



# **“The Women’s Entrepreneurial Program in Ukraine” - WEP UA**

*Presented by NGO “League of Professional women “LPW*

## **PROJECT BRIEF**

### **I. GENERAL PROGRAMME INFORMATION**

#### **A. Implementing Partners**

LPW Initiative Group on Supporting Women Entrepreneurship (IG SWE) in Ukraine

Contact: Olena Lazorenko & Valentina Leghka

Facebook rpyna WE <http://www.facebook.com/groups/189478497881158/>

Youth social center "Etalon" (Ivano-Frankivsk Region of Ukraine) [www.mgcetalon.org.ua](http://www.mgcetalon.org.ua)

Contact: Lesia Aronets, Head of the Board of the Centre \ LPW Representative in Western Ukraine  
office@mgcetalon.org.ua

Kharkov Entrepreneurship Club [xkp.com.ua](http://xkp.com.ua)

Contact: Natalia Yakovleva, Board member XKP \ LPW Representative in Eastern Ukraine

Business Centre at Kyiv Chamber of Commerce and Industry [www.kiev-chamber.org.ua](http://www.kiev-chamber.org.ua) Contact:  
Irina Feofanova, Head of the Centre <[feofanova@kiev-chamber.org.ua](mailto:feofanova@kiev-chamber.org.ua)>

#### **B. Programme Summary**

NGO “League of Professional Women” (LPW), Ukraine presents a two years programme “The Women’s Entrepreneurial Program in Ukraine” (WEP UA). This project focuses on promoting women’s entrepreneurship skills and on building capabilities of selected Business Support Organizations (BSO) from Central, East and West Ukraine.

WEP UA expects to reach up 310 representatives from female SMEs, internally displaced persons (IDPs) and women academics (science, educations) as well as to build capacities of 15 BSOs. WEP UA includes relevant implementing partners such as LPW Initiative Group on Supporting Women Entrepreneurship (IG SWE) in Ukraine, Youth social centre "Etalon" (Ivano-

Frankivsk), Kharkov Entrepreneurship Club, and the Business Centre at Kyiv Chamber of Commerce and Industry.

Project's goals are to develop Entrepreneurship skills of beneficiaries, to promote good practices and pooling resources of BSO's and to support national/ regional policy dialogue. Second focus area will be Technology through expanding women's access to ICT's and creation of an on-line Learning\Knowledge Centre.

Innovative approaches mix

- Business trainings for academics and creative entrepreneurs
- Training of trainers courses for BSO on executive coaching tools
- Advocacy activities on women's entrepreneurship development thanks to researches, update coalitions (LPW IG SWE), plan for action and advocate for change.

### **C. Secondary Focus Area(s):**

Within Economic empowerment, we wish to expand access of women to technology resources. We indeed believe that technology can provide great opportunities for the empowerment of women both economically and socially. Thus, ICT's will be largely developed in WEP UA as an innovative approach: Firstly, new ICT's tools will be included within the "Entrepreneurship training program" in order for trainee to better develop economic potential and become strong leaders. Secondly, WEP UA will use IT to set up an online learning but also knowledge centre developed under applicant and partners' websites.

### **D. Targeted Beneficiaries:**

Female SMEs 160 young women and women (31-59) and low medium socio-economic level both rural and urban

Civil society organizations (BSO, NGOs) 15 organisations

Academics \intellectuals 100 (women in science and education) 60 young women and women (31-59) and 40 man low medium socio-economic level from urban

Internally Displaced Persons 40 young women and women (31-59) and 10 young men and men and low socio-economic level both rural and urban

total 310 person

## **E. Implementation Strategies**

Trainings/capacity development for individuals (specify for whom and the type of training/capacity

**1**

Trainings/capacity development for institutions

**2**

Fostering networks/coalitions

LPW IG SWE in Ukraine, Platform for SME

**4**

Research, data collection, analysis

**3**

Advocacy/lobbying

**5**

## **II. PROGRAMME CONTEXT AND DESCRIPTION**

### **A. Context and Problem Analysis**

Economic and democratic reforms in Ukraine are impossible without an active role and consideration of interests of the biggest part of Ukrainian population (54% are women in Ukraine).

