

# Terms of Reference

## Export promotion training

### Ukraine

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Project: Export promotion training apparel Ukraine

#### 1. Introduction

The Centre for the Promotion of Imports from developing countries (CBI), contributes to sustainable economic development in developing countries through the expansion of exports from these countries. CBI strengthens the competitive capacity of small and medium size exporters and producers, helps business support organisations in developing countries, involves importers and informs and influences policy makers.

Ukraine is not considered to be a developing country by the Dutch government. As a consequence, the country is not on the regular list with countries that are eligible for CBI support. Nevertheless, the CBI has been engaged in Ukraine in recent years through assignments from the European Commission and the Dutch embassy in Kyiv.

These experience have given us a good impression on the country's economic potential, but also on the many challenges it faces. It has contributed to the believe of CBI's added value in the process of unlocking this potential.

#### 2. Background

In 2015, CBI conducted several Value Chain studies with the aim to identify the value chains with a high export potential to the European Union, and moreover, to identify the main constraints that currently hamper exports from these value chains.

Apparel and Footwear are amongst the value chains that are considered as having a high export potential. From our studies it become apparent that there is insufficient awareness amongst Ukrainian SMEs of what it actually requires to be able to export, and even the companies who do know this, have a substantial lack of export marketing strategy and skills.

With the aim to build on the findings of the value chain studies by offering technical assistance to the Ukrainian Apparel and Footwear sectors, the Dutch embassy has asked CBI again to offer its expertise.

### 3. Purpose

The general purpose of this project is to promote export from Ukraine to the EU in the light industry sector. This will be done by training the Chamber of Commerce and Industry (UCCI) and regional offices at the start of an export promotion support programme. At first, two trainings are provided to Ukrainian SMEs, one on export strategy & marketing skills and one on EU market access requirements/ CSR.

Following the trainings, at least six (UCCI) advisors will be trained by a team of (international) experts on export to the EU in the footwear and apparel industry<sup>1</sup>. The advisors will be trained in mentoring an export manager from a business on how to prepare an export marketing strategy for export to the EU.

This programme will have a learning by doing/train-the-trainer approach. A team of (inter)national experts will mentor a business together with the trainee. After this first training the advisor will immediately start the same procedure with an export manager from another company in the same sector, with the more distant guidance of the international expert.

In this way within this project at least 6 export managers of different companies in different regions will have an export marketing strategy and will be able to export and more importantly the UCCI will have skilled advisors that can support companies in developing their export, marketing plan.

### 4. Outputs

The general results of this project are that the UCCI and the regional chamber have skilled trainers that can support Ukrainian companies to develop their export marketing strategy. Besides that the results of this project can be seen as a showcase to the inexperienced business community of the importance of developing an export marketing strategy to other industries with high exports potential.

In detail this means:

1. Two trainings will be provided to create a broader awareness on export strategy & marketing skills and EU market access requirements/ CSR; ,
2. At least 3 UCCI trainers will have the knowledge and skills on how to prepare an export marketing strategy;
3. At least 3 local UCCI trainers will have the knowledge and skills on how to prepare an export marketing strategy;
4. At least 6 export marketing strategies will be developed for 6 individual companies.

The UCCI trainers will support at least 6 individual SMEs. Three of them under supervision and three of them under revision of an international expert.

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<sup>1</sup> The exact number of to be trainers needs to be determined in the first phase of the project. It depends on variables such as size and organisation of the sector, available candidates, potential cooperation with other donors (i.e. EBRD advisory services to small business).

## 5. Planning

The project has an expected duration of 12-18 months, starting April 2017. A detailed planning will be made during the inception phase of the project.

## 6. Team

The SEMP is to be implemented by one leading garment expert, who will be supported by other experts on specific issues, such as design making, export marketing planning or footwear (the exact needs for specific support will be identified during the inception phase). Below is a description of the required profile of the leading garment expert.

### Expert on export strategy making

- The expert has at least 10 years of experience with working in the light industry sector;
- Experience with Eastern Europe is a strong pré;
- The expert has proven experience with advising, coaching and training of SMEs in the light industry. Experience with train-the-trainer activities is a pré;
- The expert is familiar with helping SMEs to develop and implement their export strategies;
- The expert has excellent knowledge of CSR (standards);
- The expert has strong communicational skills and know how to operate in an international environment with different stakeholders.

## 7. Remuneration

The total time required for the Technical Assistance Missions and Distant Guidance is estimated to be 65 working days and will take place in the period from 01-03-2017 to 01-09-2018.

The table below presents the proposed inputs for the CBI's external expert (excluding the input of short term experts)

	<b>Proposed nr of days</b>	<b>Fee days</b>	<b>Per diem</b>
		expert	
A	Inception phase	5	0
B	1 <sup>st</sup> training (export strategy & marketing)	10	5
C	2 <sup>nd</sup> training (MAR/ CSR)	10	5
D	Technical Assistance Missions	10	10
E	Distant coaching between missions	20	0
F	Coordination and reporting	10	0
	Totals	65	20

For international traveling, the expert will use the travel agency VCK through the following link: <https://forms.vcktravel.nl/bz-rvo/>. For the days spent abroad, the expert will receive a daily fee (DSA).

## **8. Reporting and Go/No Go**

The assignment will be evaluated on a quarterly basis. To this purpose, the expert will provide a progress report, which describes the project progress and developments that may have an effect on the implementation of the assignment. The progress report will be discussed between the expert and the Programme Manager, after which the latter will decide to continue or dis-continue the assignment. This will be based on the following:

- Commitments partners (UCCI/Ministry of Economic Development and Trade);
- Quality of the work in previous stage.

After the completion of the project, the expert will write a final report, after which a final evaluation meeting with the PM will take place.

## **9. Payment conditions**

Payments for the assignment will be done on a quarterly basis. The expert needs to submit the invoice max. two weeks after discussing the progress report with the Programme Manager.

The final payment will be done after having received and discussed the final report.