelines, set of suggestions and recommendations, and reflects the collective vision and addresses the identified needs.

## Abbreviations

AA	Association Agreement
BIO	Business Intermediary Organisation
BMZ	Federal Ministry for Cooperation and Development of Germany
BSO	Business Support Organisation
DCFTA	Deep and Comprehensive Free Trade Area
EAM	Engineering, automation, machinery
EEN	Enterprise Europe Network
EG	ENRICH GLOBAL
EIC	European Innovation Council
EIE	European Innovation Ecosystems
EU	The European Union
EUR	The European Union euro
FDI	Foreign Direct Investment
GII	Global Innovation Index
GDP	Gross Domestic Product
ICT	Information and communication technology
IHGEs	Innovative High Growth Enterprises
IT	Information technology
ITA	International Technical Assistance
I4.0	Industry 4.0
MoE	Ministry of Economy of Ukraine
NBU	National Bank of Ukraine
NES 2030	National Economic Strategy of Ukraine 2030
MFT	Multiannual Financial Framework
MSMEs	Micro-, small and medium enterprises
MVP	Minimum Viable Product
OECD	Organisation for Economic Co-operation and Development
RCCIs	Regional Chambers of Commerce and Industry
RF	Russian Federation
SDG	Sustainable Development Goal
SMEs	Small and Medium Enterprises
TA	Technical Assistance
TBD	To be decided
UA	Ukraine
UAH	Ukrainian hryvna (currency)

UCA	Ukrainian Cluster Alliance
UCCI	Ukrainian Chamber of Commerce and Industry
UNECE	The United Nations Economic Commission for Europe
USAID CEP	The United States Agency for International Development Competitive Economy Programme in Ukraine
US	The United States
USA	The United States of America
USD	The United States dollar
USF	Ukrainian Start-Up Fund (public)
UVCA	Ukrainian Private Equity and Venture Capital Association
VC	Venture Capital
4IR	Fourth Industrial Revolution

## SUMMARY

The document defines objectives of the ENRICH GLOBAL initiative, the types, range and scope of opportunities that could be considered, the methodology, procedures, timeline, communication and resources for the designed set of activities during a piloting period of 12 months.

The described Action is based on a holistic concept of interlinked pillars of ENRICH GLOBAL and its founding members. It focuses on aspects of the Ukraine innovation ecosystem with an emphasis on targeting tech companies, business support organisations and enablers to be further integrated into international networks.

<b>Objectives</b>	<p><b>The Overall Objective</b> is to support Ukraine innovation in specific activities by bridging innovations, developing networks and strengthening partnerships.”</p> <p><b>The Specific Objective</b> of the Action is to increase partnerships and innovation internationalisation among the European and Ukrainian innovation ecosystem stakeholders.</p>
<b>Scope</b>	<p>The Action's main priority is <b>collaboration and internationalisation development</b> assistance for Ukrainian MSMEs and other parties involved in the Ukrainian innovation ecosystem. This will be achieved by mobilising EG members and their partners, as well as any relevant organisation, to support the Action by facilitation of fundraising for the dedicated activities, by offering short-term or mid-term consultancy contracts to relocated consultants; mobilisation of EG members' networks of peer BIODs and support programmes (e.g. acceleration, incubation services) to Ukrainian tech start-ups, as well as supporting soft-landing of innovation SMEs via ENRICH H2020 network; facilitate the set-up of international projects with inclusion of Ukrainian partners, where Ukraine is eligible.</p>
<b>Outputs</b>	<p><b>Output 1:</b> Mobilized EG members and other stakeholders to support Ukrainian professional community relocated to the EU countries to soft-land</p> <p><b>Output 2:</b> Secured funds for the implementation of the Action</p> <p><b>Output 3:</b> Integration of the Ukrainian research and tech industries into the Pan-European programmes</p> <p><b>Output 4:</b> Facilitated access for Ukrainian research, technology and businesses looking for internationalisation to the EU and other global markets</p>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Support UA consultants relocated to EU countries with service contracts/job offers from EG members and their partners in the EU.</li> <li>• Developing roster of experts for ENRICH GLOBAL.</li> <li>• Fundraising, e.g. via dedicated events of the EG members and ENRICH network.</li> <li>• Monitoring and analysis of Horizon Europe, Digital Europe and other relevant pan-European programmes for open calls where specific attentions is addressed to Ukraine with further development of tender applications by EU-UA consortiums.</li> <li>• Preparation and delivery of a tailored capacity building training for Ukrainian experts on Horizon Europe/Digital Europe.</li> <li>• Support of UA companies with soft-landing on the EU and global markets (eventually, in the framework of existing activities implemented by EG members or by EG itself).</li> <li>• Support UA tech start-ups with in-kind acceleration, incubation or consultancy services (eventually, in the framework of existing activities implemented by EG members or by EG itself)</li> </ul>
<b>Estimated duration</b>	Proposed scope of activities is designed for a piloting period of 12 months
<b>Timeline</b>	See dedicate section in the document 'Timeline of Activities'

As ENRICH GLOBAL is a non-for-profit international association, founded by members with the agreed strategy of its development, which foresees no membership fees at its initial stage, acting as a contributory association. Hence, the implementation of any own activity, such as 'Support Ukraine Innovation' requires fundraising by means and through the resources in line with the EG rules and bylaws, the recommended ones are donations from members and partners, as well as grant funding. Therefore, it is also recommended to hire/subcontract EG operational personnel, including communication and coordination experts to further develop EG capacity and implement activities dedicated to 'Support Ukraine Innovation' Initiative.

Lack of funding raised as well as no dedicated team mobilised for activities coordination and promotion of the Initiative are estimated risks influencing the overall success of the Action.

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# SUPPORT UKRAINE INNOVATION

## Roadmap

### CHAPTER

## UKRAINIAN CONTEXT

### 1. Ukrainian context

#### BEFORE February 24, 2022

##### \ ECONOMIC OUTLOOK

- Main pillars of the economy
- Key contributors to imports/exports

Starting from the year 2014 Ukraine has been moving forward the European development in close cooperation with the EU, being recognised as a country sharing common values on which the European Union is built – namely democracy, respect for human rights and fundamental freedoms, and the rule of law, sealed in the EU-Ukraine Association Agreement (AA), including its Deep and Comprehensive Free Trade Area (DCFTA).

Recovery, Resilience and Reform became the main pillars of Ukraine's accession to the EU. The implementation of the agenda required shows good progress, in particular in areas relating to the economy, digital and stronger societies, with continuing challenges as regards justice, anti- corruption as well as environmental protection and climate action.

The economic vision of Ukraine is defined in the National Economic Strategy 2030, as a free country with a high level of welfare and effective digital services across the country. Ukraine is regarded as a reliable economic partner globally and an example of development for all Eastern Partnership countries. Ukraine is positioning itself as an attractive country with economic opportunities for investments and doing business, a dynamic place for creative potential fulfilment, ideas realization and self-development.

To realise the vision the four pillars are defined as to (1) develop competitive conditions for business and investments and recover trust to the state, (2) win in competition for capital in the international market, (3) facilitate development of innovations and modernization of economic sectors to provide their competitiveness in the international market, (4) facilitate development of human potential and win competition for talents.

During the years 2014 – 2019, reforms of the Government of Ukraine resulted in the visible improvement of economic development, Ukraine is ranked 64 among 190 economies in the ease of Doing Business according to the latest World Bank annual ratings (2019), with a substantial improvement of its position from 71 in 2018. Ukraine GDP Annual Growth Rate has a positive dynamic in the fourth quarter of 2021, with actual 5.9% growth rate and 3.8% Real GDP growth at constant market prices estimated in 2021, the decrease of GDP in 2020 to 2019 was 4%, reasonably less than it was forecasted due to the COVID-19 outbreak.

Though Ukraine ranks 56 GDP in absolute terms, however GDP per capita of Ukraine is ranked 119. The main drivers of the GDP growth are Agriculture, Industry and Services (dominated by IT)<sup>1</sup>.

<sup>1</sup> World Bank Group, Competition and Firm Recovery Post-COVID-19, p.1

**Table 1** Ukraine's GDP<sup>2</sup>  
Ukraine's GDP share, 2020



UKRAINE'S GDP	2020, Y	NOTE	TARGET VALUE (2030)
Exports of goods and services (%)	39.04	-5.6 (growth index)	<ul style="list-style-type: none"> <li>Achieve a share of high and average value -added goods in exports of at least 60%</li> <li>Increase a share of SMEs in exports to 40%</li> <li>The budget for export promotion in the amount of 0.5-1% of the GDP</li> </ul>
Exports of goods and services, USD	60.74 bln.		120-160 bln.USD
Import of goods and services (%)	40.09		
Import of goods and services, USD	62.38 bln.		
Exports**, currency unit	5447.37 M	Maximum indicator of 8486 million USD in 12/2021, since 2009 for Ukraine	
Foreign Direct Investment, USD	3.79 (5.83 bln. USD, 2019)		15-23 bln.USD

\*Industry includes mining, manufacturing, construction, electricity, water, and gas.

\*\*Exports comprises all transactions of goods and services (sales, barter, or gifts or grants) from residents of a country to non-residents.

Benefiting from reforms implemented following the 2014-16 crisis, Ukraine's economy has shown greater resilience to the COVID-19 outbreak than initially anticipated, while Ukraine's financial sector has entered the COVID-19 crisis stronger and more resilient than any previous crisis.

However, COVID-19 has exacerbated existing socio-economic challenges and partially set back some gains made since 2014. The growth recovery also remained weak, underpinned by low investment-to-GDP ratios, an export structure heavily dependent on commodities and significant institutional challenges that have dragged on economy-wide productivity and investment.

<sup>2</sup> the Global Economy [https://www.theglobaleconomy.com/Ukraine/gdp\\_current\\_local\\_currency/](https://www.theglobaleconomy.com/Ukraine/gdp_current_local_currency/)



## UKRAINE'S SME LANDSCAPE

- Contribution to economic sectors
- Business ecosystem

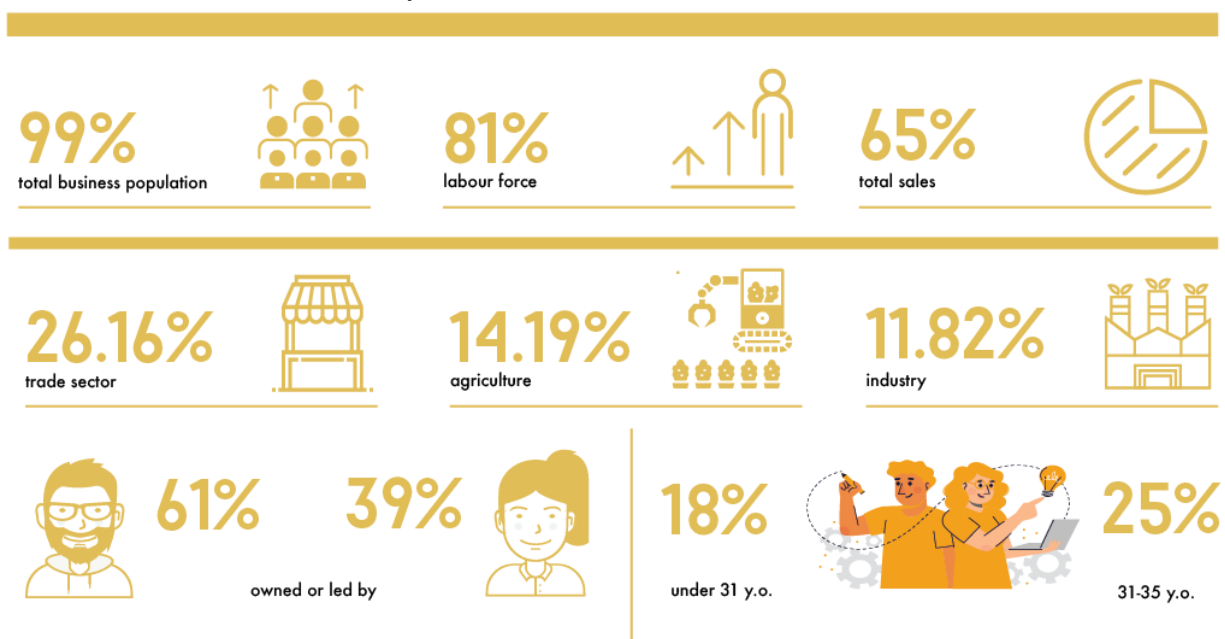
As defined in NES2030, “the entrepreneur is a pivot of the economy” in Ukraine.

SMEs prevail in the Ukrainian economy, accounting for 99.98% of the total business population (both legal enterprises and individual entrepreneurs). SMEs employ almost 81% of the labour force and generate 65% of total revenue. Most SMEs belong to the trade sector (26.16%), agriculture (14.19%) and industry (11.82%).<sup>3</sup>

According to the State Statistics added value at factor costs of medium, small and micro-entrepreneurship constituted 66.4% in 2019, which grew during the pandemic CV19 2020 year up to 70.2%.

Among the total registered MSMEs 1 973 065 only 19% are legal enterprises and (81%) are individual entrepreneurs (FOP), who are operating under a simplified tax regime, introduced by the Government for ease of doing business and lesser tax burdens, individual entrepreneurs pay 5% of total revenue, which in 2021 reached the highest record - 35 bln. UAH paid (e.g. in 2016 - UAH10.3 bln.). Such improvement among the individual entrepreneurs was caused by increased number of new SMEs and a higher survival rate of existing SMEs<sup>4</sup>. The latest fiscal measure introduced in 2022, obligatory use of a software registrar of settlement operations by individual entrepreneurs, is to improve business transparency and unshadow real turnover. The gender structure of business owners remains somewhat unbalanced: 39% of SMEs are owned or led by women. While among individual entrepreneurs this share is relatively high (46%) and is growing with every year. The younger population is quite active in entrepreneurship, 18% of business-owners are less than 31 years old and 25% by the age 31-35.

**Table 2** Ukraine's SMEs in economy



Ukraine has yet no legal definition for a start-up or an innovative high growth enterprise, consequently no statistical data exists, and as innovation data is collected only from the industry sector, fast-growing companies share is estimated as being less than 1% among SMEs.