Businesses owned by women and those owned by men are not the same (Kepler and Shane, 2002; National Women's Business Council, 2009; World Bank, 2012). Women-owned businesses, tend to be smaller, are often less experienced, have less access to human, technological, financial and social capital.

Furthermore they tend to be in less-profitable sectors, such as retail sales and services and their women owners have more family and care responsibilities.

According to the European regional "Women's Economic Opportunity Index" survey conducted by Economist Intelligence Unit, Ukraine ranked 31rd (out of 34 countries). Therefore, high-motivated and entrepreneurial women are not too much involved in business activities in Ukraine. This fact does not only reports women discrimination, but also proves the lack of efficient strategy to use the economic potential.

The "SME Policy Index, Eastern Partner Countries" Study (OECD, 2012), reports that women's entrepreneurship in Ukraine requires better policy, follow-up actions and more advocacies.

LPW proposes advocacy activities to promote women's entrepreneurship in Ukraine and already elaborated recommendations presented during Ukrainian Parliament Hearing on Gender Issues (dated by 16 October 2013).

In 2014, still acting as advocacy for change, LPW initiative Group on Supporting Women Entrepreneurship (IG SWE) produced analysis to the Ministry of the Social Policy of Ukraine. This latter included this work in "Women and economy" (p.35) part belonging to the UKRAINE NATIONAL REVIEW Implementation of the Beijing Declaration and Platform for Action and presented to UNECE, Geneva.

Concerning past and on-going actions carried by international organisations and after a ten-years break, international donors took again in consideration women entrepreneurship issues and focus on development of female small and medium-sized businesses in Ukraine.

Currently, several three years projects are carried out in Ukraine :

- "Women in Business" (funded by EBRD, 2014-2017) with consulting, business training, business coaching (business planning subject) and financial components for both consulting companies & SME.
- The Growth of Women's Business and Leadership Program (USAID/FINREP-II in 2015) is focus on training and consulting components for female SME in four regions of Ukraine.

In order to develop new development pathways and thus insure sustainable development, creative economy entrepreneurs should be supported as a driver of change and growth in Ukraine.

Furthermore, the integration of business support organizations (BSO) as implementing partners for advocacy activities, co-organizer partners of training activities for MSME is essential for a long term impact on women entrepreneurship.

Their capacity building should be enhanced through training of trainers on absent tools in Ukraine such as executive coaching.

Last but not least Ukrainian stakeholders suffer from lack of gender related data and relevant analysis on women entrepreneurship and in this context any initiative to issue and disseminate such information would be particularly adequate

## **B. Programme Description**

It is largely well known that women entrepreneurs are key players in any developing country particularly in terms of their contribution to economic development, and as such the "Women's entrepreneurial program in Ukraine" (WEP UA) plans to strengthen and support women entrepreneurs in Ukraine.

This program aims to address specific and very concrete problems faced by women entrepreneurs but also develop capabilities of major stakeholders such as business associations, NGO's, etc. Besides that, and more specifically linked with political empowerment, attention will also be paid to carry out researches on women entrepreneurship in order to disseminate gender related information and knowledge. Indeed, through an evidence-based advocacy, this program could educate policymakers and then multiply the impact to benefit women.

To successfully address women's economic empowerment problematics, LPW has chosen to surround itself with implementing partners, taking actions regionally, mainly in Kharkov (East), Ivano –Frankivsk (West) and Kyiv (Central Ukraine). That is why, LPW's main implementing partners, are present regionally in order to insure to reach the targeted individuals.

