



UKRAINIAN
CLUSTER
ALLIANCE



INTERNATIONAL
RENAISSANCE
FOUNDATION



MOVING FORWARD
TOGETHER

BUILDING STRONG INDUSTRIAL ECOSYSTEMS IN UKRAINE

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Foreword

The war between Russia and Ukraine is now in its third year. Ukraine is paying the highest price in defending the front for Europe and the entire democratic world. We believe in our Victory, although we do not know when it will come. However, we know that by uniting with the Western world, we will win faster and save more human lives. Together – we are stronger.

As a leading association of Ukrainian clusters, the Ukrainian Cluster Alliance also understands well that it is difficult to plan for the future in conditions of uncertainty. However, our current Resilience and future Recovery are only possible with strategic planning, concrete programs, and projects in key economic sectors. After all, it is impossible to win on the military front without economic resilience.

The Ukrainian government began an ambitious plan for Ukraine's Reconstruction in June 2022, now with many updates and various versions. However, the principal directions for reconstructing destroyed regions are clear, addressing key **economic challenges in energy, infrastructure, construction, manufacturing, and logistics**. The total sum of the recovery programs ranges from 100 to 300 billion US dollars, and they will be implemented with partners from the USA and the EU. In the context of these extensive programs, UCA also mobilizes clusters to assist government organizations and steps onto the stage of significant reconstruction with its programs and projects.

UCA is positioned as a leading clusters association that supports the twin transition

(digital and green) of small and medium-sized enterprises (SMEs) and their innovative development. Accordingly, our project portfolio focuses on developing innovative industrial ecosystems at regional and sectoral levels.

We believe in the power of clusters to build resilient and innovative value-creation chains. Today, we restore these chains within countries and connect them with our EU partners. We actively promote the idea of **integrated value-creation chains and ecosystems between Ukraine and the European Union**. UCA is the spokesperson for this strategy among our clusters in Ukraine.

The list of UCA's prepared Recovery projects exceeds 50, and this brochure mentions 20 leading projects and programs in which our EU partners can participate. In the initial stages of planning and developing new projects, we propose three big new programs – **Clusters4Defense, Clusters4Energy, and Clusters4Reskills**.

The last two years have shown great support and solidarity from EU and US partners regarding UCA clusters and their members. Our program, **Professionals4Ukraine**, has become the primary mechanism for supporting the development of bi- or multilateral levels. Therefore, thanks to this experience and a new level of relations, we will be able to realize our ambitions and plans for the proposed projects. Clusters have tremendous economic resilience and recovery potential, which has already been proven in the EU and other developed countries worldwide. Let's do it together in Ukraine.

Oleksandr Yurchak,
Executive director of UCA

About the Ukrainian Cluster Alliance

The Ukrainian Cluster Alliance (UCA), clusters.org.ua – is a leading national association in Ukraine that brings together 40 cluster organizations representing various industries and regions of Ukraine. UCA was established in March 2022 as a response by the Ukrainian cluster community to the challenges posed by the war. Today, united into a well-structured organization, the clusters have become more resilient, more motivated, and more strategically oriented towards sustainable development and integration into the European cluster network. From 2022 to 2024, UCA implemented over 70 different measures at both international and national levels aimed at internationalizing clusters, developing their organizational capacity, innovative fundraising, advocacy, and lobbying, etc.

Key results of UCA's activities in 2022–2024:

- **Growth of UCA.** Today, UCA unites 40 organizations: clusters, and those who actively support cluster development in both categories – actual and associated members. Thanks to donor support and to partners, the UCA budget grows by 50% annually.
- **Internationalization.** UCA has more than 20 partnerships with organizations from the EU and the USA and it is a member of the European Cluster Alliance. The Professionals4Ukraine program, created in 2022, now unites about 30 ambassadors from 17 EU and USA countries. In 2024, 5 UCA clusters, and UCA as an organization itself, entered a consortium – winners of the European competition for European Digital Innovation Hubs (EDIH).
- **Organizational Capability.** UCA has established systematic servicing of

young clusters, offering them a range of shared services. These include fundraising, networking and matchmaking, training, and experience sharing among cluster managers, internationalization, certification of clusters according to the European ESCA standard, etc.

- **Fundraising.** In 2 years, UCA has established servicing and engagement in innovative fundraising for about 100 SMEs, with a funding volume of more than 2 million euros. UCA clusters have entered 4 new projects with Horizon Europe and Digital Europe programs. UCA clusters implement 15–20 projects annually with the support of major international donors in Ukraine, such as GIZ, UNDP, UNIDO, and USAID.
- **Advocacy and Lobbying** – more than 10 strategy projects, policies, and analytical reports proposed to the Government and regional authorities.
- **Support for the Armed Forces of Ukraine.** UCA has created a special Resource Center "twin-Use Technologies" which closely cooperates with the relevant Ministries and the Armed Forces of Ukraine in supporting the defense industrial complex. Donations from UCA clusters over 2 years exceed 3 million euros. UCA clusters have proven that they can help both their members, SMEs, and entire economic sectors at regional and industry levels.