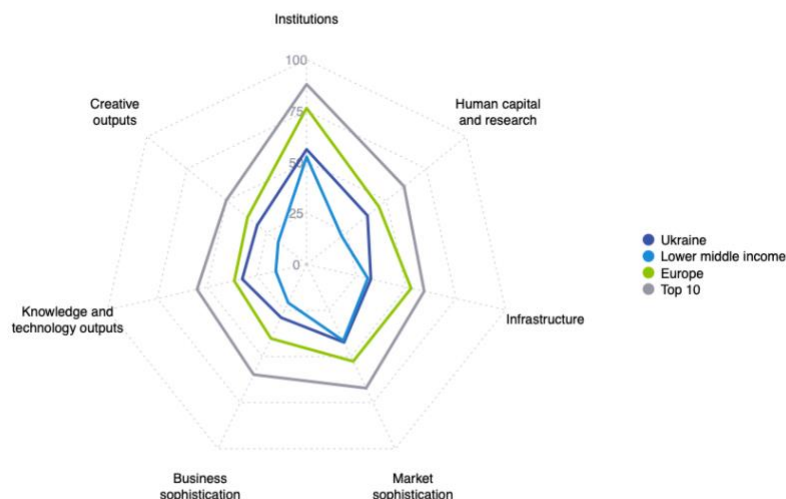
<sup>3</sup> OECD, 2020 Financing SMEs and Entrepreneurs Scoreboard Full report, p194

<sup>4</sup> <https://opendatabot.ua/analytics/en-fop-2021>

**i** According to the Global Innovation Index (GII) 2020 Ukraine is in 2nd position among lower middle-income economies group and holds 45<sup>th</sup> position in the global ranking, and demonstrated innovation performance in pandemic 2020 'above expectations for the level of development'. Though as for 2021, Ukraine ranks 49 among 132 economies, performing better in innovation outputs (37 rank) but much worse with innovation inputs (73 rank)<sup>5</sup>

## BENCHMARKING AGAINST OTHER LOWER MIDDLE-INCOME GROUP ECONOMIES AND EUROPE

The seven GII pillar scores for Ukraine



The country continues to be ranked low in the World Economic Forum's Global Competitiveness Report, in 2019 index it ranked 85th out of 141 countries (-2 positions since 2018).

**Table 3** Ukraine's global positioning



And when it comes to business support ecosystem in general, and innovation entrepreneurial ecosystem, here is where Ukraine still needs improvements to ensure sustainability and competitiveness domestically as well as on the EU and world markets.

<sup>5</sup> Global Innovation Index 2021, [https://www.wipo.int/edocs/pubdocs/en/wipo\\_pub\\_gii\\_2021/ua.pdf](https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2021/ua.pdf)

## \ BUSINESS SUPPORT PROVIDERS

**Business intermediary organisations'** (BIOs) role is crucial for SMEs resilience and recovery during the pandemic and critical on their path back to 'new normal'. Ukraine's landscape of BIOs is diverse, though it is quite far from a mature, coherent, structured and sustainable to strongly foster SMEs' competitiveness, innovation, digital and green transformation, and scaling-up. As defined in the OECD Small Business Act, streamlining support for SME greening and internationalisation, and providing a range of business development services will help to improve the competitiveness of the Ukrainian economy.

**Ukrainian Chamber of Commerce** is represented in Ukraine with the network of twenty-five Regional Chambers of Commerce and Industry (RCCIs) and the national Ukraine Chamber of Commerce and Industry (UCCI). It is the only network providing export support services across Ukraine. The RCCIs are active stakeholders in the ecosystem, UCCI is a member of the Ukraine EEN Consortium and five RCCIs are EEN local contact points, and fourteen RCCIs including UCCI have operational Export Support Centres.

**Clusters.** The Association of Industrial Automation of Ukraine (AIAU) is one of the key stakeholders in the development of clusters, 4IR and Industry 4.0 promotion and animation, fostering efficient smart-specialisation. According to the annual analytical report<sup>6</sup>, in 2018 three Regional Industry 4.0 Centres were founded in Odessa, Kharkiv and Kyiv, in 2019 EAM (engineering, automation, machinery) concept was supported by the MoE and in 2020 four EAM clusters were launched, two with the support of the BMZ Utilization and Implementation of the Association Agreement Between the EU and Ukraine in the Field of Trade programme. "Industry4Ukraine" platform fulfils the role of a Cluster Committee, represented by 10 clusters. Nowadays the innovation component of enterprises is a key indicator of competitiveness, thus clusters and I4.0 Centres, they are very often DIHs as well, play one of the core roles for SMEs in industry sector. One of the activities of the EU4Business: SME competitiveness and Internationalisation project is the development of clusters and raising their capacity, circa [27 clusters all over Ukraine](#) joined the project.

**Business incubators and accelerators.** The country-level assessment made by EU4Digital<sup>7</sup>, recognises 10 active incubators in Ukraine that offer incubation programmes in universities and private facilities, 8 accelerators that offer pre-acceleration and acceleration programmes, but reports that [no international accelerators are operating in the Ukrainian ICT ecosystem](#). It has to be noted, that incubation and acceleration programmes are practically present in the ICT sector, and a few accelerators are active in other sectors, such as UNIDO Industrial Energy Accelerator, Promprylad.Renovation innovation centre for regional socio-economic development.

No **scale-up centres** are operating in the country. Innovative companies with high growth potential have no intermediaries in Ukraine, except in the Fintech field. The Ukrainian Association of FinTech and Innovation Companies, founded in 2018, aims to foster the development of the domestic financial technology market, create a strong Fintech ecosystem and enhance financial inclusion. It currently has 59 members including Fintech companies, banks, microfinance companies and IT companies. Fintech sector 'regulatory sandbox' is being piloted by National Bank of Ukraine (NBU), which came into force in 2019 and enables any local or foreign company (a candidate) to test its innovative financial product and/or service (solution) in the Ukrainian regulatory environment. Though no innovation hubs, growth/scale-up centres are existent in other sectors, as well as policy environment is yet not developed according to the UNECE overview<sup>8</sup>.

**Access to finance** is always a key factor for business development, or high cost of finance could restrain development of SMEs, especially of micro and small businesses. Despite reduction of interest rates, access to credit remains a significant barrier to SMEs in Ukraine: interest rate on loans for micro and small businesses is currently over 13.5% per annum, and 74% of micro-business loans are non-performing. Start-up Fund. State support for the start-up teams was activated recently with the launch of the Ukrainian Start-up Fund (USF). The governing body of the fund is the Ministry of Finance of Ukraine. It provides pre-

<sup>6</sup> Analytical report delivered by AIAU in the framework of «ClusteRISE» of the "Utilization and Implementation of the Association Agreement Between the EU and Ukraine in the Field of Trade", implemented by GIZ

<sup>7</sup> Guide for the building of the ICT entrepreneurial ecosystems in the Eastern partner countries: Maturity analysis and recommendations

<sup>8</sup> Supporting Innovative High- Growth Enterprises in Eastern Europe and South Caucasus, UNECE Policy Handbook

seed and seed funding in the amount of \$25,000 and \$50,000 correspondingly to Ukrainian start-ups selected through competition and assessed as most promising, innovative and having a high probability for global commercial success. The USF budget amounts to €440 million (≈ \$15,1 million). From 3700 applications 229 companies received the grants. The amount of already provided funding exceeds €160 million (≈ \$5,7 million).

The Ministry of Digital Transformation has launched Diia.City project for the unique virtual economic zone that would implement simplified conditions for doing business and attract foreign investments to Ukraine. The project is being currently support by USAID CEP programme.

Private Equity and Venture Capital Funding is quite developed in Ukraine, in 2014 Ukrainian PE and VC Association (UVCA) was established as accredited member of the EVCA, currently InvestEurope. The UVCA has 50 members, invested \$1,5 billion over the last eight years, its objective is to promote Ukraine's investment opportunities, advocate the interests of private equity investors to policymakers, and improve the local investment and business climate. Though seed funding investments of the existing funds are relatively small, and some are in the divestment phase, limiting their actual intervention capacity. Individual investment activity is substantial in Ukraine, business angels' contribution to financing start-ups nearly matches the amounts brought by VC funds at the pre-seed and seed stages. Activity could develop considerably if individual investment were structured in well-funded and professionalised angel funds.<sup>9</sup> It has to be mentioned that fund and individual investments, as well as FDI is mainly addresses ITC sector, as the deal flow for investment portfolios from other sectors is scarce due to absence of local business incubators, accelerators, not excluding intranational ones.

Crowd-investing, crowd-funding and p2plending platforms still are not introduced in Ukraine as a funding instrument for MSMEs and start-ups.

### **\ KEY CHALLENGES AND OPPORTUNITIES FOR UKRAINE'S SME SECTOR BEFORE THE WAR**

When small businesses succeed, they create jobs, support local communities and drive the economy forward.

The COVID-19 pandemic meant that 2020 was a harder year than any, however small businesses have yet again shown their tenacity, with the majority finding ways to continue trading. Where the response to this crisis differs compared to 2008 was how the support was accessed. It has forced changes and accelerated pre-existing trends, such as digital and green transitions, which are the drivers of the future sustainable competitiveness of Ukrainian companies on the European and world markets. If the country is to remain innovative, further investments need to be made in novelty solutions including regional business incubators to support start-ups and early-stage companies. In this context, the EU will support programmes focusing on business incubators and facilitate SMEs' access to finance, expanding their export capacities and giving an overall boost to the economy.<sup>10</sup>

**AMONG TOP TEN TARGETS OF EASTERN PARTNERSHIP JOINT PROGRAMME, TWO ARE: (1) INVESTING IN COMPETITIVE AND INNOVATIVE ECONOMIES; (2) INVESTING IN DIGITAL TRANSFORMATION; AND AS A SPILL-OVER EFFECT TWO MORE TARGETS: (3) INVESTING IN PEOPLE AND KNOWLEDGE SOCIETY; (4) INVESTING IN INCLUSIVE, GENDER EQUAL AND DIVERSE SOCIETIES.**

**The low level of entrepreneurial culture** is reflected in the business environment survey, where more than 40 percent of EU respondents said they were willing to develop and take risks when implementing business ideas, and about 30 percent said they knew how to raise funds at the time as in Ukraine the figures are much lower (less than 10 percent know how to raise funds and are willing to take risks when implementing a business idea and only 10 percent believe that they can develop a business idea). The culture of doing business can also be assessed by the component of the Global Competitiveness Index "Business Dynamics", which includes an assessment of companies' perception of innovative ideas,

<sup>9</sup> EU4Digital, Market Assessment for Digital Innovation and Scale-up Initiative in Eastern partner countries

<sup>10</sup> EC: Recovery, resilience and reform: post 2020 Eastern Partnership priorities

attitudes to entrepreneurial risks. Due to the insufficient development of innovative companies and the low level of perception of current ideas, Ukraine ranks only 73rd.

The situation could be improved with a strong presence of business incubators and accelerators, which are well bridged with EU peers. The existent BIOs mainly focus on such services as business registration, business administration and market promotion, signposting to finances. While support in innovative business ideas generation and their validation, incubation and scaling-up for start-ups or innovative high growth firms, assistance in raising capital via the investors' communities, through pan-European programmes and VC funds, as well as soft inclusion to European value chains or soft landing on external markets are not delivered by the majority of Ukrainian BIOs.

Many Ukrainian entrepreneurs (1) do not know how to raise funds to implement their own ideas, do not receive financial support as their business are not transparent enough, thus (2) do not use financial tools in place (the share of entrepreneurs bank loans in Ukraine is about 18 percent, in Europe - 40 percent), (3) do not know how to develop their investment profiles to raise capital investments or to structure deals with the investors, more over they (5) do not know how to apply and to take part in pan-European grant and investment programmes.

Only 7% of micro-businesses, 11% of small businesses and 31% of medium-sized businesses are engaged in exports. The main goods exported by Ukrainian SMEs are low-margin, as developed countries with which Ukraine trades have a high demand for raw materials, and Ukrainian SMEs have limited capacity to produce high value-added goods. In addition, they compete in export with large businesses in the markets. A similar situation is observed in the export of services.

Despite a fairly high level of innovation development with GII 45, innovation environment and ecosystem still need better government support. The index includes seven components - knowledge and results of research (25), human capital and research (39), creativity (44), business experience (assessment of innovation promotion) (54), according to which Ukraine has an average regional position, while institutions (93), infrastructure (94) and market indicators (99) need improvement. According to the World Bank, Ukrainian SMEs invest three times less in research than European companies, due to limited resources and underdeveloped cooperation between the research and real sectors.

#### **WEAK AND INEFFICIENT INCLUSION OF UKRAINE INTO THE PAN-EUROPEAN BUSINESS-SUPPORT PROGRAMMING**

Ukraine is relatively new in pan-EU programmes, the EEN-Ukraine consortium<sup>11</sup> of the previous phase of 2017-2021 demonstrated yet insufficient knowledge, experience, tools/approaches, i.e. it is lacking a qualified trained team of the Consortium members to foster the opportunity for end beneficiaries in Ukraine, as well as to ensure regional coverage all over Ukraine with the developed network of local contact points with inclusion of business support and innovation entrepreneurial ecosystem providers. For the record, the value of the EEN services in 2017-2020: the population participants constitute 1000, only 29.5% created their profiles, 33% received consultative support and 39% participated in the trainings.<sup>12</sup>

BIOs (BSOs, SMOs) provide scarce support to end beneficiaries (SMEs and start-ups) to participate in the prog-s having no tailored service packages and absence of strong networking with the EU peers for building required consortiums, as Ukrainian BIOs lack the required capacity and practical experience, usually they act ad-hoc, randomly case by case, usually unsuccessfully. And there are almost no dedicated BIOs focusing on/delivering support to SMEs participation in the pan EU programmes. The most efficient participation of Ukraine in pan-EU programme is found in Horizon 2020<sup>13</sup> (YY 2014-2020, Ukraine joined in 2015). Final data for Horizon2020, Ukrainian participants had received 228 grants worth €45,500,000. The

<sup>11</sup> <http://www.iop.kiev.ua/~een/consortium-en.html>

<sup>12</sup> COSME Programme Impact Assessment in Ukraine, FORBIZ, UE4Business, October 2020

<sup>13</sup> EU4Digital 'Guide for the building of the ICT entrepreneurial ecosystems in the Eastern partner countries: Maturity analysis and recommendations', March 2021



beneficiaries have been equally teams from the scientific sectors and private sector. Very few tech start-ups have participated. One of the reasons is that H2020 has an excessively demanding and long application procedure, where local start-ups and companies are not supported by intermediary organisations, as they themselves have scarce knowledge and expertise to provide such services.