**CONCERNING TARGETED BENEFICIARIES AS INDIVIDUALS**, WEP UA plans to take care of three categories of women that need to acquire entrepreneurial competencies: *women entrepreneurs, women scientists or working in the educational sphere and last but not least IDP's, due to current war situation in Ukraine.*

Because LPW finds important to find new development pathways to pursue sustainable development, it has chosen as an innovative approach to support creative economy entrepreneurs and thus to include them in this programme; as in any other business, entrepreneurship skills need to be allied to technical skills to support creative business.

Another innovative approach is to include scientists or academics in this kind of programme. Finally yet importantly, WEP UA will also cover Internally Displaced People (IDP) who are over 1 million in Ukraine and in this war situation, women are the most precarious. Many high-educated women belong to current IDP's in Ukraine and need specific support to bounce back after rough times. Problems that faced all these beneficiaries are various from lack of entrepreneurial aptitude to ignorance of technology and networking tools to develop business activities. WEP UA will propose them an "entrepreneurship education course" to help them facing problems encountered at various stages.

These Entrepreneurship Education courses would cover not only business concepts but also soft skills such as teamwork, creativity, leadership, networking, professional communication; these soft skills are particularly relevant for scientists / academics. Among educational approaches, a large place will be given to ICT's as technology enable women to develop their economic potential.

**CONCERNING TARGETED BENEFICIARIES AS INSTITUTIONS**, they will mainly include Business support organisations (BSO's): business associations and NGO's. Attention will be paid to build their capacities thanks to an innovative "training to trainers program" that would cover "executive coaching tools ". Executive coaching is service that would complement other women's entrepreneurship tools already in place in these organisations.

WEP UA will thus rely on existing initiatives as LPW Initiative Group on Supporting Women Entrepreneurship in Ukraine (LPW IG SWE) created in 2013. Indeed, LPW IG SWE established contacts with SME's key stakeholders such as business associations, authorities, NGO's, international donors, but also think tanks and involved them in different types of events. These initiatives will be supported by an interactive on-line platform regularly updated and the use of dedicated social Medias to develop dissemination of information. These two tools complement the ICT's system proposed in this programme.

***IN THE FRAMEWORK OF ECONOMIC EMPOWERMENT BUT LINKED TO POLITICAL EMPOWERMENT,*** WEP UA will support policy dialogue on women economic empowerment at both national and regional level. In order to do this, WEP UA will combine advocacy activities and research/ data collection / analysis as innovative approaches. First step will be to carry out research studies and analysis on training needs of women in business; stakeholders will also be involved in focus group or experts consultations in this phase. Second step will be to inform policy initiatives at the local, national level WEP UA aims to educate policymakers through strategic communications and advocacy initiatives to multiply the impact of this work. In parallel, all these studies will also be available for the public as advocating for change supposes to increase public awareness. To succeed in this matter, WEP UA will largely use social medias to multiply the dissemination of information. The national administrative reform currently implemented generates delays and change in decision - making process; this risk will be managed thanks to lobbying and networking.

### **C. Programme Results**

Aligned with project goals, expected results will be specific ,measurable and realistic

Entrepreneurship education courses would enable 160 women-entrepreneurs , 100 academics and up to 50 IDPs (50 women and 10 men) to get new business knowledge and develop managerial skills to better compete at the labour market (assertiveness, team work, change management, etc.).

In parallel, 100 academia (60 Women in science and education and 40 man), would get knowledge to raise funds from global sources, e.g. EU system funds for scientists (for example, Horizon 2020).

Training & Development needs of women in SMEs will be assessed as well as recommendations on how to ensure good interaction between services providers , business support organisations and state authorities will be made.

In total in the WEP UA training components will cover up to 310 participants) among which up to 50 IDPs

Concerning institutions , up to 15 Pilot Ukrainian BSOs (business support organizations) get the new methodological instruments for their activities (coaching).

Furthermore, representatives (up to 15 organizations, some will be involved twice or more ) from Business Support Organizations (including Kyiv Chamber of Commerce, training`s providers), NGOs and decision makers (authorities, academics, foreign\Ukrainian donor organizations, business associations, media, think tanks) will be involved in public events ( expert consultation, focus group, workshops, networking meeting) in Kyiv, Kharkov and Ivano-Frankovsk.