Ukrainian clusters are becoming important actors in economic stability, drivers of innovative development among SMEs, and reliable partners of the government, territorial communities, and business in supporting critical infrastructure and critical sectors, as well as in planning recovery programs. UCA is organized as a structure with common

resource centers (sectoral and inter-sectoral levels) and Expert Committees involved in policy making.

Today, these structural units include:

- **Sectoral RCs:** Agri-food Industry, Healthcare
- **Inter-sectoral RCs:** Smart.Industry, Smart.City, Dual-Use
- **Coordination Center:** Professionals4Ukraine
- **Committees:** Innovative and Cluster Policy, twin (digital and green) Transition

UCA is open for cooperation with government organizations, regional authorities, local self-governments, foreign clusters and cluster associations, international organizations, and donors, industry business associations, and other structures interested in the development of Ukrainian clusters. Our cooperation is based on the understanding that the Reconstruction of Ukraine requires massive mobilization of resources from many countries, effective coordination, and harmonious actions in dozens of different programs and projects, depending on the economic sectors.

**For more information, visit
www.clusters.org.ua.**

Clusters as Orchestrators of Industrial Ecosystems

According to UCA's vision, innovative clusters play a crucial role as **orchestrators in the twin digital and green transition of industrial SMEs** (see Fig. 1).

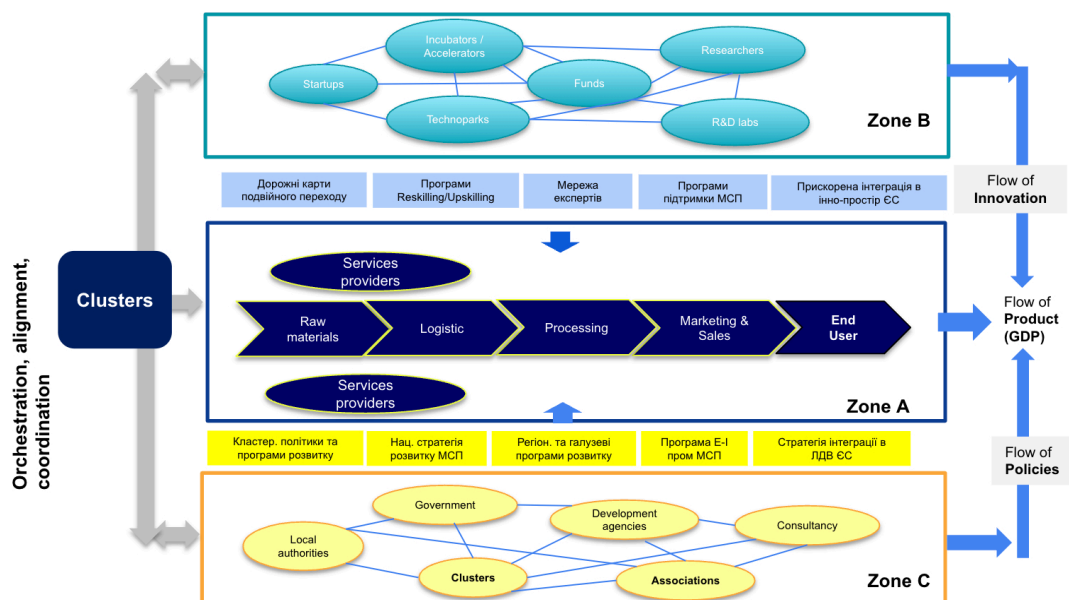


Figure 1. Positioning Clusters as Orchestrators of Industrial Ecosystems

However, the role of critical coordinators within value creation chains heavily depends on their natural, deep integration with innovative ecosystems (Zone B, Fig. 1) and the proper balancing of forces and interaction with other institutions – regulators and policy-makers (Zone C, Fig. 1). Effective industrial policy tools, including those concerning innovations and the twin transition, typically come from solid institutions.

Since 2016, clusters in Ukraine have experienced several periods of discussion at the central government level regarding policy tools and strategies. However, effective instruments still need to be improved. Clusters and other business communities are mobilizing to help government bodies improve the processes and quality of policies.

The cluster proposals are clearly defined in the National Economic Strategy 2030, where our key priorities include the following:

A. Necessary Instruments

- Special incentives for accelerating the twin transition, primarily for industrial end-users, SMEs.
- Special support programs for SME requalification/retraining must be clear and reflected in specific programs for SMEs in the target sector.
- Innovative development tools – an integrated and interacting network of certified experts; a network of Competence and Support Centers for SMEs, such as EDIHs; incubators and accelerators, testbeds, and joint

research centers that support target sectors.

