

Annual Progress Report

---

**SUPPORT TO  
ENTREPRENEURSHIP  
AND EMPLOYMENT  
DEVELOPMENT  
ALONG THE AZOV SEA  
COASTLINE IN DONETSK  
AND ZAPORIZHZHIA  
REGIONS**

---

**December 2019 – December 2020**

# Table of Contents

<b>Acronyms</b>	03
<b>Context Overview</b>	04
<b>OUTCOME 1. MSME SECTOR ALONG THE AZOV SEA COASTLINE IN DONETSK AND ZAPORIZHZHIA REGIONS GROWS, GENERATING NEW JOBS</b>	<b>07</b>
<b>Activity 1.1.1.</b> Support the development of effective business information systems, communication network and network of advisory services	08
<b>Activity 1.1.2.</b> Develop and deliver a skills enhancement programme for potential and existing entrepreneurs, farmers and cooperatives	10
<b>Activity 1.2.1.</b> Design and launch a business grant scheme	12
<b>Activity 1.2.2.</b> Provide small-scale financing through the grant scheme	14
<b>Activity 1.2.3.</b> Develop and deliver consultancy support services for business development, product or service improvement, and promote experience sharing	17
<b>OUTCOME 2. MSMES, IN THE SOUTH OF DONETSK AND ZAPORIZHZHIA REGIONS, SUCCESSFULLY INTEGRATE INTO NEW OR EXISTING MARKETS, WHICH PROVIDE THEM WITH IMPROVED PERSPECTIVES FOR SUSTAINABLE BUSINESS OPERATIONS AND LONG-TERM BUSINESS DEVELOPMENT</b>	<b>18</b>
<b>Activity 2.1.1.</b> Identify key agriculture/non-agriculture sectors for market entry	19
<b>Activity 2.1.2.</b> Facilitate access to identified markets and value chains	20
<b>Activity 2.1.3.</b> Promote formation and development of clusters, business groups and associations	23
<b>Lessons Learned</b>	24
<b>Risk Analysis</b>	26
<b>Annex 1.</b> Results Framework	27

# Acronyms

---

**B2B** Business-to-business

---

**EECP** Entry-exit checkpoint

---

**GCA** Government-controlled area

---

**HACCP** Hazard Analysis and Critical Control Point

---

**IDP** Internally Displaced Person

---

**IT** Information Technology

---

**LAAS** Light Model of Agricultural Advisory System

---

**MSME** Micro, small and medium enterprise

---

**NGCA** Non-government controlled area

---

**NGO** Non-governmental organisation

---

**TC** Territorial community

---

**UNDP** United Nations Development Programme

---

**UN OCHA** United Nations Office for the Coordination of Humanitarian Affairs

---

**UN RPP** United Nations Recovery and Peacebuilding Programme

# Context Overview

---

The socio-economic impact of the armed conflict continues to drive uneven and perpetuate non-inclusive development across the country, particularly in eastern Ukraine, including with regard to the protection of human rights and gender equality, equitable access to social and economic benefits, access to quality healthcare, and freedom of movement for civilians living in the conflict zone. The ongoing conflict has had a major effect on the national, and in particular, on the local economy, with the loss of livelihoods and employment, and led to an overall deterioration of macroeconomic conditions. In November 2018, the regional security landscape has been further affected with the capture by Russian forces of three Ukrainian navy vessels in the Kerch Strait (Sea of Azov). This incident resulted in increased tensions between Ukraine and Russian Federation and in the invocation of the Martial law in several regions of Ukraine, including Donetsk and Zaporizhzhia oblasts for a 30-day period. The continuous limitations of freedom of passage across the Kerch strait has also accelerated the economic downturn in urban centres along the Azov coastline, limiting freight traffic through Azov Sea ports (Mariupol and Berdiansk), as well as limiting employment opportunities for those engaged in the fishing industry. These conflict-related issues have significantly contributed to the overall decline of the country's socio-economic situation. Despite United Nations Secretary-General's appeal for a global ceasefire, hostilities in eastern Ukraine initially intensified, leading to an increase of civilian casualties until the renewal of the ceasefire came into effect on 27 July 2020.