### LOCAL BUSINESS SUPPORT ECOSYSTEM LACKS COHERENCE, SUSTAINABILITY AND STRONG LINKS WITH THE EU PEERS FOR BETTER INCLUSION TO THE EU ECOSYSTEMS

Business support ecosystem in Ukraine is fragmented, not coherent locally and weakly interlinked with the EU business support networks, thus poorly internationalized.

Ukrainian BIOs (accelerators, few incubators) are active in the ICT sector and mainly focused on start-up phase (from idea to pre-seed), while other stages of maturity and other sectors of economy, having a growth innovative potential, especially in manufacturing, machinery and equipment, natural resource-based sectors<sup>14</sup>, energy, agriculture and other advanced technologies such as FinTech, FoodTech, MedTech<sup>15</sup>, SportTech etc., are hindering the innovative product/service development, mainly due to non-developed incubation and acceleration support.

The Table 4. below demonstrates Ukrainian ICT entrepreneurial ecosystem performance status according to EU4Digital Guide for the building of the ICT entrepreneurial ecosystems in the Eastern partner countries: Maturity analysis and recommendations

**Table 4** Ukrainian ICT entrepreneurial ecosystem performance status

		CR 0,05% -22,88%		CR 8,20% -34,58%		CR 2,15% -49,21%		CR 0,29% -54,28%	
		Idea		Pre-Seed		Seed		Early	
EDUCATORS	KNOWLEDGE	UNIVERSITIES ON PERFORMANCE		INCUBATORS ON PERFORMANCE		ACCELERATORS ON PERFORMANCE		MENTORSHIP ON PERFORMANCE	
	R&D EDUCATION	ON PERFORMANCE				INTERNATIONAL ACCELERATORS NON EXISTING		PRIVATE SECTOR ON PERFORMANCE	
INVESTORS	CAPITAL			CROWDFUNDING NON EXISTING		BUSINESS ANGELS NETWORKS ACCEPTABLE PERFORMANCE		VENTURE CAPITALS OPTIMAL PERFORMANCE	
								INTERNATIONAL VCs EXCELLENT PERFORMANCE	
CONNECTORS	MARKET	INSPIRING EVENTS ACCEPTABLE PERFORMANCE		ENTREPRENEURIAL EVENTS ACCEPTABLE PERFORMANCE		MEDIA AND DATABASES ACCEPTABLE PERFORMANCE		NATIONAL TRADE FAIRS ACCEPTABLE PERFORMANCE	
						INVESTMENTS EVENTS ACCEPTABLE PERFORMANCE			
FACILITATORS	RESOURCES	TECH FACILITIES ON PERFORMANCE						BUSINESS CENTRES OPTIMAL PERFORMANCE	
	TECH FACILITIES SMALL URBAN AREAS	ON PERFORMANCE							

Where: CR: conversion rate in comparison with the selected Central- Eastern European countries; On performance: The referred stakeholders are offering limited access to the ecosystem growth elements; Acceptable performance: The referred stakeholders are meeting the demand for the ecosystem's required growth elements; Optimal performance:

<sup>14</sup><https://openknowledge.worldbank.org/handle/10986/32814>

<sup>15</sup><https://unece.org/info/publications/pub/359322>



*The referred stakeholders perform at the same level as stakeholders of the selected Central-Eastern European countries.*

Existing BIOs are not providing tailored support for IGHEs, IHGEs are only being supported on individual basis approach mainly by private sector. Enabling environment as well as developed business & innovation support ecosystem is crucial for innovative scale-ups, which in their turn will have a spill-over effect to speed economic transformation demonstrating rapid increase in jobs creation with high level of salaries, niche market expansion with high added value and higher ratio of new business start-ups by re-investing their profits and human capacity responding to the global and local trends.

Hence IHGEs need a selective approach to rapidly develop and deploy their products and services, among which are advisory and mentoring services, innovation support, developed scale-up community and peer-to-peer networks locally and internationally for their expansion, and should ideally include financial and investment players actively involved<sup>16</sup>.

The overall maturity of the business and innovation support ecosystem in Ukraine demonstrates an acceptable performance, yet requires improvements to meet the demand. Among the key indicators to be reached is sustainability of business intermediaries. The BIOs are not sustainable in Ukraine and require reinforcing their internal capabilities. Historically the majority of local BIOs are dependent on grant or quasi-grant funding and on expertise sourced by ITA projects, only a few representatives of the ecosystem generate revenues and are sustainable having own business development strategy.

Regarding the inclusion of Ukrainian BIOs in EU ecosystems, especially in the field of innovation, digitalisation and green transformation, it could be described as insufficient or even low referring to the analysis of innovation activities of the Strategy of Development of Innovation Activity Sphere before 2030<sup>17</sup>, demonstrated with non-participation of innovation intermediaries to the EEN Consortium, to the local network of contact points of EEN<sup>18</sup>, Horizon2020/Horizon Europe<sup>19</sup>, only three Ukrainian organisations are members of Digital Innovation Hub Network<sup>20</sup>:

- [Centre 4.0 Igor Sikorsky Kyiv Polytechnic Institute](#) with 'fully operational' status (Coordinator - Association of Industrial Automation in Ukraine (APPAU), Partners: Warsaw University of Technology, Delfast, Huawei Ukraine)
- [Virtual Centre for Digital Innovation NOSC-UA DIH](#) with 'fully operational' status (Coordinator: Kyiv Academic University (KAU), Partners: Faculty of Computer Sciences of National University of Kyiv-Mohyla Academy, iSolutions, Bogolyubov Institute for Theoretical Physics of the National Academy of Sciences of Ukraine)
- [Hub-laboratory Internet of Things: DIH I4MS Ukraine](#) with 'preparation' status (Consortium Partners: Agency of European Innovations (AEI), Lviv Polytechnic University, CIVITTA Ukraine, Association of Industrial Automation in Ukraine (APPAU))

and only one, [Zhytomyr Polytechnic State University](#), is a member of the European Business and Innovation Centres Network<sup>21</sup>.

Consequently, there is a high demand on fostering partnerships, memberships and linkages with the EU peers and networks to facilitate knowledge exchange, enhance learning and drive BIOs' capabilities in the end resulting in local SMEs/IHGEs innovation, digitalisation, green transformation and scaling-up with market expansion.

<sup>16</sup><https://unece.org/info/publications/pub/359322>

<sup>17</sup> <https://zakon.rada.gov.ua/laws/show/526-2019-p#Text>

<sup>18</sup> <http://eenukraine.com/uk/consortium-eeen-ukraine/>

<sup>19</sup> [https://h2020inu.com.ua/wp-content/uploads/2020/08/OryhinalNakazuNKP\\_Dodatkamy\\_2020.pdf](https://h2020inu.com.ua/wp-content/uploads/2020/08/OryhinalNakazuNKP_Dodatkamy_2020.pdf)

<sup>20</sup> <https://s3platform.jrc.ec.europa.eu/digital-innovation-hubs-tool>

<sup>21</sup> <https://ebn.eu/members/>

## 2. Ukraine's resistance

### || SINCE February 24, 2022

#### \ ECONOMIC OVERVIEW

- Background
- Problem Analysis
- Proof of potential: tech industry

On 24 February 2022, the Russian Federation (RF) launched a full-scale, unprovoked and unjustified military attack on Ukraine. Before, during 2013-2015, following a domestic overthrow of the government, the illegal annexation of Crimea by the RF, and the armed conflict initiated by RF in Ukraine's eastern regions, Ukraine experienced a 15.7% contraction in GDP. Since 2016 Ukraine has been on a path of recovery supported by a transformation of institutions and certain government bodies (Corruption Index: 2016 - 29, beginning 2020 - 33) an increase in wages and private consumption (Consumer Confidence Index: 2016 - 50 points, beginning 2020 - 98 points), strong consumer credit growth (2016 - 105000 UAH, 2020 - 180000 UAH) and high inflows of remittances. Additionally, export was escalating due to the shift from the traditional Commonwealth of Independent States markets toward European markets. Even though Ukraine's economy was once again hit in 2020 due to COVID as in most countries in the world, Ukraine managed to get back on track with economic growth fairly fast even after that with an increase of 3.4% in 2021 after a fall of 3.8% in 2020.

In the wake of the full-scale military attack of Russia against Ukraine, the war and its subsequent escalation became one of the dominant risks for Ukraine's economy and world economy overall. The Russian invasion is predicted to shrink Ukraine's economy by 45.1% by the end of 2022, compared with the pre-war forecast of 3% growth, as the economic shocks from the war compound the ongoing impacts of the COVID-19 pandemic.

The war has been causing tremendous negative effects for MSMEs - fully or partially damaged business (the Russian military has damaged, destroyed, or seized more than 380 enterprises), forceful relocation of business, damaged infrastructure (physical damage to businesses is at an estimated \$8.8 billion) and increased cost on business inputs, loss of customers due to decline in purchasing power parity (PPP), disruptions of supply and value chains, and weakened capacities of BIOs. According to European Business Association, as of March 2022, 17% of businesses reported full continuing operations, 19% - a partial continuation, 29% - a pause in operations, while only 1% a closure without a plan for a renewal which indicates that most businesses damaged by war want to recover their operations and thus would benefit from support for that.

The war in Ukraine continues to have deep human, economic and business impacts, compounding protracted challenges that companies were already facing in the aftermath of COVID and previous political aggressions from RF. Forced to cope with rising inflation, supply chain pressures, labour shortages and shifts in consumer behaviour, those who are a part of the business ecosystem are now dealing with the unprecedented scale, scope and impact of the crisis brought about by the war. Therefore, there is an urgent need for a shift in focus to business continuity support and advanced technology application, increased competitiveness in international markets, and collective resilience.

#### \ PROBLEM ANALYSIS

According to the Financial Stability Report (June 2022) by The National Bank of Ukraine, the economic challenges Ukraine faces today are: loss of human capital, ruined infrastructure, blocked seaports, disrupted logistics, shortage of fuel, decrease in domestic demand, export and import. The main disruptions for business include blocked assets in the occupied territories, loss and damage of assets, loss of employees, loss of sales channels, supply chain disruptions, cash gaps, and difficulties with business inputs. The Financial Stress Index (FSI) rose sharply due to the full-scale invasion of Ukraine by Russia

and as of 04.03.2022 approached 0.8012, which indicates the systemic nature of stress on the financial sector<sup>22</sup>.

Infrastructure has been destroyed and people have been displaced in and outside of Ukraine. The attacks have led to business interruptions, particularly in the severely affected areas of Ukraine. When it comes to businesses, during the first days and weeks of war given the issue of personnel's safety and general uncertainty, most SMEs in the affected regions were forced to suspend their activities or relocated to a different place. As of June 1st, 17% of Ukrainian businesses stopped their operations, and 30% partially lost their activity<sup>23</sup>. According to the Mastercard SME Index study, 79% of the respondents state a decrease in business volumes while for half of the entrepreneurs such a decrease reaches from 50% to 99%. Accepting the 'new normal', every second entrepreneur (50%) was forced to reshape their business activities. The transformations are related to the reorientation of business to the defence sector (17%), the shift to another business sector (16%), or the transfer of production facilities to other regions of Ukraine or abroad (13%). Among the priority of the assessed needs of businesses in operation are new sales channels and markets (56%), funds (33%) and improved/restored logistics (23%)<sup>24</sup>.

The sharp rise in prices globally is already undermining purchasing power, which increases the cost of living and forces lower-income households worldwide to cut back on other items to pay for basic energy and food needs<sup>25</sup>. Businesses need to adjust to this lack of customer confidence and spending abilities and increase their competitiveness to be able to still attract customers and sell their products and services. Seeing that in Ukraine private consumption declined by around 30% in the second quarter of 2022<sup>26</sup>, meaning a constant shrink of the domestic market, the business strategy for Ukrainian entrepreneurs is to raise their competitiveness through the introduction of innovative business models, new technologies to be able to enter other markets, such as European countries, targeting a wider pool of customers.

Due to the pandemic, companies in Ukraine and abroad have already been struggling with supply chain disruption. Energy prices and inflation, raw material shortages and logistics breakdowns, and talent shortages are exacerbating the shock to supply. Economic losses due to supply chain disruptions in the Eurozone are estimated at €112.7 billion, or 0.9% of GDP. While up to 30% of total European value added relies on functioning cross-border supply chains, either as a source of input or as a destination for production. Therefore, now there is a rising importance of the supply and value chains to be intelligent and agile, able to anticipate and adapt to shifting business conditions, and remain applicable to customer expectations, stakeholder demands and ecosystem potential with innovation, deliberate export strategy, and analysis of markets at their cores.

Ukraine has been striving for a stronger integration with the EU and cooperation across borders, including economic integration into the EU market as well as knowledge transfer and bridging innovations. In addition, with the recent advancement of the integration process - granting Ukraine the EU candidate status on June 23, 2022, - it is now more relevant than ever before to strengthen international cooperation between Ukrainian and European markets, businesses, and business support ecosystem, with a stronger focus on innovation enablers.