- Powerful export and internationalization programs that support SMEs, especially for the high-tech industrial segment, which has suffered the most since 2014.

B. Necessary Institutions

- Strong government agencies with a clear focus on developing Industry 4.0–5.0 and agencies dedicated to developing target sectors are key components, as all stakeholders struggle with a lack of coordination and policy.
- The State should also consider the network of innovative clusters and leading business associations a key element in improving all relevant national policies, including industrial, digital, innovative, regional, and smart specialization.

Clusters can play a leading role in strategies for the development and support of SMEs. The current state regarding all the above-mentioned elements is quite unsatisfactory. The lack of effective industrial policy is the number one reason why Ukraine has experienced **strong deindustrialization** over the last decade. Manufacturing has reduced to 11% of the national GDP, half as much as in Eastern European countries such as Poland, Slovakia, or the Czech Republic.

That's why UCA has developed its vision for the transition to Industry 5.0, which takes into account the mentioned challenges. Fig. 2 displays the main elements of the framework policy regarding the necessary tools and development support programs for SMEs. Most of the projects proposed further in this document are directly related to this strategic approach.

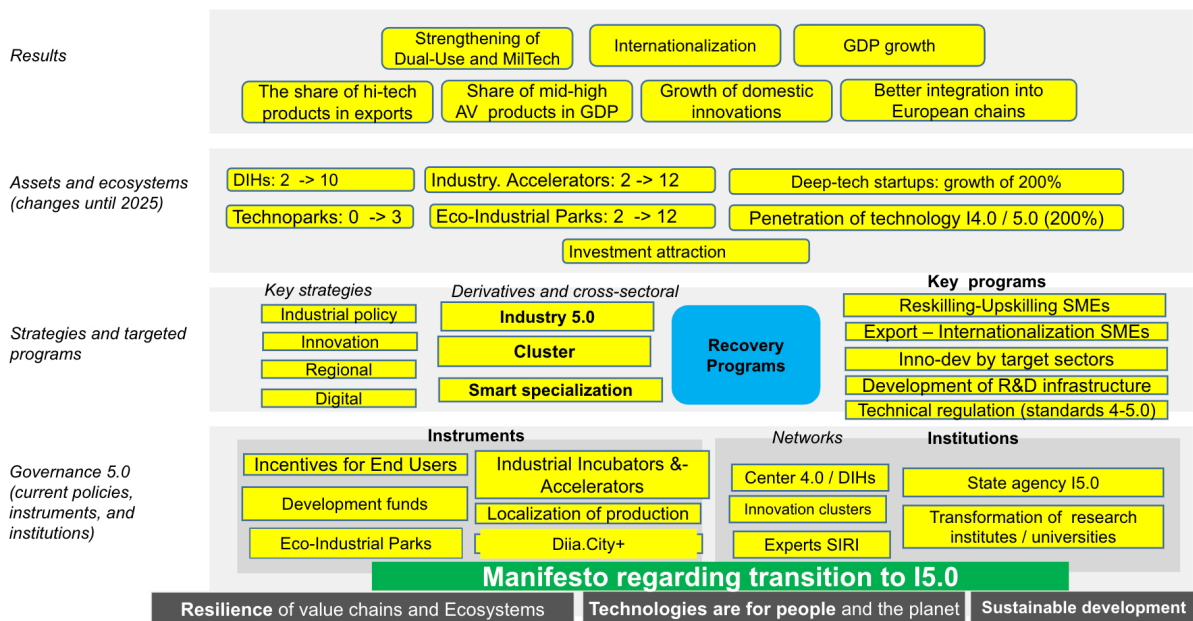


Figure 2. Industry 5.0 Policy Framework Proposed by UCA

New Challenges of the War in Ukraine

The war caught Ukraine at a transitional moment – from over a decade of deindustrialization to a new economic arrangement. The National Economic Strategy, adopted by the Cabinet of Ministers of Ukraine in 2021, envisioned a series of measures to include tools aimed at developing a new, modern industry, defense complex, and new sectors of the service economy. However, the war truly hindered their launch. Consequently, the war immediately deepened negative phenomena in Ukraine even before 2022. These include a low level of economic sector clustering and weak value-added chains. Industrial SMEs are lagging in most areas of the twin transition. There is a brain drain from manufacturing segments to emigration or the IT industry and gaps between science and business, among other things.

In response to these challenges, the Cabinet of Ministers of Ukraine initiated a series of measures in 2022. Programs were launched to support small and medium-sized businesses, including export internationalization. A record budget was directed at twin-use and defense technologies, and numerous grant programs began to refocus on providing greater support to the real sectors of the economy.