The novel coronavirus outbreak has starkly exposed inequalities worldwide and could set back human development for the first time since 1990. According to the UNDP's report "COVID-19 and Human Development: Assessing the Crisis, Envisioning the Recovery<sup>1</sup>", the combined impact of different shocks affecting health, education

and incomes could signify the largest reversal in human development on record. The fall-out from the pandemic is expected to hit poorer economies and regions harder, as they are less able to deal with the socio-economic impacts of the virus. In mid-March 2020, the government-imposed quarantine restrictions to minimize the risk of the coronavirus transmission across the country, including in the conflict-affected areas of eastern Ukraine. In May 2020, these restrictions began to ease, and an adaptive quarantine was introduced to counter the spread of the virus. The COVID-19 restrictive measures are implemented in each oblast in accordance with its risk level. The adaptive quarantine currently in place has been extended until 30 April 2021<sup>2</sup>. As of 31 March 2021, there are 1,674,168 confirmed COVID-19 cases (32,825 deaths) in government-controlled areas (GCA) of Ukraine, including 59,206 and 78,386 cases in Donetsk and Zaporizhzhia oblasts respectively. The pandemic, combined with the impact of the six-year long armed conflict in the region, is further challenging people, households and businesses in unprecedented ways. Moreover, the COVID-19 pandemic further exacerbated existing vulnerabilities, in some cases further compounding them. Intertwined with multidimensions of discrimination and marginalisation, it also created new vulnerable groups, such as healthcare workers, the frontline staff of the response and workers in high-contact sectors and occupations, as well as informal workers who lost their jobs and remained without social protection.

From March to June 2020, all entry-exit checkpoints (EECPs) in eastern Ukraine were closed in an attempt to contain the spread of COVID-19 in communities along the 420-kilometre "contact line" as well as in the rest of Ukraine. Before the closure, approximately 1.2 million people crossed the "contact line" every month to obtain services, social benefits, education,

---

<sup>1</sup> <http://hdr.undp.org/en/hdp-covid>

<sup>2</sup> <https://zakon.rada.gov.ua/laws/show/1236-2020-%D0%BF#Text>

employment, healthcare or visited their family members. As of today, the EECF remain only partially operational. According to UN OCHA estimations, the closure has impacted more than one million people, including over 300,000 elderly and 163,000 vulnerable persons who have not been able to visit their families and friends, access essential services or withdraw cash since late March. February 2021 saw a small increase of civilian movement across the “contact line”, with almost 40,000 individual crossings recorded compared to 29,000 in January, representing just 4% of the almost 990,000 crossings in February 2020. To a large extent, crossings have been limited to those people who have been granted humanitarian exemptions negotiated by the humanitarian community. In addition, people have been allowed to cross based on the pre-approved lists issued in NGCA.

Communities living close to the “contact line” were particularly impacted by the introduction of stringent restrictions to movement, imposed as a result of COVID-19. Access to adequate healthcare services, including emergency medical care remains challenging for people of all ages, especially for older persons and people living with disabilities in rural hard-to-reach settlements close to the “contact line”. Farmers were unable to travel to their fields to plant essential food crops, and this resulted in a spike in food prices and income decreases for them and the small traders who rely on their produce. Unemployment, increased food insecurity and restricted access to healthcare, social assistance and other basic services made conflict-affected people even more vulnerable and dependent on immediate assistance.

The crisis and the imposed lockdown have had significant negative economic consequences; it caused a reduction in economic activity, hence, in outputs, trade, and, subsequently, household spending. Unemployment and the level of vulnerability have increased across Ukraine, with eastern regions being the most affected: during the third quarter of 2020, the national

unemployment rate constituted 9.7%, compared to 15.2% and 11% in Donetsk and Zaporizhzhia oblasts respectively. Agricultural output fell by 14.2%, amid drought, and by 3.7% and 11.2% in Donetsk and Zaporizhzhia oblasts respectively. According to the Assessment of the impact of the COVID-19 pandemic on micro, small and medium size enterprises in eastern Ukraine<sup>3</sup>, a significant percentage of local companies (56%) have not been able to adapt to the new conditions caused by the pandemic or have adapted only partially. The combination of a high level of informality, widespread unemployment, low savings rates and strong reliance on remittances highlights the vulnerability of large segments of the society to a prolonged lockdown impacted by economic downturn.