The Initiative is relevant for human rights and gender equality since the military attack in Ukraine is undermining access to rights for all, with a rapidly mounting humanitarian crisis both within and around the country. Humanitarian needs in Ukraine's neighbouring countries where displaced populations are seeking refuge have also increased substantially. According to the regularly updated data by UNHCR<sup>27</sup>, starting from February 24, 2022:

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<sup>22</sup> Source: National Bank of Ukraine

<sup>23</sup> Source: Ministry of Finance of Ukraine

<sup>24</sup> Source: Mastercard SME Index study

<sup>25</sup> Source: OECD

<sup>26</sup> Source: State Statistics Service of Ukraine, authors' estimates based on micro-level bank transactions data

<sup>27</sup> <https://data.unhcr.org/en/situations/ukraine>

**i** **6 865 625** people - refugees from Ukraine recorded across Europe  
**3 933 695** people - refugees from Ukraine recorded Temporary Protection or similar national protection schemes in Europe

Due to the nature of reason to seek protection outside Ukraine, the majority of refugees are women. According to the results of a survey held among those who left Ukraine at the beginning of the full-scale invasion and are now returning to Ukraine, which was conducted by the sociological service of the Razumkov Center<sup>28</sup>, among the respondents who left, almost two-thirds (63.4%) were with children, on the other hand, among less than half of returning respondents with children (44.8%). More mobile population groups are less likely to return to Ukraine, in particular those who, before the start of a full-scale war, had a higher education, spoke foreign languages, had a high level of income, those who planned to emigrate before February 24, 2022, those who worked seasonally or permanently abroad.

Ukrainian refugee women in most cases (77%) have a high level of education and various professional skills.

According to the survey<sup>29</sup>, Ukrainians chose the country for a temporary stay for various reasons. The most common of them (52% of respondents) is, of course, security. Another 15% left for a certain country because of family ties.

For 11% of the respondents, the employment opportunity was the decisive factor. Other reasons for choosing the country were mentioned: language of communication (5%), public relations (4%), external advice (3%), education (3%), proximity to Ukraine (3%) and the asylum procedure (3%).

Hence, supporting the displaced Ukrainian professional community is one of the ways to stand with Ukraine.

### \ PROOF OF POTENTIAL: TECH INDUSTRY

As Ukraine bravely faces war, it is still early to forecast what the after effects on the start-up industry will be and how fast Ukraine will rebuild its physical and economic infrastructure. The country had been going through economic difficulties for several years before the war due to COVID19, but still managed to create technology that is both scalable and global. This attests to its talented and resilient workforce, in the first place.

#### **i** Ukrainian start-ups before war, back to 2021

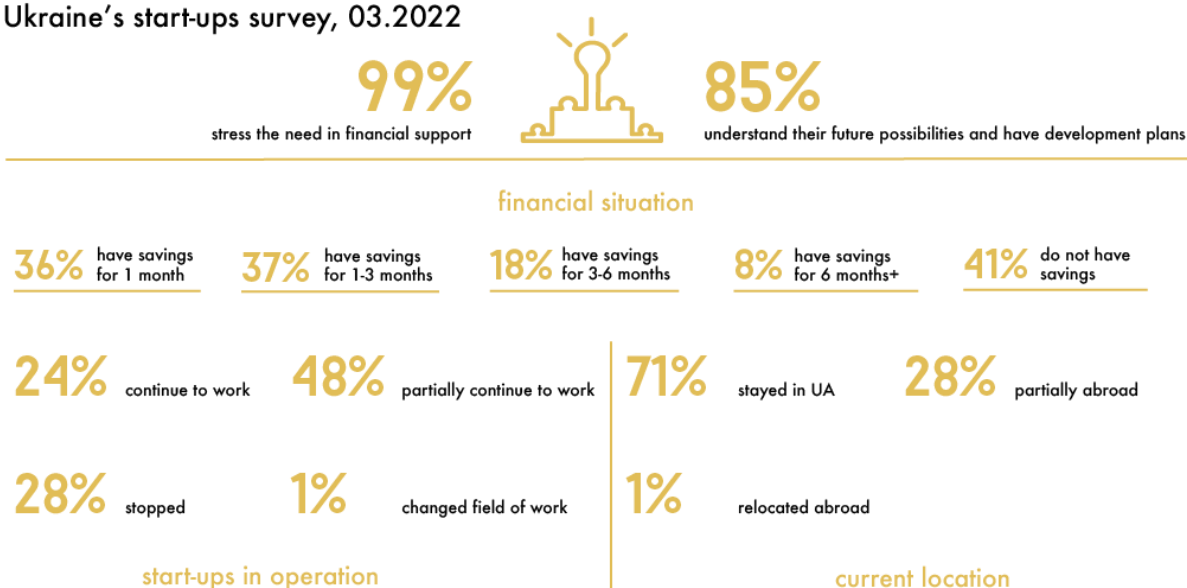
- Circa 5,000 active IT companies in the labour market.
- The most extensive IT services export market is the American one, with over \$2 billion in 2020. In general, the export of IT services in 2021 reached a level of about \$7 billion.
- In total, there are 285,000 IT specialists in Ukraine as of the end of 2021. In 2020, this number was more than 244,000 people. 25% of IT specialists are women, while women make up 32% of management in IT companies. The average age of employees is 27 for men and 25 for women.
- 87% of IT companies planned to review salaries annually and have already done that. Salary grows by 8.5% annually. The median salary in IT, depending on the specialization, is in the range of \$2000-3000.
- In 2022-25, 80,000 IT specialists will receive a bachelor's degree. In 2021, 16.9% of specialists came with a classical education, 40.6% with non-formal education.
- In 2021, the IT industry's payment of taxes and fees exceeded UAH 23 billion.

Tech companies with Ukrainian roots and core markets in the U.S. and Europe continue to operate uninterrupted after making sure their teams and data are completely safe abroad or in the west of Ukraine. IT companies have demonstrated their resilience and ability to deliver results amid the worst of challenges.

<sup>28</sup> Source: Razumkov Centre

<sup>29</sup> Source: UNHCR

## Ukraine's start-ups survey, 03.2022



Starting from April 2022, Ukrainian tech companies started to recover, and despite the dramatic decrease of job offers up to 40% in comparison to the pre-war times, salaries did not decrease, even a rise in salary levels is observed. Since the beginning the IT sector faced numerous refusals in continuing contracts, nevertheless, 77% of Ukrainian companies managed to attract new customers for these 3 months, and 56% of them envisage growth by 5-30% already by the end of 2022. To leverage the risks, 18 offices were affiliated abroad.

Despite the challenges caused by war, in the first quarter of 2022 the export revenue of Ukrainian IT-industry reached a record \$2 billion, which is 28% more than in 2021.

Due to the effects of the war, according to StartupBlink<sup>30</sup>, the 2022 Startup Ecosystem Index (100 countries and 1000 cities), Ukraine had a strong decrease of 16 places but managed to remain in the global top 50, ranked 50th. It ranks 30th in Europe, after decreasing 9 spots in the regional ranking.

All Ukrainian cities have dropped substantially in the Index, but Kyiv maintains its position in the global top 100, proving its resilience. Kyiv dropped 45 places but remains the highest-ranking city in Ukraine, and the only one in the top global 100 at 93rd. Kyiv is most notably ranked in the top 25 globally for Marketing & Sales and Software & Data industries.

According to the investor community, Ukrainian start-up industry:

- proved its ability to withstand a crisis;
- the majority of Ukrainian tech start-ups are still hiring;
- Ukraine has an immense talent pool;
- Start-ups are integral for creating a strong economic driver of tech firms in Ukraine;
- Ukraine is cost-efficient for building tech firms;
- The entire world is supporting Ukraine.

Ukrainian investor and innovation community mobilized their networks and launched programmes to support Ukrainian tech start-ups and start-up teams. Among them, Free Ukraine Foundation along with [Ukrainian Private Equity and Venture Capital Association](#) (UVCA), who launched a program aiming to provide aid for start-ups and specialists that are a part of the Ukrainian start-up community and whose

<sup>30</sup> <https://www.startupblink.com/startupecosystemreport2022.pdf>

innovative business needs help right now. For the 6-month period they received hundreds of applications, developed a pool of over 150 start-ups, supported with raised grant funding for 28 start-ups (circa 142 thousand euro) along with pro bono services from the partners, and helping them to fundraise from investors. The products developed by the supported start-ups are:

- the first safe, eco, and sustainable batteries for Energy Storages;
- SaaS for dentists and their patients;
- rockets with flexible starting mass to perform dedicated launches for payloads of any mass for both suborbital and orbital missions;
- AI solution for municipalities providing solutions to key issues of transportation and security;
- ultimate 4g lte modem for fast internet anywhere in the world.
- a solution for wireless charging of EV and LEV electrical transport machines;
- automation solution for hospitals and hospices;
- and many more.

To support those start-up teams who are in Europe, UVCA managed to get support from the French innovation community and the mayor of Lille to launch the Ukraine Start-up Integration Programme in France, with a 6-month acceleration programme, networking, soft relocation for families, funding opportunities<sup>31</sup>.

The Ukrainian government also considers tech industry as the priority one for the economy of the country, thus the Ministry of Digital Transformation and Ministry of Economy via Ukrainian Start-up Fund launched funding programme:

**i** USF grants to start-ups at pre-seed and stage, without MVP, with not yet marketed product/service  
Grant size: 750 thousand UAH – 8 million UAH (circa 20,5 thousand euro – 220 thousand euro)

Besides the funding support, government launched educational programme, for Ukrainians willing to get IT specialisation free of charge, by selecting educational programmes among partner educational institutions.

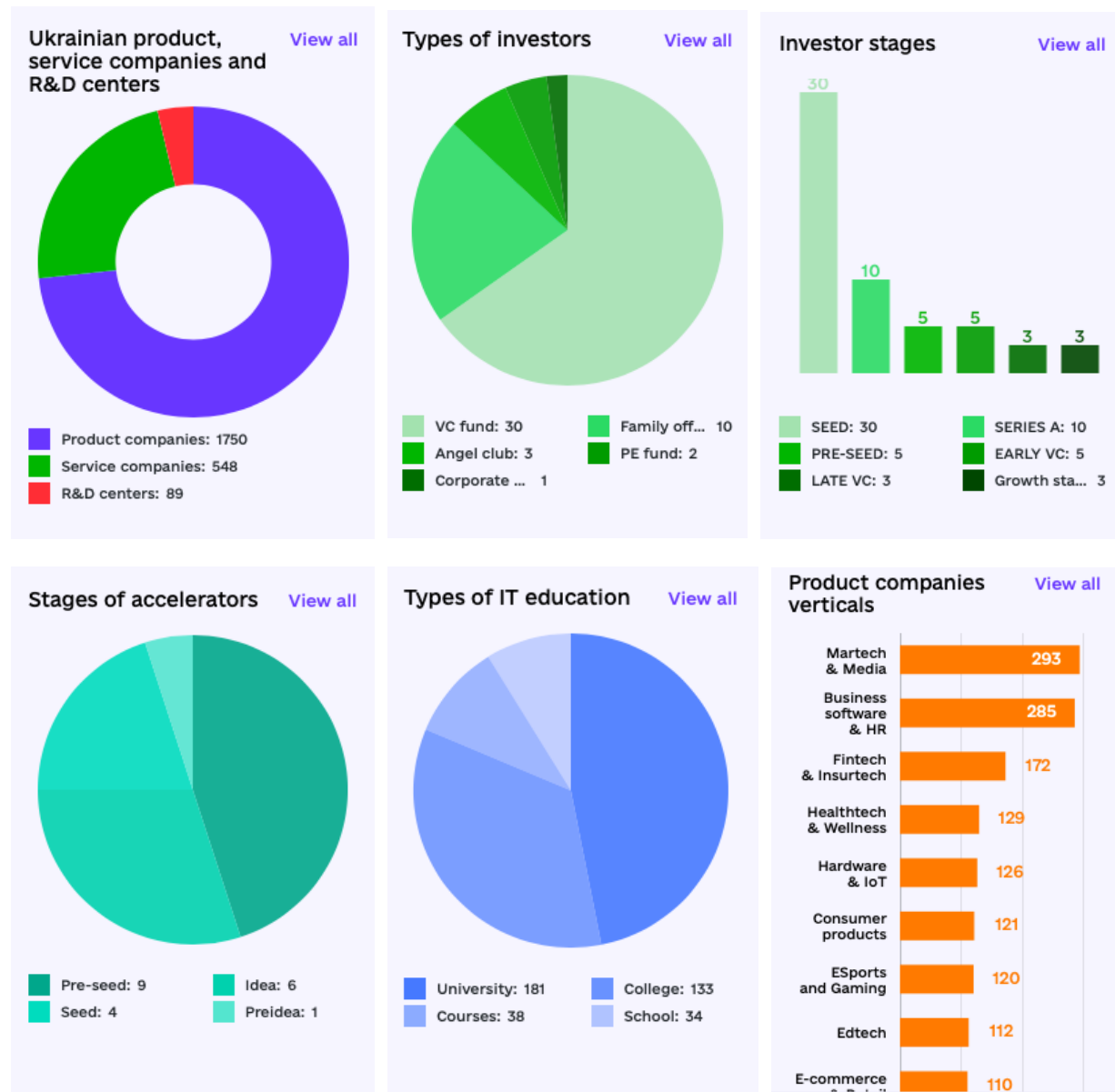
In March 2022, Google announced the \$5 million Google for Start-ups Ukraine Support Fund. Operated by Huge Thing, the Ukraine Support Fund backs Ukrainian-founded tech companies so they can continue to strengthen their community and build a foundation for post-war economic recovery. Throughout 2022, recipient start-ups receive up to \$100,000 of equity-free financial investment, as well as Google Cloud credits and hands-on Google product and technical support.

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<sup>31</sup> Source: UVCA



## Ukraine's tech ecosystem dashboard



In other words, Ukraine's tech sector has a huge potential and it is vital to support Ukrainian innovation start-ups and companies to further innovate and internationalise.

# ENRICH GLOBAL INITIATIVE

## 3. ENRICH GLOBAL ‘Support Ukraine Innovation’

### || Design of the Action

#### \ ROADMAP

- ENRICH GLOBAL capacity
- Methods of implementation
- Objectives and outputs
- Funding sources
- Indicative fields of activities
- Timeline of activities
- Prioritising tasks performance
- Resources allocation

Starting from March 2022 ENRICH GLOBAL has joined and supported the efforts of private and public organisations working together to keep the ecosystem in Ukraine strong and connected to global innovation networks. United, ENRICH Global members have committed to supporting, and proposing, actions to help strengthen the Ukrainian Innovation Ecosystem and facilitate connections between Ukrainian and European Union actors and initiatives.

