

## INSTITUTIONAL PROFILE

### 1. Institutional Identity

EUFUA is an independent non-profit institutional platform established in Brussels under Belgian law and operating in conformity with applicable EU legal, ethical, fiduciary and governance standards.

With institutional backing from SMEUnited, the recognised European Social Partner for crafts and SMEs in Europe, EUFUA functions as a Brussels-established institutional EU–Ukraine interface supporting structured engagement between Ukrainian stakeholders and European Union systems. From the outset, the platform has been conceived through a structured architecture of preparedness, compliance, coordination and economic integration.

Its founding rationale has been anchored in a dual imperative: to support Ukraine’s institutional approximation with the European Union and to facilitate the structured economic participation of Ukrainian actors in recovery, resilience and Single Market-oriented transformation. In this context, economic activation, enterprise accompaniment and investment readiness form part of the platform’s original institutional logic and contribute to the preparation of governance-mature, investment-readable and EU-compatible engagement pathways.

EUFUA has progressively evolved into a composite institutional architecture bringing together:

upstream structuring of initiatives, actors and engagement formats into legally aligned, procedurally coherent and investment-readable pathways for EU-facing engagement;

mobilisation of Ukrainian and international expertise for analytical, preparatory and coherence-support functions;

institutional facilitation across humanitarian, recovery and resilience-related contexts within EU-aligned legal and governance frameworks.

In the course of this evolution, EUFUA has matured into an upstream institutional readiness platform supporting the translation of Ukrainian, and where relevant other EU candidate-country, initiatives, actors and partnership formats into legally aligned, governance-mature and EU-readable pathways for engagement in the context of European integration, recovery, sustainable development and economic transformation.

### 2. Institutional Role and Functional Positioning

EUFUA operates as an upstream institutional interface through a single functional architecture that aligns institutional readiness, expert-enabled structuring, and economic and investment preparedness within one coherent engagement model.

This architecture supports the translation of initiatives, actors and partnership formats into EU-readable, governance-mature and procedurally coherent forms suited to engagement with European institutions, Member State actors, international financial institutions and investment stakeholders. Within this logic, expert mobilisation serves as an enabling mechanism; compliance architecture provides the conditions of credibility, intelligibility and usability; and enterprise accompaniment supports the progression of business, territorial

and sectoral initiatives towards partnership readiness, localisation readiness and investment readiness.

EUFUA provides a compliance-oriented framework enabling public institutions, regional and local authorities, enterprises, initiative promoters and expert communities to engage with EU institutional, regulatory, programmatic and financial frameworks in a predictable and auditable manner, in line with applicable EU requirements. EUFUA also supports investors and investment partners by strengthening quality at entry, counterpart readiness, public-private interface formation, governance intelligibility and the investment-readable structuring of initiatives in Ukraine-related and EU-facing contexts.

EUFUA contributes at pre-implementation and interface-forming stages of engagement cycles. It provides analytical continuity, structuring logic, coherence support and preparatory facilitation across public, economic and cross-sectoral domains, thereby strengthening quality at entry into EU-facing, recovery-related and investment-relevant processes.

Its functional positioning encompasses:

- institutional and governance readiness, including compliance maturity, procedural coherence and eligibility-oriented structuring;
- expert mobilisation and knowledge integration for analytical, preparatory and facilitative purposes;
- enterprise accompaniment and initiative structuring, including diagnostics, market and partner mapping, localisation pathways, value-chain positioning and investment-readiness support;
- interface facilitation across Ukrainian, EU, IFI and investor ecosystems in contexts requiring legal alignment, institutional intelligibility and operational preparedness.

In this configuration, EUFUA serves as a preparedness-oriented upstream platform through which institutional, economic and investment dimensions are brought into one coherent framework of structured engagement within the European Union's evolving resilience, economic security and integration environment.

This architecture is particularly relevant in infrastructure, public-investment and impact-oriented contexts where institutional readiness, governance maturity and procedural coherence constitute essential preconditions for engagement with European institutions, Member State authorities, international financial institutions and investment stakeholders.

By aligning institutional structuring, expert mobilisation and enterprise accompaniment with investment preparedness, EUFUA supports the emergence of governance-mature and investment-readable pathways suited to complex EU-related engagement environments.

In this way, EUFUA contributes to strengthening quality-at-entry conditions for initiatives operating within the European Union's evolving resilience, economic security and investment architecture.

### **3. Strategic Context and Alignment**

EUFUA operates in alignment with the logic of EU enlargement and supports functional integration readiness and institutional approximation with the EU *acquis communautaire*.

It operates in the context of relevant EU policy frameworks, economic security considerations, investment architecture and regulatory convergence, with a focus on

alignment and institutional preparedness of Ukrainian stakeholders engaging with EU mechanisms.

Its activities contribute to upstream structuring in relation to:

- multi-level stakeholder coordination at local, national and sectoral levels;
- governance and compliance maturity, including public procurement, integrity, transparency, HR and organisational capacity;
- reform preparedness and activation, including reform trajectory mapping, pilot structuring and procedural self-assessments;
- eligibility preparation and upstream structuring in relation to relevant EU strategic frameworks, facilities, investment frameworks, external action instruments and IFI pipelines, in line with evolving EU priorities and implementation architectures;
- local economic development and investment activation, including support to municipalities, MSMEs, clusters and initiative promoters in preparing governance-ready and investment-readable initiatives;
- enterprise internationalisation, market-entry and value-chain integration readiness, including preparatory support for structured engagement with local, national and international investors.