Traditionally, the role of MSMEs in the targeted oblasts have been limited due to historic factors and the structure of the local economy reliant on large enterprises in heavy industries. However, the key to inclusive and sustainable development is through promotion of MSMEs, who are, in the overwhelming majority of advanced economies, the main source of productive employment and innovation. Unfortunately, the socio-economic assessment of the impact on businesses and households, conducted by the United Nations System in Ukraine, showed that the smaller the business the more they are impacted by external shocks, such as the COVID-19 pandemic. This, in a way, triple predicament – post-conflict situation, unfavourable economic structure and economic slowdown and recession caused by the pandemic – calls for particular efforts to support development of a thriving MSME sector.

The socio-economic assessment of the impact of the COVID-19 on businesses and households, conducted by the UN System in Ukraine, showed that women and girls were disproportionately affected by the crisis because of their high exposure to the virus<sup>4</sup>. For example, women account for 82% of the total health and social workers (compared to 70% average worldwide).

<sup>3</sup> <https://www.ua.undp.org/content/ukraine/en/home/library/recovery-and-peacebuilding/covid-impact-on-sme-in-eastern-ukraine.html>

<sup>4</sup> [https://www.ua.undp.org/content/ukraine/en/home/library/democratic\\_governance/covid-19-in-ukraine--impact-on-households-and-businesses.html](https://www.ua.undp.org/content/ukraine/en/home/library/democratic_governance/covid-19-in-ukraine--impact-on-households-and-businesses.html)

Moreover, the results of the assessment of MSMEs from eastern Ukraine showed that women have been more affected by the economic slowdown resulting from the pandemic. Women-managed businesses have demonstrated a lower level of adaptation to the new conditions. Although, there are sectoral specifications, in general, women have more likely been laid off or sent to unpaid/paid leave during the lockdown.

These pressing challenges are addressed by UNDP within the framework of the “Support to entrepreneurship and employment development along the Azov sea coastline in Donetsk and Zaporizhzhia regions” project. The Project is aimed at addressing the employment and livelihoods issues of the conflict-affected population through the provision of dedicated capacity building, advisory and financing support to women and men willing to set up their businesses, particularly those formerly employed in ports and in the fishing industry, to existing agriculture and non-agriculture MSMEs, as well as to start-ups, cooperatives and farmers associations, thus contributing to the development of a dynamic MSME sector in the region.

The Project is integrated into the comprehensive UN Recovery and Peacebuilding Programme (UN RPP), which addresses priority needs in eastern Ukraine following the outbreak of the armed

conflict in the spring of 2014. The Programme is intended to strengthen community security and social cohesion, support the economic recovery of conflict-affected communities, and further the implementation of decentralisation and healthcare reforms in government-controlled areas of Donetsk, Luhansk, and Zaporizhzhia oblasts. The Project’s interventions are aligned with and complement those of the EU-funded project “EU Support to the East of Ukraine – Recovery, Peacebuilding and Governance” implemented by the UN RPP. Both projects synergise dissemination of common or complementary development solutions for their more effective and efficient scaling-up in the target regions.

The United Nations Recovery and Peacebuilding Programme (UN RPP) is being implemented by four United Nations agencies: the United Nations Development Programme (UNDP), the UN Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Population Fund (UNFPA) and the Food and Agriculture Organisation of the United Nations (FAO).

The Programme is supported by twelve international partners: the European Union, the European Investment Bank, the U.S. Embassy in Ukraine, and the governments of Canada, Denmark, Germany, Japan, the Netherlands, Norway, Poland, Sweden and Switzerland.