**i** The objective of ENRICH GLOBAL contributes to the development of European scientific, technological and innovation excellence, reinforce innovation competitiveness and internationalisation and take European innovation global (and vice versa)

As an umbrella non-profit organisation, founded and coordinated by its members, with currently 0 euro membership fee (contributory association), ENRICH GLOBAL focuses on:

- **Supporting and coordinating collaboration between members of ENRICH GLOBAL, and for members of ENRICH GLOBAL and other organizations worldwide**
- **Supporting sustainability efforts of collaborative initiatives involving members of ENRICH GLOBAL**
- **Building collaborative programmes, services, network, and tools, or supporting them, based on extensive experience of staff and members of ENRICH GLOBAL**

The approach to reach the set objectives is to build dedicated thematic groups with a lead expert from the EG members, who/whose organisation proposes a new direction to set and develop collaborative initiatives into sustainable projects or programmes.

Thus, currently the following thematic groups are contributing to international research, innovation, and business collaboration:

#### **EU Projects and Sustainability**, *led by G.A.C. and co-led by SPI and CIVITTA:*

- facilitates the set-up of international projects, ensuring win-win for the members and for the association;
- supports the project's sustainability, making offers to the existing projects helping them to plan and report post-project life;
- benefits from members experience, sharing good practices, experience in a close circle.

#### **Foresight and Innovation Management**, *led by DLR:*

- seeks to provide a systemic framework for conceptualizing and planning for the future as part of the Innovation Management

**Health Innovation**, led by APRE with support from G.A.C.:

- works as an expert-driven and long-lasting umbrella mechanism to enhance international cooperation and policy dialogue on global health issues

**Internationalisation – ENRICHs**, Thematic Group Leader - Robert Sanders, EBN:

- Promoted by the European Commission through Horizon 2020, the ENRICH network currently offers services to connect European research, technology, and business organisations looking for internationalisation in several global frontrunner innovation markets: USA, Latin America, India, Africa and China.

**NGI International**, led by G.A.C.:

- the group aims to foster and support the development and sustainability of EU-US-Canada and other international collaborative projects and initiatives in Internet-related technologies

**Science Diplomacy**, led by DLR:

- aims at raising awareness among the ENRICH GLOBAL members of the benefit of using science diplomacy approaches for solving global challenges, introducing potential training activities on science diplomacy which can be offered to all members of ENRICH GLOBAL.

**Young Researchers for Innovation**, led by DLR:

- explores and ways for young researchers to spark their entrepreneurial mindset and boost their individual research impact and thus take their mark in delivering their best version of themselves for society.

Though the number of groups is not limited and any member willing to build a new one, if ready to lead and manage its activities is welcome to pitch.

## \ METHODS OF IMPLEMENTATION

As an EG lighthouse initiative, the overall objective of the Support Ukraine Innovation Action is to contribute to keep the ecosystem in Ukraine strong and connected to global innovation networks and facilitate connections between Ukrainian and European Union actors and initiatives.

The Action is based on a holistic concept of interlinked pillars of ENRICH GLOBAL and its founding members. It will work on aspects of the Ukraine innovation ecosystem with an emphasis on targeting tech companies, Business Intermediary Organisations (BIOs) and enablers to be further integrated into international networks.

**The Overall Objective** is “to support Ukraine innovation in specific activities by bridging innovations, developing networks and strengthening partnerships.”

**The Specific Objective** (outcome) of the Action is: Increase partnerships and innovation internationalisation among the European and Ukrainian innovation ecosystem stakeholders.

In order to achieve these objectives, the overall Action has the following outputs:

- **Output 1:** Mobilized EG members and other stakeholders to support Ukrainian professional community relocated to the EU countries to soft-land.
- **Output 2:** Secured funds for the implementation of the Action.
- **Output 3:** Integration of the Ukrainian research and tech industries into the Pan-European programmes.
- **Output 4:** Facilitated access of Ukrainian research, technology and businesses looking for internationalisation to the EU and other global markets.

The Action contributes to achievement of a number of **Sustainable Development Goals** (SDGs) by 2030:

- SDG 5: Gender equality and women's empowerment by supporting Ukrainian women professional community with rebuilding their careers in the EU;
- SDG 8: Decent work and economic growth;
- SDG 9: Industry, innovation and infrastructure;

- SDG 12: Responsible consumption and production by emphasising green innovation in its support of firms' and clusters' innovation;
- SDG 16: Peace, justice and strong institutions;
- SDG 17: Partnership for sustainable development with facilitating long-term partnerships through collaboration, joint consortiums and project.

## \ OBJECTIVES AND OUTPUTS

The Action will focus on a limited number of objectives and outputs connected to target Ukrainian tech start-ups and MSMEs, specifically businesses negatively influenced by the military actions and with high growth potential and internationalisation to become more resilient and also including BIOs, clusters, business consultants. The Action will be implemented in close collaboration with the Enrich Global member organisations and the pool of their partners from the ENRICH network.

The Action's main priority is **collaboration and internationalisation development** assistance for Ukrainian MSMEs and other parties involved in the Ukrainian innovation ecosystem. This will be achieved by mobilising EG members and their partners, as well as any relevant organisation, to support the Action by facilitation of fundraising for the dedicated activities, by offering short-term or mid-term consultancy contracts to relocated consultants; mobilisation of EG members' networks of peer BIOs and support programmes (e.g. acceleration, incubation services) to Ukrainian tech start-ups, as well as supporting soft-landing of innovation SMEs via ENRICH H2020 network; facilitate the set-up of international projects with inclusion of Ukrainian partners, where Ukraine is eligible.

The **capacity development** approach is also involved in the Action to reach sustainability of ecosystem support. Capacity development addresses the following levels: human capacity development at individual level will enable innovation consultants, implementers of BIOs to more efficiently exploit the opportunities within the pan-European programmes and more actively engage with European partners for establishing consortiums, participating in the existing projects and enrich their networks for the recovery of the business ecosystem during and after the war. At the societal level, the Action will advise open networks of SMEs, innovators, consultants and foreign partners to support connectivity, knowledge sharing, foster trust, social capital, and international cooperation.

The Road Map of Activities shall be adapted meet changes in circumstances, while still trying to deliver set outputs and activities to the beneficiaries of the Action and achieve the overall and specific objectives. The Initiative does not aim to push anyone to participate, as not everyone is able to, and will engage stakeholders who are able to participate while using the wide network to secure high participation.

## \ FUNDING SOURCES

ENRICH GLOBAL is a non-for-profit international association, founded by 12 members with the agreed strategy of its development, which foresees no membership fees at its initial stage, acting as a contributory association. Thus, every task in ENRICH GLOBAL, including the tasks of the members of the Board and the Desk, are performed on a free and voluntary basis.

Currently available resources at EG are public subsidies provided through grants (project participation) and donations. Proceeds of any commercial activity or services, or/and membership fees are planned to be one of the potential sources of income at a later stage.

Hence, for the implementation of any own activity, such as 'Support Ukraine Innovation' requires fundraising by means and through the resources in line with the EG rules and bylaws.

As any other resources authorised by law, donations, public subsidies and grants are eligible sources of the association in achieving its objectives, the following funding sources are proposed as key ones for 'Support Ukraine Innovation' Initiative implementation:

- Donations from EG members (already in process);
  - Donations from the network of EG partners (organisations or individuals) (already in process);
- Fundraising campaigns, e.g. at dedicated events of EG members and their partner networks.

In addition, EG participation either as an affiliated partner of its member(s) or a full partner of Horizon Europe or other pan-European, international project consortia in the projects with activities aiming at supporting Ukraine innovation, directly contributes to the objective of the Action, and bigger number of relevant proposals is encouraged from EG and its members. These projects might not necessarily provide funding sources but they provide opportunities to support Ukraine innovation (example; NGI Enrichers Transatlantic Fellowship Programme which has a track to support development of Next Generation Internet technologies for Ukrainian recovery: <https://www.enrich-global.eu/ngi-enrichers/> ).

Therefore, it is also recommended to hire/subcontract EG operational personnel, including communication and coordination experts to further develop EG capacity and implement activities dedicated to 'Support Ukraine Innovation' Initiative.

### \ INDICATIVE FIELDS OF ACTIVITIES

To achieve the envisaged outputs and the specific objectives, the following key activities per output are foreseen. Please note that this list of key activities is indicative and may be changed, expanded, amended by the desk members and during the Implementation cycle.

Output	Key Activities
Specific Objective	Increase partnerships and innovation internationalisation among the European and Ukrainian innovation ecosystem stakeholders
<b>Output 1:</b> Mobilized EG members and other stakeholders to support Ukrainian professional community relocated to the EU countries to soft-land	<p>Activity 1.1.: Support UA consultants relocated to EU countries with service contracts/job offers from EG members and their partners in the EU.</p> <ul style="list-style-type: none"> <li>1.1.1. Development of EG as an umbrella association and its role in coordination of the Action by hiring a part-time dedicated manager, with the given priority to a Ukrainian candidate.</li> <li>1.1.2. Contracting a dedicated communication coordinator as an outsourced expert with at least 6 months contract to deliver Output 1.</li> <li>1.1.3. Contracting a junior SMM communication expert to support the EG dedicated communication team for building awareness of EG Support UA innovation initiative in digital media and other related activities/projects of EG.</li> <li>1.1.4. Develop dedicated subpage on EG website for this Lighthouse initiative with an initial list of UA innovation and project experts and regular updates on the Action implementation.</li> <li>1.1.5. Link the Action subpage to PROUA job portal with a dedicated EG page for further coordination of UA experts' validation and data base development.</li> <li>1.2. Developing roster of experts for ENRICH GLOBAL.</li> </ul>
<b>Output 2:</b> Secured funds for the implementation of the Action	<ul style="list-style-type: none"> <li>2.1. Fundraising, e.g. via dedicated events of the EG members and ENRICH network.</li> <li>2.1.1. Elaborated agenda of the events of EG members and partners where EG Action to be presented for raising funds.</li> <li>2.1.2. Promotion of the Action and raising funds for its implementation at the events and during the direct exchanges.</li> </ul>

	2.1.3. Piloting fundraising campaign at the ENRICH USA 'Ukraine Day / Ukraine Innovation Funding Summit', 6th of October 2022.
<b>Output 3:</b> Integration of the Ukrainian research and tech industries into the Pan-European programmes	<p>3.1. Monitoring and analysis of Horizon Europe, Digital Europe and other relevant pan-European programmes for open calls where specific attentions is addressed to Ukraine with further development of tender applications by EU-UA consortiums.</p> <p>3.1.1. Dedicated project analyst/coordinator for UA integration to Horizon Europe and other pan-European programmes (outsourced position for at least one-year period) or distribution of the role among the members and EG dedicated future staff.</p> <p>3.1.2. Include and facilitate participation of EG members' affiliate offices and EG Associate members/partners from Ukraine in the 'EU Projects and Sustainability Thematic Group' upon their express of interest.</p> <p>3.2. Preparation and delivery of a tailored capacity building training for Ukrainian experts on Horizon Europe/Digital Europe.</p> <p>3.3. Information days and brokerage meetings to expand communication with Ukrainian organisations interested in participation in the European programmes.</p>
<b>Output 4:</b> Facilitated access for Ukrainian research, technology and businesses looking for internationalisation to the EU and other global markets.	<p>4.1. Support of UA companies with soft-landing on the EU and global markets (eventually, in the framework of existing activities implemented by EG members or by EG itself).</p> <p>4.2. Support UA tech start-ups with in-kind acceleration, incubation or consultancy services (eventually, in the framework of existing activities implemented by EG members or by EG itself).</p>

**The main Activities are described below:**

**Output 1:** Mobilized EG members and other stakeholders to support Ukrainian professional community relocated to the EU countries to soft-land

**Activity 1.1.: Support UA consultants relocated to EU countries with service contacts/job offers from EG members and partners in the EU.**

This activity aims at providing support to Ukrainian consultants who have now relocated to other countries due to the war, leaving everything behind them, through the facilitation of matching Ukrainian experts with job offers or short-term assignments from the EG members' network. It fulfils the EG commitment to helping Ukrainian innovation community in the form of short-term service contracts for consultancy missions or salary contracts to a number of Ukrainian consultants identified on a reference basis.

A job can help regain a touch of normality for relocated Ukrainian professionals, it can help them to remain independent, give new perspectives and financial stability. The main hurdle for Ukrainian consultants in finding a job is recognition of qualifications. In order to mitigate the risk for potential employers the Activity is designed to develop a verified pool of Ukrainian experts through recommendations and validated CVs during individual interviews.

In order to support Ukrainian displaced expert community and to facilitate their inclusion to the EU professional community, the following approaches are viewed as the best suited within the framework of the Action.



To ensure a well-designed and coordinated implementation a dedicated manager should be selected and contracted to perform overall coordination, management, communication of the Action. The recommended option is to hire a Ukrainian candidate with a work permit in France, who would be responsible for the overall implementation of the Action and at the same time could be of value to ENRICH GLOBAL by delivering daily management of activities and task performance for the association defined by the EG Desk and the President.

For developing a successful matchmaking of Ukrainian experts with EU employers and contractors, which is viewed currently as more efficient approach than raising donations for 'Ukrainian expert days' at the times when willingness to donate is decreasing with every next month of the war in Ukraine, contracting a dedicated 'communication expert' is recommended. A candidate is to be well connected with Ukrainian expert community abroad.

At the same time awareness building and visibility of the 'Support Ukraine Innovation' Action by ENRICH GLOBAL is also a tool needed for reaching broader target community to bring more partners and at the same time delivering updates for those who join the initiative and dissemination of success stories.

The Activity will be performed with the following steps:

**1.1.1. Development of ENRICH GLOBAL capacity of an umbrella association and its role of the coordinator of the Action by hiring a dedicated 'operation/ coordination' manager, with the given priority to a Ukrainian candidate.**

ENRICH GLOBAL was founded in 2020 by 12 public and private organizations, based around the world. Since the date of its establishment the operation and collaboration activities were supported and performed by the Desk, the executive management of EG. According to the agreed approach the membership is free and new membership is welcomed on recommendations though a wide expansion is not foreseen at the early stage.

As EG association is developing successfully, there is a need for a dedicated professional to ensure timely and quality management of EG activities and foster the association further development, and respectively deliver overall coordination of the Action.