The European Union provides significant support, including for the support of the country's cluster movement. Thanks to them, in 2024 alone, cluster participants gained access to new support programs.

- **200 innovative startups and SMEs** – Seed of Bravery (Ukrainian Startup Fund, €20 million)
- **1,500 SMEs in internationalization** – Business Bridge (€3 million)
- **Support for cooperation between Ukrainian and European clusters** – EU-Ukraine Cluster Partnership (6 consortia, €3 million)

- **12 European Digital Innovation Hubs** (€4.5 million)

However, the real challenge lies in the scale, focus, consistency, and integration of all support measures needed to address both old and new challenges. UCA is grounded in these principles, integrating them into long-term strategies and approaches that counteract the fragmentation, weak coordination, and lack of strategic focus on key challenges, which are all too common today. Specifically, the new challenges addressed by UCA clusters in their projects include:

- **Energy transformation** due to the destruction of the country's energy sector.
- **Strengthening the Dual-Use/MilTech sectors** is important for obvious reasons.
- **The workforce crisis** has become the number one issue for many businesses (due to the mobilization of men into the army and other losses of human capital).
- **Deepening lagging of Ukrainian SMEs** in the twin (digital and green) transition.
- **Systemic long-term support for the cluster movement in the country** is especially critical for the above-mentioned energy and defense sectors.

In its project proposals to European partners, UCA considers these challenges priorities. The effectiveness with which clusters, alongside other business communities, can respond to these new and old challenges, find resources, and mobilize them will determine the resilience of our economy, the support for our armed forces, and ultimately, our victory.

UCA Project Portfolio as a Response to Challenges

The UCA project portfolio includes over 50 projects spanning ecosystems, manufacturing, and infrastructure. This portfolio consists of inter-cluster collaboration projects jointly produced by Resource Centers, Committees, the Executive Directorate, or a group of clusters. According to UCA's guidelines, joint projects must align with the interests of at least three UCA clusters, with significant results for

many UCA clusters. The entire portfolio is managed – recorded, organized, and with select projects executed – by the UCA Project Office. The portfolio is updated as the situation evolves and new projects or opportunities arise.

The current portfolio of key projects is presented in Figure 3.

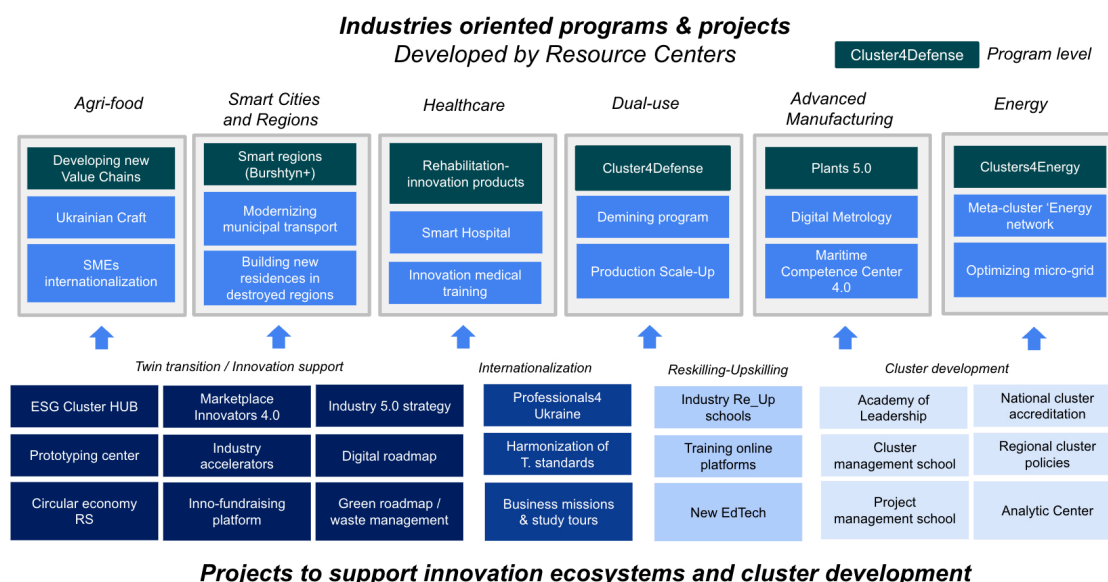


Figure 3. UCA Project Portfolio, August 2024

As outlined, the portfolio covers six industry sectors (18 projects) and four areas of ecosystem development (21 projects), which are common to most clusters:

- **Twin Transition**
- **Internationalization**
- **Reskilling and Workforce Development**
- **Cluster Development – Policies, Strategies, and Standards, Training**

This distribution reflects the current expertise within UCA, the capabilities of individual units and clusters, and our strategic response to the country's challenges.