## Outcome 1.

# MSME SECTOR ALONG THE AZOV SEA COASTLINE IN DONETSK AND ZAPORIZHZHIA REGIONS GROWS, GENERATING NEW JOBS

---

The Project's objective is to advance economic recovery through measures aimed at stimulating employment and strengthening economic growth in the conflict-affected regions along the Azov sea coastline in Donetsk and Zaporizhzhia oblasts, by supporting micro-, small-, and medium-sized enterprises (MSMEs) and selected local production value chains. The UN RPP interventions are aimed at boosting entrepreneurship development, job creation, business skills advancement and access to new markets.

Seven non-agricultural, agricultural and food-processing sectors for value chains were identified in the target areas of Donetsk and Zaporizhzhia oblasts, as possessing the greatest potential to economically lift the region. Mappings and needs assessments were carried out to focus the Programme's support on the prioritized value chains and to ensure higher levels of employment, greater productivity and economic growth in the region<sup>5</sup>.

During the reporting period, the Project has achieved notable results in developing viable and sustainable mechanisms to support the creation of jobs, improve livelihoods, enhance business skills and promote access to innovative business mechanisms for IDPs and local conflict-affected population.

In response to the regional entrepreneurs' limited access to online trade and effective information exchange and communication networks, the Project has launched the development of an online marketplace to facilitate MSMEs post-crisis recovery and make them more resilient to similar shocks in the future. The "Start a business" platform earlier developed within the UN RPP<sup>6</sup>, is currently being upgraded with the Project support to provide businesses with an access to the online marketplace, which is expected to be fully operational by May 2021.

The UN RPP has designed and implemented a capacity building programme which resulted in 779 entrepreneurs (545 women) from the target region having improved their knowledge and skills in financial, legal, HR and other practical issues of MSME activity, as well as in marketing, branding, and business communication, and learned how to build efficient business processes and develop strategies for business growth.

The business grants programme, launched by the UN RPP in 2020, resulted in 175 businesses (74 owned by women) from the variety of fields and locations in the target areas having been supported. All the grantees also received vouchers for advisory services to help them in the initial stage of business launch and for advanced consultancy on business development.

---

<sup>5</sup> UN RPP Value Chain Assessments for Southern Donetsk and Southern Zaporizhzhia Oblasts, conducted within «The EU Support to the East of Ukraine» Project (Annex 3)

<sup>6</sup> <https://startbusiness.com.ua/>

### Activity 1.1.1.

## Support the development of effective business information systems, communication network and network of advisory services

---

The lack of market's appropriate business services and training programmes has been a sustained challenge for business development in the eastern regions of Ukraine along the Azov coastline. This has exacerbated already fragile economic situation, a result of the conflict-induced outward migration of skilled labour and know-how, and an interruption of supply and value chains.

Sustainable entrepreneurship requires continuous access to quality information on best practices in business development. Taking into account the global trend of digitalisation of commercial activities and the economic downturn caused by the COVID-19 pandemic, it has been necessary to support local MSMEs in accessing online trade and effective information exchange and communication networks to facilitate post-crisis recovery and in making them more resilient to similar shocks in the future.

The Project has started developing an online platform, with an advanced functionality and design, which will be free-of-charge for its vendors and is aimed at uniting local micro, small and medium-sized producers from target areas on a single online marketplace. This will allow local MSMEs to have a permanent access to online markets, facilitate their cross-sectoral communication and B2B relationships. The marketplace will have an integrated communication network for the registered vendors and buyers and will be a part of the existing UN RPP business information platform "Start a business"<sup>7</sup>. The completion of works is scheduled for May 2021. To date, the marketplace is represented by 74 MSMEs, while the total number of platform users is 1070.

The importance of agriculture has increased markedly since the armed conflict which led to the loss of key industries and markets for food products. The agriculture sector could present opportunities for new employment.

The identified inadequate provision of services in rural areas has been addressed through the establishment of a Light model of Agricultural Advisory System (LAAS), which has been a comprehensive, locally developed system that provides pertinent information and advisory services to farmers, aggregators of agricultural products and processors, in order to increase their competitiveness and their access to markets.