These events will be carried out in the framework of the advocacy for change and fostering network in the women entrepreneurship sphere.

Besides that, researches will be realized on women entrepreneurship in Ukraine and will be available for stakeholders on a "women business platform."

This platform would not only act as a knowledge centre but also a learning centre, this will be a sustainable result of the program .

Advocacy for change will include the large dissemination of researches to increase public awareness (through social media as well as other ICT's tools or communication materials ), but also education of policy makers .

Exploitation of short term project's results and the integration of new knowledge will generate long term results such as an effective regional policy dialogue the increase of , economically viability of women-run businesses.

Beyond that all stakeholders take an active part in the process of labour market development with the focus on principles of gender equity and contribution to development of favourable eco- environment for women's entrepreneurial community.

#### **D. Strategic Partnerships and Coordination**

Implementing partners includes LPW Initiative Group on Supporting Women Entrepreneurship in Ukraine (LPW IG SWE), "Kharkov Entrepreneurship Club", Youth Social Center "ETALON" and Business Centre of the Kyiv Chamber of Commerce and Industry.

LPW IG SWE was launched in 2013 by the Ukrainian NGO "League of Professional Women" (LPW), following up the 2012 ETF conference on "Towards Excellence in Entrepreneurship and Enterprise Skills" in Brussels (cf <http://lpw.org.ua/en/news/?pid=618> ). Dr.Olena Lazorenko and Mrs.Valentina Leghka, LPW Board members, founded this female entrepreneurial community under LPW umbrella that today counts more than 70 women and several men belonging to SMEs and different business support organizations (Chamber of Commerce, NGOs etc.). LPW IG SWE is devoted to information, networking, advocacy and research activities.

As mentioned,WEP UA has surrounded itself with regionally based implementing partners in order to target efficiently women individuals from East, West and Central Ukraine. Founded in February 2002, the Youth Social Center "Etalon" (Ivano-Frankivsk) relates to support of civic initiatives aiming at strengthening the civil society in West Ukraine. It initiated several projects focusing on SME's support, youth entrepreneurship, and combating gender discrimination. As an example we wish to mention the active participation of YSC Etalon in the "2003-2008 regional programme on SME's support in Ivano-Frankivsk" as it indeed implemented over 20 projects combining trainings" on how to start a business or develop and existing one and

educational programs for young people. As a particularly relevant achievement let us point out here the participation of YSC ETALON in a project funded by the International Renaissance Foundation that concerns IDP's. Several actions were carried out such as "training for IDP's on employment research" and "starting up a business".

The Kharkov Entrepreneurship Club\_\_is a business community created to develop communication and mutual development among entrepreneurs of the city of Kharkov and Kharkov Region. Founded in 2006 it is still the most important one in Ukraine and includes 200 members. This business community serves its members through development of their business skills, networking and experience sharing. To this end, "in house" or invited experts give lectures, workshops and masterclasses on business related topics, tailored made for entrepreneurs. From core skills to soft skills the club provides a wide range of training components to support the entrepreneur`s community and proposes several educational approaches such a use of business games. The Kharkov Entrepreneurship Club uses largely ICT'S, social medias and promotes their use within the community; well integrated in the community. The Kharkov Entrepreneurship Club offers open meetings and informative sessions for the benefit of all.

Business Centre of the Kyiv Chamber of Commerce and Industry (CCI) have been rebranded in 201 and is the formerly " Training Centre attached to the Kyiv CCI"

This structure has indeed a strong experience in training`s programs organizing and conducting.as well as operating as an implementing partner in the framework of international technical assistance projects (EU project "East Invest", Mentorship Project, UN I4INNO etc.). LPW also served as implementing partner in some of these projects.

## **E. Technical Expertise**

Concerning Women empowerment and more generally gender issues ,LPW has a strong background and regular contacts with UN Women Europe & Central Asia regional office and Ukraine`s representative of UN Women through networking and consultations meetings (June 2014 Kyiv, November 2014 Geneva, February 2015 Kyiv).