The candidate is to be a professional with experience in project management, communication, business processes, business development, whose obligations are to manage activities of ENRICH GLOBAL association and to develop the association, as well as to coordinate the Action for establishing partnerships and collaboration with Ukrainian innovation enablers. Work shall be performed under the supervision of the President of ENRICH GLOBAL or one of the members of the management unit (called "desk") of ENRICH GLOBAL.

- Responsibilities related to the management and development of ENRICH GLOBAL association and increase of visibility of its activities, indicatively 1 day a week
- Responsibilities related to support in implementation of the projects of ENRICH GLOBAL, indicatively 0.5 day a week
- Responsibilities related to the Action, indicatively 1 day a week

Total indicative number of days: 2.5 days a week.

In respect of the Action the EG manager will ensure the overall coordination of the related activities, consulting of other experts hired or/and contracted to perform specific tasks within the Action on the issues related to the EG policies, outreach of the members, requested information supply etc. as well as to execute some specific tasks.

An ideal candidate would be a Ukrainian professional, located in France, with working permit in the EU, and with the relevant experience in project management and other qualifications required to the position.

*Recommended expert: CV attached in the Annex 2<sup>32</sup>.*

### **1.1.2. Contracting a dedicated communication coordinator as a staff of EG or outsourced expert with at least six-month contract to deliver Output 1 and contribute to Output 2.**

Initially the lighthouse initiative to support Ukrainian experts was launched by EG by raising donations from EG members and European expert community. As of August 2022, the total amount donated is 9 500 euro. In June 2022 EG signed the first service contract with a Ukrainian innovation consultant, Inna Petrenko, to develop together a first blueprint of the Initiative Road Map.

The implementation stage of the designed activities requires dedicated human resources and funds. In order to successfully fulfil the commitment, the recommended approach is to select among Ukrainian consultants, located in the EU, a professional to deliver the defined Objective 1 and contribute to Objective 2 of the Action. This person shall be responsible for, in the scope of the **Objective 1**:

- Elaborate a communication methodology for matching job opportunities from partners with UA database expertise
- Ongoing development of a verified database of Ukrainian consultants
- Ongoing development of a contact list of the EG members and their partners as potential employers
- Execute a defined communication for developing a list of job offers from the EG partner network
- Match the list of job offers with the expertise and facilitate UA experts' applications
- Together with the EG manager and communication professional responsible for the EG website, design and launch a dedicated subpage with the description of the Objective 1 and referred activities, short profiles of Ukrainian consultants from the database, adding partners (at their consent), those who supported UA expert community with service contracts or salary jobs.
- Coordination of linkage of the EG dedicated webpage and further its smooth transition to a PROUA job portal as soon as/if it is launched.
- Deliver content on success stories to the EG communication team for their further publication and dissemination.

And contributing to the **Objective 2**:

- Develop agenda of relevant partners' events for promoting the Action and raising funds for its implementation via communication with the EG founding members and their partner networks.
- Assist in the preparation of EG representatives' participation in the defined events.

Justification of the Activity 1 is confirmed with the survey held on the existing job platforms dedicated to support Ukrainian displaced persons. Among the initiatives implemented jobs announcements address either operative employees or specialists, rather than advanced professionals or experts, not speaking of innovation, internationalisation consultants. Moreover, for hiring a Ukrainian consultant by a European employer the trust barrier has to be leveraged with recommendations and references from the local community, and with the demonstration of success stories.

Total indicative number of days recommended: min. 5 days a month, depending on availability of funds could be extended to 2 days a week during the first 6 months of the Action implementation.

*Recommended expert: CV attached in the Annex 3<sup>33</sup>.*

### **1.1.3. Dedicated junior SMM communication expert to support EG communication team for building awareness of the EG Support UA innovation initiative in digital media as well as of other EG activities/projects.**

In order to reach the desired and planned outcomes of the Activity and at the same time to build awareness of ENRICH GLOBAL, communication and visibility are viewed as efficient and required.

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<sup>33</sup> Confidential information such personal data is not disclosed, and is provided for internal use only by ENRICH GLOBAL on consent of the recommended candidates

Creating and sharing digital media and disseminating overall information on the EG Activity and further updates on progress, outcomes and success stories, impact demonstration is key in order to keep all those involved in the project informed, but also to generate visibility amongst different stakeholders. Regular updates and ongoing presence in social, digital media will ensure visible track record of ENRICH GLOBAL as the association and active supporter of Ukrainian innovation ecosystem. Hence potentially attracting new interested parties to join the Activity, as well as building trust in EG as a partner for new projects and programmes, dedicated to Ukraine and other fields/topic. Respectively, well designed communication objectives and efficient messages delivering to the target audience will help to source funding with new partnerships, projects, which in its turn will raise EG financial capacity to develop a dedicated team of salary staff and/or inhouse consultants for its development as an umbrella association for its members. As EG has not yet a dedicated staff team, it would be reasonable to use the opportunity and allocate a small budget for contracting a part-time junior SMM communication expert, preferably Ukrainian one, to improve EG presence in digital media and build awareness on the Action and other activities of EG.

Total indicative number of days recommended: 2-3 days a month.

*Recommended expert: CV attached in the Annex 4<sup>34</sup>.*

#### **1.1.4. Develop a dedicated subpage on EG website to ‘Lighthouse initiatives’ with an initial list of UA innovation and project experts and regular updates on the Action implementation.**

As described above in the section dedicated to a Communication expert, in order to demonstrate to potential partners, who could support Ukrainian displaced consultants with salary jobs or contracts, a pool of qualified Ukrainian professional community in the EU, a respective page on the EG website is an optimal solution at the initial implementation stage.

This page shall be referenced in posts, tweets and news on the Action (performed by SMM expert) in social media, thus redirecting interested parties to the EG website, consequently improving its web-search index and raising visitor traffic, meaning raising awareness of ENRICH GLOBAL.

The design of the page should be user friendly, deliver a clear message and show high-quality content at a quick glance. The objective is to demonstrate a well-structured approach of the Action, present clearly the expertise of Ukrainian consultants, as well as potential collaboration within projects (e.g. NGI Enriches, new ones to come) and new members admission to EG (e.g. Agency of European Innovations, APPAU). As new success stories to come, they are to be added to the webpage (and with consent of the partners) featuring relevant logos.

Though the key function of the dedicated webpage is:

- to provide [easy access to qualified UA experts in one place](#). Nowadays users prefer to get information in one place, which helps them to take quick decisions and save their time (instead of looking for pieces of information in mailboxes or jumping from one web page to another). Those who quickly define their potential candidates could either go to LinkedIn profiles or download CVs (if technically such a tool is easy to embed to the EG website with and considering financial and human resources available).
- To help [raise trust and recognition of the expertise](#) of Ukrainian professionals with ‘testimonies’ of their profiles. ‘Testimonies’ is a relative term, as the idea is to have a status of a profile with the notification e.g. “contracted by EG”

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<sup>34</sup> Confidential information such personal data is not disclosed, and is provided for internal use only by ENRICH GLOBAL on consent of the recommended candidates

## Discover Ukrainian Experts



Svitlana Bazhenova

Contracted by Enrich Global

Experienced finance, product, risk management and SME programming expert with over 20-years professional background in financial industry, business & innovation development, business processes optimisation and digitalisation, negotiations and presentations.  
10+ years' of management positions in international financial organisations

[+ Read more](#)

Development of the ToR to be delivered jointly by EG communication team. Content management could be performed by an SMM expert, content delivery by an Action communication expert and other contributing participants of the Action on case by case basis.

### 1.1.5. Link the Action subpage to PROUA job portal with a dedicated EG page for further coordination of UA experts' validation and data base development.

A well-designed communication approach should lead to a growing pool of Ukrainian experts with a prominent conversion to matches. At the same time as the EG webpage cannot be expanded to a database tool, the next step to consider is transferring profiles to an employment platform.

A recommended collaboration could be established between a recently established platform by the displaced Ukrainian community 'Save UA Foundation' (registered in Poland, affiliate to be registered in the USA). One of the defined missions of the foundation is "To help Ukraine and Ukrainians to build a future in the new world."

The foundation is developing activities and will launch soon the [Employment Platform PROUA](#). The platform is to generate job offers to Ukrainians worldwide. The team of the foundation supports EG Initiative and is ready to design, integrate and further support a dedicated portal page for innovation and internationalisation consultants:

- Ongoing open call on the platform UAPRO.UA for the Ukrainians consultants to register profiles for EG opportunities.
- Individual pre-selection of Ukrainians for the opened positions from Enrich Global.

Such collaboration should ensure sustainability to the Activity 1.1.: Support UA consultants relocated to EU countries with service contracts/job offers from EG members and their partners in the EU. At the same time EG brings added value to the Employment Platform PROUA, indirectly supporting the foundation and Ukrainian community abroad.

## 1.2. Developing a pool of experts for ENRICH GLOBAL.

It is a common practice for organisations performing activities as a partner of EU projects to have access to qualified expertise from different fields. In many cases the search of required experts is a time-consuming process and there is always a risk of hiring consultants relying only on their CVs with some references or recommendations (though they are usually requested, but very often the referees could be outside the organisations' network) with no own previous experience of cooperation. Especially this concern is more highlighted when consultants from other regions are to be attracted.

With the start of the war in Ukraine the EC has already launched programmes to support Ukraine economy resilience and more will come for Ukraine's economic recovery. EG and its members have already submitted a common project proposal for HORIZON-EIC-2022-UKRAINETECH-01 and many more to come as an opportunity for EG to participate as a project partner, not only in HORIZON calls, but in other TA projects of the EC in Ukraine. This will, from one side, perform EG's commitment to the initial initiative 'Support Ukraine Innovation' and at the same time strengthen EG's capacity and create a positive track-record of EU Projects implementing party.

Several members of ENRICH GLOBAL (DLR, APRE, CIVITTA, G.A.C., SPI) have formed a consortium and signed the large international initiative "Framework Contract - Global Service Facility", which started in September 2022. The consortium is led by DLR. The Framework Contract includes many upcoming contracts, including training of National Contract Points, organisation of workshops and conferences etc. The pool of Ukrainian consultants perhaps could be considered for some activities, if contracted by the consortium members. This will be discussed with the consortium leader.

In order to create a quality pool of experts from Ukraine and in future from other Eastern-European countries, to work on international innovation and entrepreneurship projects, the process has to be well designed and coordinated by a professional who has a broad professional network from the region and at the same time has a proved track-record and trust among EG and/or its founding members. As a proposal, Ukrainian expert Inna Petrenko, whose company is registered as a legal entity in Spain and potentially EG future in-house consultant, could design and launch a website, where all verified Ukrainian consultants registered in the EU countries and those registered in Ukraine, would feature in a pool of experts for ENRICH GLOBAL to be further invited to execute assignments, deliver tasks for European projects of EG, acting as a Partner or third Party with the dedicated scope of activities/tasks. This will bring to EG qualified expertise, in many cases with affordable fees, which is an important factor taking into consideration limited budgets allocated to EG in the framework of the projects (e.g. ARSINOE, potentially HORIZON-EIC-2022-UKRAINETECH-01, HORIZON-EIE-2022-Scaleups-Expanding investment ecosystem). Moreover, if EG cannot (in accordance with its legal nature) to sign contracts with non-EU residents and pay under such contracts, Inna Petrenko's legal entity could play a role of a subcontracting party for those consultants registered in Ukraine, having a confirmed legal right to do so.

## **Output 2: Secured funds for the implementation of the Action**

### **Activity 2.1. Fundraising via dedicated events of the EG members and ENRICH network.**

This activity aims at securing financial resources for the successful and uninterrupted implementation of the Action. The initial approach applied by EG demonstrated low inflow of donations for "Ukraine expert days" at the very first weeks of the war break in Ukraine, when empathy and wiliness to support and donate were high in the EU. Total amount donated constitutes 9500 euros, 5000 euro of which were donated by one of the EG founding member G.A.C. Group, the rest amount came from companies and individuals (EG members and their network outside the association). Though if the EG human resources allowed to launch a broader communication campaign in social media, the overall donations from individuals could have been much higher). Still there is a room for other EG members to support the Activity either with funding, following the G.A.C. Group, or with in kind contribution to one or more activities. The 'in cash' donations could form a 'start-up' fund for the Activity implementation, what will not only help some Ukrainian consultants, but bring capacity to ENRICH GLOBAL as an association to develop and add value to its founders. Momentum with donations from individuals and outside organisations is rather a lost opportunity for today, but longer-term in-kind contributions seem feasible.

Hence, other fundraising tools are to be applied with the final objective of developing a sustainable self-efficient financial model.

At this early stage of the Action fundraising for the Action activities is viewed as one of the potential sources. It is proposed to pitch the Action at various events, which are planned for this year and the coming 2023 by EG members and their partner networks all over Europe and abroad.



The Activity will be performed with the following steps:

### **2.1.1. Elaborated agenda of the events of EG members and partners where EG Action to be presented for raising funds.**

As step 1.1.2. describes the role and responsibilities of a communication coordinator, it has been already mentioned that it is necessary to develop a realistic and relevant calendar of events, preferably off-line or hybrid, the format of which could allow to make a live presentation of the ENRICH GLOBAL Action 'Support Ukraine Innovation' as a pitch to the visiting audience for raising donations on its implementation and at the same time building broader partner community willing to join the Action.

Therefore, the first step required is to contact each EG member individually for investigating which planned events have a target audience and could have a dedicated 'hour'/panel for Ukraine. And at the same time to ask for sharing a list of their partners who could be addressed with the same request. The broader the list of contacts would be, the more targeted events could be defined, thus active support of the EG members is very needed and appreciated.

Having defined a list of events and preliminary consent reached on inclusion of Ukraine topic to these events by organising parties, the calendar of events has to be elaborated, which should be feasible to participate by the EG: availability of EG speakers and budget to cover travel costs.

This task is envisaged to be performed by a communication coordinator with support from EG founding members and the Desk.

Among the EG members events worth to look at are:

- ENRICH USA 'Ukraine Day/ Ukraine Innovation Funding Summit', planned for October 6, 2022, Philadelphia, the USA.
- 2023 EBN Congress dedicated to 'Innovation in uncertain times' and addressing Ukraine as well, planned for June 2023, Brno, Czechia.