The model proposes a 'pluralistic' and inclusive extension of an advisory system, which gives distinct roles and responsibilities for its various actors, depending on their strengths, at the national, regional and local levels. At regional (oblast) level, the model facilitates the establishment of public-private partnerships providing a coordinated and efficient advisory system for all farmers. The public-private partnerships entail a variety of active actors such as research institutes, universities, vocational schools, producer organisations, registered agricultural advisory service organisations, private consulting companies, individual experts, farmers' organisations, individual cooperatives, agricultural chambers, agencies such as the veterinary service, and others. The services provided by the actors include marketing and information campaigns, on-farm demonstrations, seminars, workshops, training sessions, tours and farmers' discussion groups. Also, websites, information leaflets, books, journals and other sources of information are provided. The primary target group of these actors are 'family farmers' who are already trading commercially and have the potential to expand their scale and reach.

---

<sup>7</sup> <https://startbusiness.com.ua/>



At the local level, the model provides for activities related to facilitation of local innovations, community engagement and inclusion of smallholders, vulnerable rural actors and other “harder-to-reach” stakeholders that are often disconnected from ‘formal’ public- and private-sector consulting services. Despite the lack of agricultural specialists, Territorial Communities (TCs) administrations, are best placed to work with community members and to promote the uptake of advice by hard-to-reach groups of farmers, including very small farms and farms in remote areas. Instead of setting up traditional advisory services, the TCs can establish brokering ‘hubs’ that will focus on making contact with these hard-to-reach groups. The ‘hub’ staff would raise awareness of local advisory activities, such as on-farm demonstration events, farmers’ discussion groups, and so on, as well as share information alerts such as disease outbreaks. The brokering ‘hubs’ would focus mainly on small, unregistered farming households.

The Project has conducted a mapping of potential LAAS actors in the selected rayons of Donetsk and Zaporizhzhia oblasts along the Azov sea coastline. There were identified 2 registered agricultural advisory service organisations, 1 university, 8 vocational schools (6 in Zaporizhzhia and 2 in Donetsk), 5 research institutes (2 in Zaporizhzhia and 3 in Donetsk), 21 inputs suppliers (8 in Zaporizhzhia and 13 in Donetsk), 6 agricultural cooperatives (3 in each oblast), 2 consulting companies (1 in each oblast). In addition, 55 specialists from the region were identified to become agricultural advisors of the LAAS network, helping farmers, aggregators of agricultural products and processors increase their competitiveness and access markets. At the local level, the Project has identified 30 TCs in Zaporizhzhia and 9 TCs in Donetsk oblasts, which could facilitate community engagement and inclusion of smallholders by acting as brokering hubs between service providers and the hard-to-reach farmers.

Registered agricultural advisory service organisations are to play a central role within LAAS network in terms of service provision, establishment of public-private partnerships and brokering innovation transfer to agricultural MSMEs. The Project has supported a Melitopol-based NGO Information and Consulting Centre “Agro-Tavriia”, which was established by a subdivision of Tavriiskyi State Agrotechnological University, and has been providing households, farmers, cooperatives and public administration institutions, with reliable and timely information, and advisory services pertaining agricultural production technologies, management, marketing, legislation or cooperative development. The Project has provided the beneficiary organisation with a training and practical session on strategic, financial and budget planning and supported “Agro-Tavriia” in preparing its mid-term development strategy for the next 3 years.

The Project also facilitated the establishment of linkages between agricultural advisory service organisations from Luhansk, Donetsk and Zaporizhzhia oblasts by hosting a joint online event for sharing experiences and medium-term priorities in advisory service provision.

## Activity 1.1.2.

## Develop and deliver a skills enhancement programme for potential and existing entrepreneurs, farmers and cooperatives

In total, 779 entrepreneurs (545 women), including 300 (111 women) farmers, from Donetsk and Zaporizhzhia oblasts have advanced their business skills and improved knowledge in business planning and fundraising, as well as in marketing, branding, and business communication, and learned how to build efficient business processes and develop strategies for business growth.



Training on business promotion activities in Donetsk Oblast.