Long-term International Cooperation Programs

According to the UCA 2024 strategy, the main focus of joint efforts is gradually shifting toward three key initiatives:

- **Clusters4Defense** – a strategic initiative focused on integrating European and Ukrainian clusters in dual-use technologies.
- **Clusters4Energy** – similarly focused but in the energy sector.
- **Clusters4Reskills** – centered on reskilling and retraining personnel.

All these new initiatives emerged in 2024 as clusters responded to new challenges. They are being developed into independent programs, with appropriate content provided by Resource Centers and Committees, and efforts are being made to find suitable cooperation mechanisms both in Ukraine and with international partners.

The first of these, **Clusters4Defense**, has already been discussed within the "Dual-Use Technologies" Resource Center and is scheduled for official launch at the end of August 2024. It clearly outlines the challenges that clusters and their participants face in this field, the goals, objectives, directions of action, and possible cooperation mechanisms – including through the European Cluster Collaboration Platform (ECCP), as well as the benefits for international clusters.

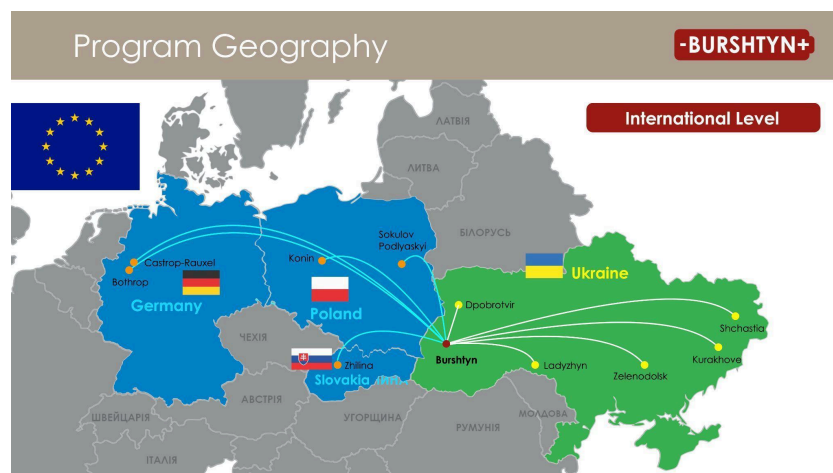
Similarly, the other two initiatives are planned to be introduced at the Rebuild Ukraine conference in Warsaw on November 13–14.

Key Programs and Projects by Industry

Many programs and projects of UCA have been developed by Resource Centers (see Fig. 3), with the most representative and visionary ones presented below according to sectoral criteria:

Agri-food Industry The project for developing new agri-food processing sectors was initiated in 2022 by the U-Food Association. In 2023, the project was presented at the Clusters meet Regions forum in Košice and received a grant from GIZ-Ukraine. This project involves a comprehensive analysis of value-added chains in eight food industry sectors, with proposals for attracting investments in processing. The project also expanded the Analytical Center (jointly with the Institute of Agricultural Policy) since high-quality analytics are crucial for making informed decisions by investors. As a result, the experience and expertise gained can easily be scaled to other food processing sectors. UCA plans to expand the project into a special program to support Ukraine's processing industries.

Smart Cities and Regions "Burshchyn+" is the first comprehensive transformation program within UCA, thoroughly developed at the project level, involving interaction with communities and the participation of five local clusters. The program is aimed at transforming the single-profile area around the Burshtyn Thermal Power Plant. The program's total cost is about 10 million euros, and it includes specific areas of action, such as projects in alternative energy, green transport, and social sector transformation. In 2023, "Burshchyn+" applied for the Interreg Europe program with Polish and German partners. In 2024, consortium participants from the communities of Khmelnytskyi and Ivano-Frankivsk regions received a grant from the Visegrád Fund and began implementing part of the "Burshchyn+" program, focusing on studying the best international practices.



Healthcare

The Resource Center's Medical Clusters projects primarily address the growing challenges in the healthcare sector that the war has exacerbated. These include the increase in injuries, the number of people with disabilities, migration, deteriorating access to medical care, and the reduction in both the availability and training of medical personnel. Consequently, the focus is on developing innovative healthcare ecosystems. In 2024, the Rivne Interregional Medical Cluster, in collaboration with 25 partners from 12 regions of Europe, launched the PRECISEU project – a five-year, €23 million initiative to create innovative health valleys to bring advancements in diagnostics and treatment.