### **2.1.2. Promotion of the Action and raising funds for its implementation at the events.**

While the event calendar is to be developed, a strong promotion presentation of the Action has to be designed, speakers willing to pitch and represent EG Initiative at the events shall be defined, as well as budget allocated for travelling in place.

Offline events and live presentation are preferable, when it comes to fundraising, especially donations, a direct contact is an important tool of successful fundraising campaign. Besides, after-presentation time for informal communication raises chances for attracting more interest, deeper involvement and reaching the bigger outcome (raised funds).

The presentation and promotion materials of a fundraising campaign as well as communication campaign among the EG network and broader audience in social media are to be designed, produced and delivered respectively.

To understand the audience of each event for defining a focus is very important. While it could be a fundraising campaign for the overall Action 'Support Ukraine Innovation' or depending on the visitors' profile the focus for donations could be shifted to some specific Activity, e.g. 'expert days donation' or 'capacity building training for Ukrainian EU project managers', or 'soft-landing of UA tech companies' etc.

This activity is seen as a responsibility of EG communication team including SMM expert, EG manager, on approval of the EG President and if needed the Desk, under supervision of the 'Support Ukraine Innovation' consultant.

In order to reduce spending on travel, when the event is hosted by one of the EG members, and if it does not contradict the rules of the hosting company, a speaker from EG promoting the Action could be a representative of the host. Though it is just an option which could be applied in some cases rather than a common practice.

### **2.1.3. Piloting Fundraising campaign at the ENRICH USA 'Ukraine Day / Ukraine Innovation Funding Summit', 6th of October 2022.**



The first opportunity to promote the EG Action 'Support Ukraine Innovation' is the event of the ENRICH in the USA 'Ukraine Day / Ukraine Innovation Funding Summit', scheduled for the 6th of October 2022. The event is planned to be organized in a hybrid format back-to-back with an ENRICH in the USA ceremony at the US Headquarters, TEMPLE University - Small Business Development Centre, Philadelphia. Co-organizers of the event are leveraging Ukrainian Enterprise Europe Network member and the Philadelphian Ukrainian community.

During the road map development, a few introductions of Ukrainian stakeholders to EG and ENRICH USA were made by the consultant Inna Petrenko:

- [Ukrainian Venture Capital Association](#) and its newly established fund [Free Ukraine foundation](#), with a project dedicated to support tech start-ups of Ukraine (pool of >150 start-ups) with grant funding and consultancy services from partners all over the globe, founded by [Andrey Kolodyuk](#), and
- ['Startup Ukraine'](#) training centre for entrepreneurship and innovation founded and led by Ukrainian woman professional, currently residing in Italy, [Anna Petrova](#).

Now these organisations can also join the event to promote their activities, supporting Ukrainian innovation community, as such a possibility is envisaged by the agenda (draft) of the summit:

Date: October th6, 2022 morning (Eastern Time)  
 9.30 a.m. ENRICH in the USA ceremony: Welcome and Remarks by Officials  
[Ukraine Day / Innovation Funding Summit](#)  
 Presentation of the ENRICH Ecosystems  
 Presentation of the Ukrainian and other Stakeholders supporting Ukrainian innovation (hybrid)  
 Reverse pitch by local tech transfer offices, angel investors and VCs (in person)  
 4 pre-selected Ukrainian entrepreneurs pitching (remotely)  
 Winner & Prizes Announcement  
 Networking  
 End: 1pm EST

Hence, this event is viewed as a very good opportunity to pilot fundraising campaign described above by the EG and it is recommended to add this specific presentation to the agenda. Moreover, several EG members team is joining the event live, and the organisers could personally present the Action, communicate informally with the audience, and start raising the funding for the implementation. Fundraising could be in cash or in kind (see next paragraph).

As the Summit is dedicated to Ukraine, it is relevant to present the Action full landscape, at the same time with a focus to Ukrainian innovation companies and start-ups soft landing in the USA through ENRICH in the USA Project. According to the design of the project, market validation and soft landing are paid services, thus the EG Action could facilitate Ukrainian start-ups from the pool of Free Ukraine Foundation of the UVCA to access these services for a reduced fee or free of charge in case of successful fundraising or partnering sponsor attraction during the event.

Piloting fundraising campaign at the EG member and project event will let to test the overall perception, level of interest and willingness to support the Action with funding as well as to improve presentation considering lessons to be learnt from this pilot.

### **Output 3: Support to integration of the Ukrainian research and tech industries into the Pan-European programmes**

#### **Activity: 3.1. Monitoring and analysis of Horizon Europe, Digital Europe and other relevant pan-European programmes for open calls where specific attentions is addressed to Ukraine with further development of tender applications by EU-UA consortiums.**

In June 2022, the agreement associating Ukraine to [Horizon Europe, the EU research and innovation programme](#) (2021-2027) and [the Euratom Research and Training Programme](#) (2021-2025) entered into force, following its ratification by Ukraine. The Ukrainian research and innovation actors can now fully participate in these programmes on equal terms with entities from the EU Members States.

In view of the ongoing Russian war of aggression against Ukraine and the EU's commitment to offer tangible means of support to the Ukrainian research and innovation community, Ukraine will participate in Horizon

Europe and Euratom Programmes without having to contribute financially for years 2021 and 2022. Its waived contribution was estimated at around €20 million.

This support is complementary to ongoing [ERA4Ukraine](#), [Horizon4Ukraine](#) and [ERC4Ukraine](#) initiatives as well as [MSCA4Ukraine](#), the dedicated fellowship scheme of €25 million under the Marie Skłodowska Curie Actions (MSCA) for displaced researchers of Ukraine. Among other support measures, the Ukrainian start-ups and deep tech SMEs will benefit from [a targeted €20 million action](#) led by the European Innovation Council (EIC)<sup>35</sup>.

Relations between the EU and Ukraine in the field of research and innovation date back to 2002 when the European Community and Ukraine signed an Agreement on cooperation in Science and Technology.

**i** *In 2015, Ukraine became fully associated to Horizon 2020 with 170 Ukrainian entities receiving close to €46 million in EU funding and showing innovation leadership and excellence in researchers' mobility, under the Marie Skłodowska-Curie Actions, as well as in transport and energy.*

The prominent examples of success stories include: DIABOLO, developing harmonised information for forest ecosystems management, SENSKIN offering new maintenance techniques in transport infrastructure, RESPONSE focusing on eco-solutions to power the cities of the future, and EURAD handling radioactive waste management. All in all, for the period, according to CORDIS data base [1 426 projects](#) implemented with Ukraine's participation, while projects involving [Ukrainian SMEs](#) demonstrate much lower number, [only 201](#), meaning there is a room for improvement and raising capacity of Ukrainian innovation ecosystem.

One of the HORIZON projects was implemented with participation of the EG founding member CIVITTA and its Ukrainian office.

[ALTFInator Capacity-building of the financial ecosystem and its participants for improving innovative SME's access to alternative forms of finance in Europe with focus on SE and CEE](#)

ID: 792040

From: 1 May 2018 to: 30 April 2020

The objective of the project is to design, develop and implement a capacity-building strategy to increase the capacity of the financial ecosystem and its participants in South, Central and Eastern European countries for provision and absorption of alternative forms of...

Coordinated in: Estonia

Programme: H2020-EU.2.

In addition to HORIZON EUROPE, the Digital Europe Programme, the Recovery and Resilience Facility, the Structural funds, to name a few are a part of the long-term EU budget, the Multiannual Financial Framework 2021-2027, in which Ukraine participation would be a higher score for tender applications when submitted by joint EU-UA consortia.

One of the key objectives of ENRICH GLOBAL is a facilitation of projects with an international component set-up along with sharing good practices of the members and their partner network, and offering a pool of potential partners. A dedicated Thematic Group led by G.A.C. and co-led by CIVITTA and SPI aims at reaching the objective. It is viewed as a relevant action to expand the Group with Ukrainian innovation

<sup>35</sup> Source European Commission

ecosystem partners and consequently raise number of joint European projects portfolio of ENRICH GLOBAL, its members and network of the members, and Ukrainian organisations.

The Activity will be performed with the following steps:

**3.1.1. Dedicated project analyst/coordinator for UA integration to Horizon Europe and other pan-European programmes (outsourced position for at least one-year period) or distribution of the role among the members and EG dedicated future staff.**

The Thematic Group EU Projects and Sustainability monitor the HORIZON EUROPE (hereinafter HE) calls with shared responsibility taken by the EG member, SPI for developing a database of suitable HE calls for ENRICH GLOBAL and its members, presented during the Thematic Group meetings and the Board meetings.

EG Objective:

- Share, exchange, and discuss opportunities of cooperation within different funding programmes.
- Support consortium building and brainstorming between members.
- Inform about events and opportunities.

Focus so far has been on Horizon Europe opportunities, namely those that focus on “[international collaboration](#)” (e.g. “international collaboration is encouraged”) => searching for calls within Pillar II (6 clusters), Pillar III and Widening Participation.

At the same time any of the EG members’ inputs to the HE calls database are appreciated.

The overall approach is viewed as a good one, but there is always a place for improvement. Due to the fact that every member of the EG is a successful and dynamic organisation, pretty overloaded with their priority internal activities and respectively with limited human resources, the opportunity designed within EG is progressing at moderate pace (scheduled meetings) without a dedicate staff professional at EG to coordinate the process on weekly basis, as well as pre-facilitating the process of potential consortium building by the EG members.

With understanding that more projects calls could be addressed, also with focus on Ukraine, the Activity suggests to ideally contract a project analyst/coordinator for minimum six-month period, as an outsourced expert:

to monitor on regular basis calls of HORIZON EUROPE, Digital Europe, EC programmes and other pan-European programmes focused on ‘international collaboration’ and support of Ukrainian innovation,

update EG database of calls with relevant highlights,  
timely inform EG members on the opportunities and modality of participation.

Furthermore, when some of the calls are supported by EG members to be jointly applied, he/she helps with selection of Ukrainian partners, developing a database of Ukrainian innovation ecosystem stakeholders.

Outsourcing requires funding; thus, this could be realised only when the respective budget is available. In case of successful fundraising campaign and/or EG budget sufficient due to a number of participating projects (unrestricted funds), EG could afford subcontracting a project analyst/coordinator.

Meanwhile, the solution to consider is to propose a more proactive role from EG members with Ukrainian offices, e.g. CIVITTA Ukraine, surely upon their shared interest and human resources in place.

**3.1.2. Include and facilitate participation of EG members’ affiliate offices and EG Associate members/partners from Ukraine in the ‘EU Projects and Sustainability Thematic Group’ upon their express of interest.**

Participation in the EG Thematic groups is open exclusively for EG members, thus in order to foster partnership development and collaboration with Ukrainian research and innovation ecosystem representatives, activity aims at bringing new participants from Ukraine, organisations admitted by EG members to the Group.

Inclusion of Ukrainian members could build stronger partnerships with international collaboration, broaden EG network better connected with Ukraine, bring more European projects for ENRICH GLOBAL itself and its members with a spill over effect for both European and Ukrainian research and innovation, and raising EG financial capacity with new projects and build its track-record in EU projects implementation. At the same time for Ukrainian organisations it is an opportunity for better integration to the European community, improving their experience in multicultural environment.

Ukrainian participating organisations would ensure proactive search of HE and other European projects calls, promote them for EG members and not excluding their client companies to be shared via the Group and among Ukrainian innovation community.

It is worth mentioning here, that Ukraine research and innovation community lacks experts in proposal writing, while joining to the EG thematic group could become for them a tool for finding support within the EG network as well as learn by doing when joining project consortia.

Though admission to the Group should be performed under trusted recommendations and under EG protocol (if any; otherwise to be developed).

Currently EG has already a pool of Ukrainian potential partners to invite for joining the association. Invitation is advised, as Ukrainian companies do not know about such a possibility and opportunities within the Group. Invitations should be initiated by the organisations following the procedure described on the web site of ENRICH GLOBAL: <https://www.enrich-global.eu/how-to-joins-us/>

#### List of the recommended Ukrainian organisations for inviting:

- [CIVITTA Ukraine](#) (country office of the EG founding member)
- [Zhytomyr Polytechnic State University](#) (associate member of EBN)
- [NGO Agency of European Innovations](#) (member of EG, associated consortium partner of NGI ENRICHES project)
- [Association of Industrial Automation of Ukraine \(APPAU\)/Ukrainian Cluster Alliance](#) (cooperation established with ENRICH USA)
- [Ukrainian Private Equity & Venture Capital Association \(UVCA\)](#) (already introduced to EG President and ENRICH USA, partner in HORIZON-EIC-2022-UKRAINETECH-01 consortium and HORIZON-EIE-2022-Scaleups-Expanding investment ecosystem)
- [Startup Ukraine](#) (introduced to ENRICH in the USA, partner in HORIZON-EIE-2022-Scaleups-Expanding investment ecosystem)

The list is open for suggestions and can be expanded as well as for review and requests for more detailed information on each recommended organisation.

Some of the organisation could be viewed as participating organisations in the Thematic Group EU Projects and Sustainability in future after their approval and admission to EG as members.

#### **Activity 3.2. Delivery of a tailored capacity building training for Ukrainian experts on Horizon Europe and other European projects.**

The ninth multiannual financial framework (MFF) starting in 2021 until 2027, Horizon Europe, aims to be more ambitious and more impact-oriented than its predecessor – Horizon 2020 – and not only on account of the budget being in excess of € 95.5 billion. There are many programmes and initiatives within Horizon Europe for ambitious researchers with ground-breaking ideas and innovative entrepreneurs with state-of-the-art innovations. Besides, the EIC aims at identifying and supporting breakthrough technologies and game-changing innovations with the potential to scale up internationally and become market leaders. It supports all stages of innovation from research and development on the scientific underpinnings of

breakthrough technologies, to validation and demonstration of breakthrough technologies and innovations to meet real world needs, to the development and scaling up of start-ups and small and medium-sized enterprises (SMEs).