EUFUA supports regulatory approximation and alignment with the EU acquis through institutional analysis, structured engagement and compliance-oriented support.

These activities are pursued in full respect of EU competences, institutional integrity and legal boundaries.

#### **4. Functional Architecture**

EUFUA's functional architecture comprises:

##### **Institutional Filter and Interface Structuring**

- compliance filters, integrity-based eligibility logic, mandate clarity and conflict-of-interest screening.

##### **Preparatory and Accompanying Functions**

- expert mobilisation, procedural mapping, upstream screening and readiness diagnostics.

##### **Enterprise Accompaniment and Investment Interface**

- business diagnostics, investment-readiness support, localisation pathways, market and partner mapping, and pre-implementation structuring of initiatives for engagement with local, national and international investment actors.

##### **Pre-Implementation Pipeline Structuring**

- analytical and methodological input to the preparation and structuring of PRAG/OPSYS-aligned project and investment pipelines for EU- and IFI-oriented engagement, including pre-feasibility and feasibility logic, cost-benefit analysis, procurement alignment and governance arrangements.

##### **Belgium and Wider EU Ecosystem Interface**

- institutional facilitation supporting the preparedness and structured engagement of Ukrainian economic actors and investment initiatives with the Belgian ecosystem and the wider European Union ecosystem, including relevant interaction formats with business, innovation, investment and enterprise-support structures.

#### Facilitative Instruments

- templates, pre-engagement assessments, policy-to-practice bridging formats and institutional roadmaps.

#### Coherence and Alignment Support

- acilitation of coordination across governance levels and stakeholder ecosystems.

#### Safeguards and Governance

- auditability, transparency, conflict-of-interest management and anti-corruption compatibility.

### 5. Compliance Architecture and Institutional Tools

EUFUA maintains a dedicated compliance toolkit covering approximately 20 interrelated compliance domains, including:

- EU procurement and PRAG/OPSYS alignment;
- fiduciary standards and financial governance;
- ESG, EU Taxonomy, DNSH and CSRD frameworks;
- HR, DEI and organisational governance;
- integrity, conflict-of-interest and safeguarding standards;
- GDPR and data governance;
- reform preparedness and acquis-related governance maturity;
- post-conflict business compensation and recovery-related compliance;
- displacement, protection and humanitarian interface compliance;
- dual-use sensitivity and institutional risk management.

The toolkit includes self-assessment instruments, institutional audit templates, integrity risk flags, early-warning formats and procedural guidance applied through the Institutional Filter to initiatives, experts and engagement formats.

Depending on the nature of the initiative, the format of engagement and the parameters of institutional applicability, selected elements of the toolkit may be applied or made available in the context of structured cooperation, institutional accompaniment or partnership-based collaboration.

Within this logic, EUFUA also operates with institutional awareness of the broader European Union transparency, integrity and verification environment relevant to EU-facing engagement, including, where relevant, publicly accessible sources and procedural signals that contribute to governance intelligibility and economic transparency.

Such awareness supports counterpart credibility, procedural coherence and quality-at-entry conditions in institutionally sensitive and investment-relevant contexts.

### 6. Humanitarian, Recovery and Societal Resilience Interface

EUFUA's institutional trajectory reflects an evolution from humanitarian-logistical facilitation towards institutional readiness and integration preparedness.

Within its current mandate, the platform supports:

- structured interface with humanitarian cooperation systems in line with EU humanitarian principles;
- facilitative engagement with humanitarian demining ecosystems and post-conflict stabilisation actors;
- upstream coordination related to medical, psychosocial, volunteer and veteran-support infrastructures;

- institutionalisation of humanitarian-to-recovery transition pathways.

## 7. Stakeholder Ecosystem

- Ukraine-side stakeholders include:
  - business actors of different scales, including MSMEs, small-scale and craft enterprises, established companies and value-chain participants active in digital, energy, dual-use-relevant, green and circular-economy sectors;
  - sectoral, professional and employer organisations, clusters and enterprise-support ecosystems;
  - municipalities, decentralised authorities, local coordination platforms, ministries, agencies, regulatory bodies and other public institutions;
  - universities, VET providers, dual-learning and apprenticeship centres, together with applied knowledge and skills-development actors;
  - civil society organisations, public-oversight and DEI-oriented platforms, think tanks and research centres;
  - investment-oriented consortia, initiative promoters and enterprise-development actors;
  - refugee-protection, legal-aid and hosting actors, including municipalities and service-support structures;
  - veteran-led organisations, rehabilitation infrastructures and reintegration-oriented actors.

EU-side and international stakeholders include:

- European Commission services and enlargement-related instruments and frameworks;
- Member State authorities and cooperation agencies;
- EU-level Social Partners, business organisations and economic networks;
- international financial institutions, development finance institutions and blending facilities;
- local, national and international investors, investment platforms and market-entry partners;
- JASPERS and other compliance-relevant gatekeeping and appraisal structures;
- peer platforms from other enlargement and neighbourhood countries.

## 8. Institutional Principles

EUFUA operates on the basis of:

- institutional integrity and mandate clarity;
- compliance, trust and legal alignment;
- preparedness, quality and procedural maturity;
- structured cooperation and coordination;
- constructive institutional proximity within clear mandate boundaries.

## 9. Core Mission

EUFUA serves as an upstream institutional readiness platform that structures legally aligned, governance-mature and EU-readable engagement between Ukrainian stakeholders and European Union systems in the context of enlargement, recovery and resilience, while advancing local economic activation, enterprise accompaniment and investment readiness as integral dimensions of Ukraine's functional integration into European economic, regulatory and partnership ecosystems.