In terms of medical training innovations, notable projects include the “Virtual Hospital for Students”, which is currently being implemented by the Medical Innovation Cluster in collaboration with the Askep Medical Information System, as well as the “Digitization of Preoperative Planning,” which is being carried out by the “ProMedVir” Cluster. The Lviv Medical Business Cluster, with the support of GIZ, has launched a medical check-up platform, and the Rivne Interregional Medical Cluster is conducting BLS training according to European ERC standards (with plans to develop virtual simulation training).



Photo 2: All PRECISEU project partners.

Dual-Use Technologies

As part of the Clusters4Defense program, UCA is preparing a detailed list of joint projects from the Dual-Use Resource Center. Some projects, such as a comprehensive program aimed at scaling up and increasing production volumes, focus on the accelerated digitalization of defense industry enterprises. In Ukraine, many advanced technologies are available that fully cover the entire product and manufacturing lifecycle, allowing for significant cycle time reductions while simultaneously scaling up production. These technologies include:

- **PDM/PLM – CAD/CAM/CAE and additive technologies** in design and production preparation.
- **Modern automation systems, robotics, and CNC** for significantly increase productivity and quality.
- **Manufacturing Execution Systems (MES) and Advanced Planning and Scheduling (APS)** for scaling, standardization, and flexible planning in highly turbulent conditions.

The project's idea is to launch and implement a systematic, comprehensive 3-year roadmap for the digitalization of the defense industry, supported by relevant vendors, Ukrainian developers, and integrators.



Photo 2. The Ukrainian delegation from the Dual-Use Resource Center at the "Quantum Technologies and Defense" forum during the international event in Warsaw, March 2024.

Energy Sector

The creation of the meta-cluster "Network of Energy Clusters" between Ukraine and Eastern European countries is a project submitted to the European Commission's EU-Ukraine Clusters Partnership competition. It involves UCA with 5 clusters, associated partners, and clusters from Slovakia, Poland, Romania, and Spain. The results of the competition will be announced in September. The idea of the meta-cluster is to develop and

implement a unified roadmap for the development of autonomous, energy-independent communities based on standardized methodologies and standards, where local clusters are positioned as reliable partners and service providers for community needs. In June 2024, UCA decided to unify Ukrainian energy-related clusters into a single Resource Center of the same name. This center includes 5 clusters and 4 associations of research and expert organizations.

Advanced Manufacturing

The concept of Industry 5.0 factories, highly adapted to Ukrainian realities, remains the most in-demand project of APPAU, the leader of Ukrainian Industry 4.0–5.0. According to numerous experts, leading economists, and industrial block deputies of the Verkhovna Rada, the Ukrainian economy will require at least 500 new-generation factories during the recovery period. However, Ukraine can no longer rely on old competitive advantages such as cheap energy, cheap labor, and cheap raw materials. The war has changed

everything—therefore, it's time to change approaches to the vision of such new processing enterprises. Similar to how Germany launched its Industry 4.0 concept in 2011 or China launched its Made in China 2025 program in 2014, Ukraine needs to develop its own vision of new-generation factories, which will not be mere copies of German or Chinese factories but will be maximally adapted to the new Ukrainian realities. APPAU is open to proposals from foreign partners regarding possible forms of cooperation.



Photo 3. In July 2023, 26 UCA clusters signed a Manifesto on the transition to Industry 5.0.

Ecosystem Projects

Twin Transition of Industrial SMEs

This category has the largest number of projects (9 in Fig. 3)—historically due to the 8-year experience of implementing Industry 4.0 projects by APPAU. Most of these strategic initiatives have already been realized as pilot projects, and within the UCA's overall portfolio, the focus is on scaling them up or expanding them to national or international levels. Among the most interesting and ready-to-scale projects are:

- **Creation of Digital transformation Roadmaps by Industry.**
APPAU already has experience creating similar roadmaps for the railway operator "Ukrzaliznytsia" (2019), partially in the Agro-Processing sector (2020), and in 2024 began a joint project with the "Ukrlegprom" association with the support of UNDP. The project involves creating digital maturity diagnostic tools for SMEs, which will be integrated into the Diia.Business. The business portal and separate elements are used to assess readiness for the green transition. Such projects, built on unified methodologies, are easy to scale to other industries. The need for this is enormous, as no industry in Ukraine today has its own digital or twin transition strategy.
- **Creation of a Network of Collective Prototyping Centers.**
This is another strategic, though delayed, project with huge market demand. The idea of such centers is to create laboratories and testbeds with the appropriate infrastructure for conducting innovative experiments and testing prototypes of innovative products and solutions. Such centers, if used collectively, could drastically

accelerate development times and significantly reduce the time and cost for hundreds of Ukrainian developers. The first such centers appear at technical universities in Kyiv, Odessa, Lviv, and Dnipro. UCA proposes a concept where such centers will be maximally standardized, brought to uniform efficiency standards, and integrated into EDIH/DIH structures with maximum use of the experience already gained in EU countries.