These two huge 'platforms' for innovation development and internationalization of SMEs, not naming other quite numerous pan-European programmes are very well known and efficiently used by researchers, start-ups and scale-ups, as well as every other institution and organisation of innovation ecosystems across the EU. While Ukraine is still learning what are these instruments, how they work and how successfully utilise them. It means that overall capacity of business and innovation support ecosystem in Ukraine still requires improvements in knowledge and approaches on programmes' analysis, selection, application, partnerships building, bidding proposals writing for themselves as organisations and their clients.

In the war time Ukrainian innovators and entrepreneurs have been struggling to resist the economic hurdles and finding sources of funding and support to expand to other markets. Pan-European programmes are underexploited source by Ukrainian businesses, mainly they do not know what are they, how successfully select a proper call and how to apply, in other words there is a huge demand for such kind of support.

To help Ukrainian innovation community in meeting the demand from companies, the objective is to deliver a capacity-building support training for a selected pool of Ukrainian business and innovation intermediaries on the EU Projects Essentials.

The EU Projects Essentials training could be proposed by EG and delivered by its founding member EBN. EBN has an extensive hands-on experience in designing and delivering such trainings. Special focus should be made on the Horizon Europe funding instrument and on sharing with Ukrainian experts valuable insights into the novel EU funding instruments, EIC opportunities, and increase their knowledge and skills on finding and applying to EU-funded proposals.

The recommended target audience is project-, admin-, and financial officers and managers primarily from the Ukrainian organisations, who will express interest to join the EG Thematic Group 'EU Projects and Sustainability'. This will enhance new Group members specific and required for participation knowledge and foster mutual collaboration with consequently long-lasting partnerships in future perspective. Though other organisations would be welcome upon recommendations.

This activity requires a dedicated budget for its implantation (total indicative budget TBD), hence the activity has to be addressed and properly promoted during the EG fundraising campaign, and other funding opportunities should be also explored, such as EG partners current projects with similar scope of activities, TA projects in Ukraine etc.

### **Activity 3.3. Information days and brokerage meetings to expand communication with Ukrainian organisations interested in participation in the European programmes.**

Along with the active support from the EG Ukrainian current members and future ones it is essential to raise awareness and improve knowledge among Ukrainian organisations on pan-European programmes.

It is recommended to set up series of information days and brokerage meetings to expand communication and raise knowledge among Ukrainian organisations.

As soon as EG support team is mobilised to coordinate and support the implementation of the Action, it is necessary to organise working meetings with Ukrainian EG members and commonly design the activity.

**Output 4:** Facilitated access for Ukrainian research, technology and businesses looking for internationalisation to the EU and other global markets.

### **Activity 4.1. Support of UA companies with soft-landing on the EU and global markets.**

The activity is to foster collaboration, funding and commercialization support services to Ukrainian start-ups and tech SMEs in the EU and the USA, through the ongoing project of ENRICH USA and the soft-landing services from the EG members in Europe, to maximize their chances to scale globally.



As soft-landing services along with market validation are provided as paid services, the idea of the Activity is to mobilise EG members community and the members themselves to donate free quotas for Ukrainian tech start-ups/scale-ups and clusters for soft-landing package. If at least each organisation providing such services accept one Ukrainian start-up or cluster, it would be a real impact and a case story inspiring other to follow.

The below listed Ukrainian organisations are recommended for collaboration as a source for selection and support of tech start-ups and tech clusters.

**Ukrainian PE& Venture Capital Association (UVCA)** has launched in March 2022 Free Ukraine Foundation and a dedicated Programme “Support Ukrainian start-ups now”, a grant program for IT service companies and tech start-ups from Ukraine. While many other programs target refugees outside the country, “Support Ukrainian start-ups NOW” focuses on those who are staying in Ukraine. Besides grant support, the project attracts partners who could provide consultancy, marketing and other in-kind services to the pool of Ukrainian tech start-ups for free. As of today, the project has received applications from and facilitate in their search of support to **150 tech start-ups/scale ups**. The team of the project is ready for collaboration and will be happy to get new partners from EG network.

**Ukrainian Cluster Alliance (UCA)** was founded on March 24, 2022 on the basis of the Clusters 4 Ukraine initiative, which emerged on the platform of industrial and high-tech sectors Industry 4 Ukraine. The main driving force of the Ukrainian cluster movement in various formats is the Association of Industrial Automation Enterprises of Ukraine (APPAU). UCA is proactively and successfully supports its clusters internationalisation and collaboration. Its members are **32 clusters** from EAM and Aerospace, Textile, Agri-food, Construction, Furniture, IT, Innovation, Creative to name a few and other industries.

One more approach to support Ukrainian tech companies with soft landing services is via the EG proposed fundraising campaign, starting from October 6, 2022 in Philadelphia during Ukraine Innovation Funding Summit. Raised funding for this very activity would help Ukrainian start-ups from UVCA pool and Clusters of UCA to apply for the services on the market, while EG Action could definitely facilitate special prices for Ukrainian applicants.

ENRICH in the USA Project, hosting the event could support the Activity by releasing free quotas for UA tech start-ups from UVCA pool and at the same time fundraise during the event in order to be able to support more candidates and fulfil the requirement of the Project programme.

UVCA, Founder and leader of the Free Ukraine Foundation Andrey Koloduyk has been already introduced to the EG President, Svetlana Klessova with the following f2f meeting in France, and further common meeting with the CEO of the UVCA for discussing opportunities and ways of collaboration, including ENRICH in the USA J-1 Soft landing programme. Introduction of ENRICH in the USA and UVCA, between Andrey Koloduyk and Sebastien Torre was also held, and next steps are to come for designing and establishing common support to Ukrainian tech start-ups.

The activity coordination and communication are necessary, and it is viewed to be performed by the EG dedicated team (as described above): communication coordinator, EG manager, SMM junior expert, under advisory of in-house consultant-to-be Inna Petrenko and with support from the EG President Svetlana Klessova and the ENRICH in the USA project team.

If other ENRICH-family projects could be in the similar way supportive, in case their project design and services provided are at place, the Activity could be expanded to other countries via ENRICH network.

#### **Activity 4.2. Support UA tech start-ups with in-kind acceleration, incubation or consultancy services.**

The recommendation under this activity suggests to improve opportunities for Ukrainian innovative tech companies to interact with main actors of the European innovation ecosystem, create interlinkages and gain access to new markets. Through variety of business advisory services, soft landing support as well as access to financial support, the activity should help to provide help to Ukrainian companies enhancing their



capacity to interact successfully with the European ecosystem actors and take advantage of the European innovation financing instruments and their scaling-up with market expansion.

The activity could support start-ups and scale-ups that may have temporarily relocated to the EU and/or those that continue their current activities in Ukraine. Business intermediary organisations from Ukraine are also welcome to find peers who could support their activities.

It is proposed to enable EG members' networks, including EBN BICs and other EG members' incubators, hubs to support UA tech start-ups with in-kind support: mentoring, marketing, incubation, acceleration programmes via a pool of applications from UA tech start-ups of the Free Ukraine Foundation (UVCA) and cluster collaboration via Ukrainian Cluster Alliance.

Any incubator, hub or centre could accommodate one or two Ukrainian teams, in many cases virtually, to support them with advisory and mentoring services, innovation and business support, grant applications, facilitate access to investors and peer-to-peer networks and access to entrepreneurship ecosystems locally and/or internationally. These can have positive spill over effects for the resilience and scaling of Ukrainian start-ups.

The activity coordination and communication are necessary, and it is viewed to be performed by the EG dedicated team (as described above): communication coordinator, EG manager, SMM junior expert, under advisory of in-house consultant-to-be Inna Petrenko and with support from the EG President Svetlana Klessova, Robert Sanders representing EBN.




















#### NOTICE:

The proposed Activities shall to be viewed as the basis to further develop collaborations with key stakeholders in the EU and Ukraine, including in the field of research and innovation. As soon as dedicated team to support the Activity is mobilised, it is recommended to apply more broader vision and where the opportunity arise to develop other activities, especially with focus to research and innovation, as Ukraine has a huge potential though there are still many bottlenecks to overcome.

TIMELINE OF ACTIVITIES <sup>36</sup>		2022				2023											
	Milestone recommended optimal scenario	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<b>Output 1</b>																	
Activity 1.1.: Support UA consultants relocated to EU countries with service contracts/job offers from EG members and their partners in the EU																	
1.1.1. Development of EG as an umbrella association and its role in coordination of the Action by hiring a dedicated manager, with the given priority to a Ukrainian candidate.																	
1.1.2. Contracting a dedicated communication coordinator as an outsourced expert with at least 6 months contract to deliver Output 1, contributing to Outcome 2.																	
1.1.3. Contracting a junior SMM communication expert to support the EG dedicated communication team for building awareness of EG Support UA innovation initiative in digital media and other related activities/projects of EG.																	
1.1.4. Develop dedicated subpage on EG website to Lighthouse initiative with an initial list of UA innovation and project experts and regular updates on the Action implementation.																	
1.1.5. Link the Action subpage to PROUA job portal with a dedicated EG page for further coordination of UA experts' validation and data base development.																	
1.2. Developing roster of experts for ENRICH GLOBAL.																	
<b>Output 2</b>																	
2.1. Fundraising via dedicated events of the EG members and ENRICH network.																	
2.1.1. Elaborated agenda of the events of EG members and partners where EG Action to be presented for raising funds.																	
2.1.2. Promotion of the Action and raising funds for its implementation at the events.																	
2.1.3. Piloting fundraising campaign at the ENRICH USA 'Ukraine Day / Ukraine Innovation Funding Summit', 6th of October 2022.																	
<b>Output 3</b>																	
3.1. Monitoring and analysis of Horizon Europe, Digital Europe and other relevant pan-European programmes for open calls where specific attentions is addressed to Ukraine with further development of tender applications by EU-UA consortiums.																	
3.1.1. (a) Dedicated project analyst/coordinator for UA integration to Horizon Europe and other pan-European programmes (outsourced position for at least one-year period) or (b) distribution of the role among the members and EG dedicated future staff.			b)			a)											
3.1.2. Include and facilitate participation of EG members' affiliate offices and EG Associate members/partners from Ukraine in the 'EU Projects and Sustainability Thematic Group' upon their express of interest.																	
3.2. Delivery of a tailored capacity building training for Ukrainian experts on Horizon Europe/Digital Europe analytics.																	
3.3. Information days and brokerage meetings to expand communication with Ukrainian organisations interested in participation in the European programmes.																	
<b>Output 4</b>																	
4.1. Support of UA companies with soft-landing on the EU and global markets.																	
4.2. Support UA tech start-ups with in-kind acceleration, incubation or consultancy services.																	

<sup>36</sup> The timeline is indicative, and depends on funding availability, as well as dedicated team/staff in place.

## \ PRIORITISING TASKS PERFORMANCE

	Activities		
	 Top priority  Second next  Moderate		
<b>Output 1</b>			<b>Recommended terms</b>
Activity 1.1.: Support UA consultants relocated to EU countries with service contracts/job offers from EG members and their partners in the EU			
1.2.1.	Development of EG as an umbrella association and its role in coordination of the Action by <a href="#">hiring a dedicated manager</a> , with the given priority to a Ukrainian candidate.		Mid of Oct. 2022
1.2.2.	Contracting a <a href="#">dedicated communication coordinator</a> as an outsourced expert with at least 6 months contract to deliver Output 1, contributing to Outcome 2.		Early Nov. 2022
1.2.3.	Contracting a <a href="#">junior SMM communication expert</a> to support the EG dedicated communication team for building awareness of EG Support UA innovation initiative in digital media and other related activities/projects of EG.		Jan. 2023
1.2.4.	Develop <a href="#">dedicated subpage on EG website</a> to Lighthouse initiative with an initial list of UA innovation and project experts and regular updates on the Action implementation.		Jan. 2023
1.2.5.	Link the Action subpage to <a href="#">PROUA job portal</a> with a dedicated EG page for further coordination of UA experts' validation and data base development.		June 2023
1.3.	Developing <a href="#">roster of experts for ENRICH GLOBAL</a> .		Nov. 2023
<b>Output 2</b>			
2.2. Fundraising via dedicated events of the EG members and ENRICH network.			
2.2.1.	<a href="#">Elaborated agenda</a> of the events of EG members and partners where EG Action to be presented for raising funds.		First draft, Nov. 2022
2.2.2.	<a href="#">Promotion</a> of the Action and <a href="#">raising funds</a> for its implementation at the events.		According to 2.2.1.
2.2.3.	<a href="#">Piloting fundraising campaign</a> at the ENRICH USA 'Ukraine Day / Ukraine Innovation Funding Summit', 6th of October 2022.		Delivery Oct. 6 <sup>th</sup> 2022
<b>Output 3</b>			
3.1. Monitoring and analysis of Horizon Europe, Digital Europe and other relevant pan-European programmes for open calls where specific attentions is addressed to Ukraine with further development of tender applications by EU-UA consortiums.			
3.1.1.	(a) <a href="#">Dedicated project analyst/coordinator</a> for UA integration to Horizon Europe and other pan-European programmes (outsourced position for at least one-year period) or (b) <a href="#">distribution of the role among the members</a> and EG dedicated future staff.	 	(a) Mar. 2023 (b) Start in Oct. 2022
3.1.2.	Include and facilitate <a href="#">participation</a> of EG members' affiliate offices and EG Associate <a href="#">members/partners from Ukraine</a> in the 'EU Projects and Sustainability Thematic Group' upon their express of interest.		Start in Oct. 2022
3.2.	Delivery of a <a href="#">tailored capacity building training for Ukrainian experts</a> on Horizon Europe/Digital Europe analytics.		April 2023
<b>Output 4</b>			
4.1.	Support of UA companies with <a href="#">soft-landing</a> on the EU and global markets.		Start in Oct. 2022
4.2.	Support UA tech start-ups with <a href="#">in-kind acceleration, incubation or consultancy services</a> .		Start Jan. 2023
Overall coordination and development of the activity by Inna Petrenko upon approval of EG by contracting as <a href="#">EG inhouse consultants</a>			Early Oct. 2022

## CHAPTER

**ANNEXES. NOT FOR PUBLICATION**

The annexes are confidential and available exclusively for EG members and, upon request, those who provide donations. They include resource allocation and CVs of currently identified Ukrainian displaced specialists.