Besides that, LPW is member of UN Global Compact (since 2012-present) and promoted via its own networks the international human rights principles as Women`s Empowerment Principles "Equality Means Business" (presented during November 20, 2013: LPW Annual Meeting on Inspiring Women: equality for Entrepreneurship and Public Sphere in Ukraine in the framework of the Global Entrepreneurship Week).



Last but not least, as a follow-up of the ETF conference in Brussels on "Towards Excellence in Entrepreneurship and Enterprise Skills" LPW launched the LPW Initiative group on supporting Women Entrepreneurship in Ukraine, LPW IG SWE, as an innovative way to advocate, promote networking and carrying out researches.

Advocacy for change is not new for LPW as in October 2013, LPW took part in Parliamentary hearings on gender issues. LPW addressed the need for the economic empowerment for women in Ukraine and emphasized that a proposed new policy on this issue should include access to credit and business training programs.

Furthermore, in March-May 2014, LPW took part in public consultation and facilitation of the focus group by request of the Ministry of the Social Policy of Ukraine via preparation Ukraine National Review Implementation of the Beijing Declaration and Platform for Action and CEDAW Report.

In February 11, 2015, Olena Lazorenko, President of the LPW took part in experts' group meeting under Ukraine Parliament's sub-committee on gender issues under committee on human rights.

In the sphere of creative economy, LPW's partner training provider representative have been taking part in the MOOC "Managing the Arts: Marketing for Cultural Organizations" by Goethe-Institute, Leuphana Digital School, for last February 2015 and WEP UA will take a big advantage of this knowledge.

WEP UA "Entrepreneurship Education Courses" will be based on a free license for NESTA Creative Enterprise Toolkit (UK) and managerial training toolkit from ICC Ltd. (Ukraine); these both entities have a strong experience in entrepreneurs training needs.

In terms of project management, LPW had already administered over 15 grants funded for example by Canadian Fund of Local Initiatives at Canadian Embassy in Ukraine or Democracy Grant program of the US Embassy in Ukraine.

LPW is thus accustomed to work in international programs environment and meet donor's processes and in-house forms.

In addition, LPW acted several times as implementing partner for grants of the Kyiv Chamber of Commerce and Industry.

In support to this experience, LPW can rely on an LPW member certified Prince 2 and with deep knowledge in business analysis, project scheduling / estimating and financial management.

## F. PROGRAMME BUDGET – SUMMARY

<b>A DETAILED BUDGET</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>TOTAL</b>
Personnel expenses	\$38 875	\$38 875	<b>\$77 750</b>
Direct Programme Costs	\$76 280	\$59 963	<b>\$136 243</b>
Monitoring	\$3 600	\$3 600	<b>\$7 200</b>
Evaluation	\$6 350	\$5 025	<b>\$11 375</b>
Financial Audit	\$4 000	\$4 000	<b>\$8 000</b>
Communicaton and Knowledge Management	\$4 500	\$4 500	<b>\$9 000</b>
Equipment	\$890	\$0	<b>\$890</b>
Administrative	\$2 545	\$2 545	<b>\$5 090</b>
FGE training	\$6 000	\$0	<b>\$6 000</b>
Other- unforeseen	\$2 500	\$2 500	<b>\$5 000</b>
Total FGE Grant Request	\$145 540	\$121 008	<b>266 548,00</b>
Funds from other resources			<b>\$0</b>
<b>TOTAL PROGRAMME BUDGET</b>			<b>\$266 548</b>
<b>% monitoring / total budget</b>	<b>2,70%</b>		
<b>% evaluation / total budget</b>	<b>4,27%</b>		
<b>% other / total budget</b>	<b>1,88%</b>		
<b>% administrative / total budget</b>	<b>1,91%</b>		
<b>% personnel / total budget</b>	<b>29,17%</b>		