- **ESG Cluster Hub**
This is a digital platform for implementing effective green transition strategies by clusters and eco-industrial parks. The platform provides numerous SMEs with access to new products, available green certificates, and thereby facilitates their access to new green financing opportunities. The platform is based on Data Space and blockchain technologies. The demand for green certificates in Ukraine is rapidly growing, as this is a requirement for all EU manufacturers, and several Ukrainian exporters have already encountered this need.

Internationalization

International cooperation has been and remains one of the top three priorities for UCA since its inception. Over the past 2.5 years, UCA clusters have participated in dozens of international events, signed memorandums with over 20 countries, and formed numerous new consortia. Among UCA's key projects in this area are:

- **Professionals4Ukraine** – A program aimed at developing a network of ambassadors from various professional communities (not just

clusters) ready to assist Ukrainian clusters and their members during the war. Essentially, this is a new mechanism for UCA cluster internationalization, which UCA ranks as the most effective. The program was created in June 2022 and now includes around 30 professionals from 17 countries worldwide. Ambassadors in the Professionals4Ukraine network support UCA in various ways, including participation in international conferences and exhibitions, invitations to join consortia in European programs, direct sponsorship, organization of business missions to EU countries, consultations, and mentorship. From February 2024 to October 2024, the program is supported by the ClusterINT project, funded by the "Renaissance" Foundation. The program requires further donor support.

- **Harmonization of IEC/ISO Technical Standards** – The aCampus project, carried out by APPAU in 2020, prepared five international Industry 4.0 standards for introduction to the Ukrainian market. A group of 12

experts translated five IEC/ISO standards over six months, produced 10 white papers and analytical reports, organized the materials on a dedicated website, and conducted a series of educational webinars, seminars, and conferences with industry stakeholders. Such projects can be easily scaled and, with government and donor support, could evolve into a separate program to prepare Ukrainian industries for integration into the EU in the area of technical regulation. The lag in this area for many sectors remains significant and directly impacts the twin transition of SMEs.

- **Organization of Business Missions and Study Tours** – This is another priority project for the internationalization of Ukrainian clusters. These missions, supported by projects with GIZ-Ukraine, the Czech and Polish governments, and partners in 2022–2023, have proven to be one of the most effective methods for Ukrainian clusters. UCA also organizes business missions and study tours for foreign partners to Ukraine.



Photo 3. Participants of the "Sustainable Regional Development" conference, involving Polish and German clusters, Lviv, 2023.

Reskilling – Upskilling

As the workforce crisis deepens, UCA is increasingly focusing on developing its own proposals and projects. Among the top initiatives are:

- **Industry Re_Up School** – A project aimed at unifying, standardizing, and scaling the best practices already accumulated by UCA clusters to other regions and industries. This includes the development of sector-specific training schools for operators and technical personnel of SMEs, where significant experience has already been gained by clusters such as Kharkiv-IT, UAM, Podil Fashion Cluster, Rivne MMC (TakMed), and the Ukrainian Maritime Cluster. There is also extensive experience in Kyiv's DIHs and APPAU. The project involves creating unified methodologies and testing them in three new industry sectors.
- **Training Platform Online** – Similar to the previous initiative, this project aims to create online platforms and utilize digital tools and technologies (such as AR/VR) in medicine and engineering.

Cluster Development

The projects presented in this program focus on improving clusters' organizational capabilities and enhancing the level of cluster management and leadership. All projects can be broadly divided into two directions: **Talent Development within Clusters** and **Development of Cluster Organizations**. Below are brief descriptions of the six most prioritized projects:

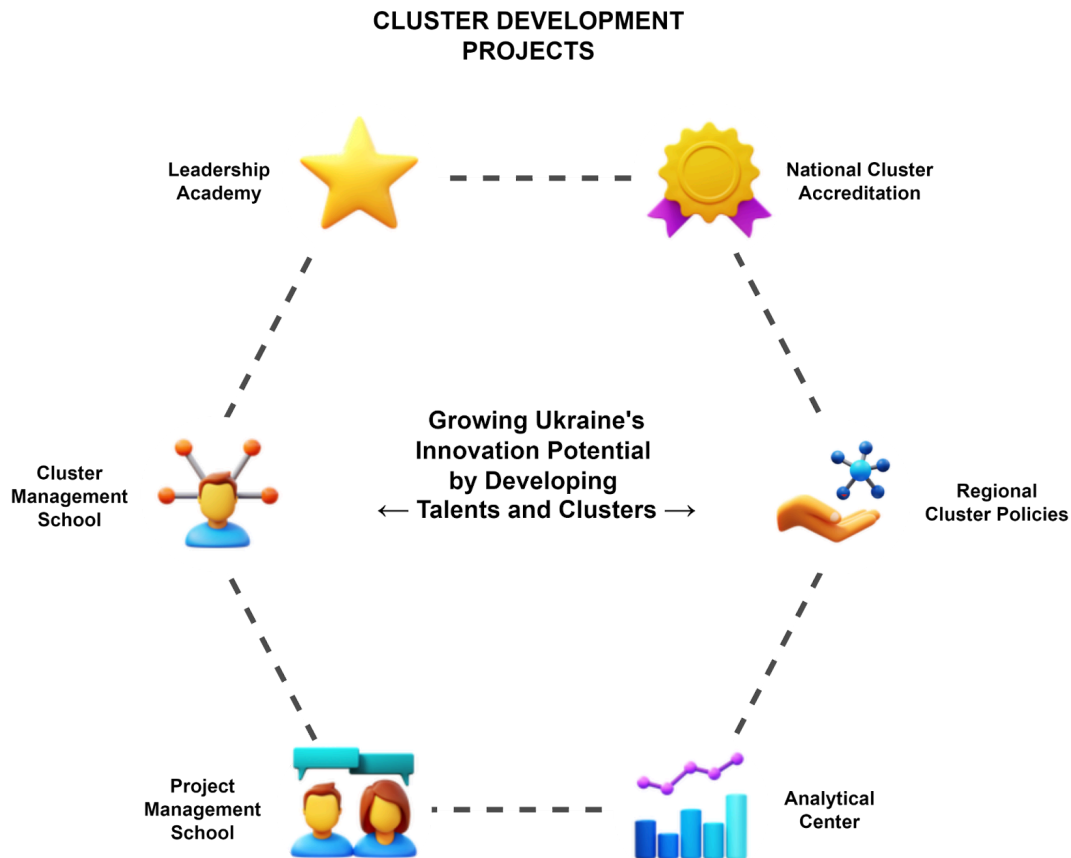
- **Leadership Academy** – This is a framework program for all UCA's training and methodological projects aimed at preparing cluster managers. It offers periodic courses for experienced managers who need to develop leadership skills and qualities.

The program aims to enhance the capacity of cluster leaders as agents of change in the context of Ukraine's sustainable recovery and SMEs' twin "green" and digital transition.

- **Cluster Management School** – With the continuous emergence of new clusters and cluster initiatives in Ukraine, there is a pressing need for a school for cluster coordinators to operate continuously. Future plans include building training programs by national and European cluster accreditation criteria.
- **Project Management School** – UCA clusters (like most Ukrainian clusters) require qualified project managers capable of coordinating projects throughout their entire lifecycle – from concept development and writing grant/investment applications to implementation and completion. This project aims to address this need by creating training programs for project managers focused on the specific needs of cluster work.
- **Cluster Accreditation** – In collaboration with the Ministry of Economy, UCA is preparing a system for accrediting clusters according to European standards of cluster management quality and compliance with national policies (currently under development).
- **Regional Cluster Policies** – This project aims to create and launch regional cluster development programs in selected pilot regions of Ukraine (with the prospect of further scaling). The idea is to involve Regional Development Agencies (RDAs) in the joint development and implementation of regional cluster programs and local administrations, municipalities, and expert communities through them.
- **Analytical Center** – A network of teams of analysts and experts whose main areas of work include market

analysis and value-added chains by sectors and industries, analysis of opportunities and threats for clusters when integrating into European value

chains, and assessment of the effectiveness of national and regional cluster development programs.



Partnership Proposals and Opportunities

UCA invites all stakeholders supporting the cluster movement to partner in the implementation of these programs and projects.

1. **For Governmental Organizations, Regional Authorities, and Local Communities:**
UCA offers support in developing regulatory frameworks, programs, and strategies related to cluster development as tools for economic, regional, and innovative development and integration into European value chains.

2. **For International Donor Organizations:**
UCA provides extensive access to a database of developed projects – both completed and new project proposals. It also offers recommendations and support in selecting projects, clusters, or their participants according to donor programs' priorities.
3. **For Partners – Foreign Clusters:**
UCA offers collaboration in consortia to implement large-scale projects in Ukraine. Our clusters are also ready to join consortia for pan-European projects.

Key Features and Advantages of Partnering with UCA:

- One of the best experts in Ukraine in key areas of specialization, including the twin transition of SMEs, innovations in manufacturing sectors, and strengthening value chains.
- A large pool of experts across various sectors and activities.
- Systematic approaches and methodologies for project

management that comply with European norms and standards.

- A high level of integration into the EU, including through the Professionals4Ukraine ambassador network.

**We look forward to collaborating with you.
Please contact us at info@clusters.org.ua.**



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