Photo by UNDP / Artem Hetman

With a view of helping MSMEs overcome some challenges resulting from the COVID-19 pandemic and related predicaments, a series of remote training sessions on online business promotion and sales was delivered to 65 entrepreneurs (46 women) from the two oblasts.

The target audience of the training programme included IDPs and residents of host communities who plan to establish, renew or expand their entrepreneurial activity. Those who registered but could not participate in the training programme were provided with the video recordings and all training materials.

Apart from the learning programme, the Project has also developed 3 practical guides on exhibition activities (Annex 4), elaboration of a marketing plan (Annex 5) and the art of business presentation (Annex 6), which were distributed among the participants of the above-mentioned training sessions.

During the reporting period, the Project has identified and assessed 6 agricultural cooperatives within the prioritized value chains in target areas to enable support for their development by identifying areas for improvement and designing a tailored capacity building programme. In addition, 2 initiative groups of farmers from the target region were selected for the creation of fully-fledged cooperatives.

The results of the assessment revealed that most cooperatives lack a clear understanding of internationally recognized cooperative principles related to democratic procedures, members' economic

participation, voluntary and open membership, and education, training and information, among others. Most cooperatives lack a clear vision and long-term economic perspective for development. In addition, a predominant majority of cooperatives have limited knowledge of the tax code and national accounting standards as well as awareness of the new legislation on agricultural cooperatives that was adopted in July 2020. Ultimately, all agricultural cooperatives that do processing are not fully compliant with food legislation requirements in terms of safety and quality. To address the identified gaps, the Project will create a model of cooperative development based on internationally recognized principles, build capacity of partner cooperatives in business planning and accounting, raise awareness on the requirements of the new legislation, and promote the implementation of food safety and quality management systems.

The Project organized training sessions on food legislation requirements for processing cooperatives and initiative groups. As previously mentioned, the cooperative/initiative group's procedures applied at processing sites were audited using the HACCP-based approved by the Food Safety and Consumer Protection State Service of Ukraine. Based on diagnostic audit findings, the action plans were prepared that included elaboration and implementation of relevant programmes and application of HACCP principles at processing sites. The UN RPP also supported these businesses in the development of the product labelling design and content aligned to the requirements of the Ukrainian Law "On information for consumers regarding food products".








The UN RPP has also initiated the assessment of training needs among agricultural MSMEs that will be conducted in the second year of the Project implementation. To this end, the assessment methodology and questionnaires for all prioritized value chains were prepared. The assessment aims to identify the farmers' knowledge and information needs about technologies (production and processing), marketing, legislation, finance and economics, and IT. In addition, the assessment aims to identify the formats and channels of knowledge and information provision that best suit the needs and preferences of agricultural MSMEs.

## Activity 1.2.1.

## Design and launch a business grant scheme

The business grants programme, run by the UN RPP since 2015, revealed the presence of viable and successful business ideas for MSME development in the target areas. However, the lack of financial resources to purchase equipment and materials, and limited access to loans for the conflict-affected women and men has been hindering further development of micro-, small and medium businesses in the south of Donetsk and Zaporizhzhia oblasts.

Seven non-agricultural, agricultural and food-processing sectors favourable for enhanced production value chains were identified in the south of Donetsk and Zaporizhzhia oblasts along the Azov Sea coastline. Based on market conditions, mappings and needs assessments conducted by the UN RPP the prioritized sectors for value chains have been determined as follows:

 <p>Industry and Engineering Services</p>	 <p>Textiles and Clothing</p>	 <p>Hospitality</p>	 <p>Food Processing</p>
	 <p>Dairy and Beef</p>	 <p>Grain and Oilseeds</p>	 <p>Fruit and Vegetables</p>

Project's support is focused on these value chains to ensure employment and productivity growth, greater value addition, and investment inflow to the region. Using extensive experience and lessons learned from previously implemented microfinancing support, the Project has updated the grant scheme to help launch, restore or expand micro-, small and medium business activities in the Azov sea region. The business grants contest documentation was developed in line with the principles of gender equality and inclusion, the call for proposals was advertised widely both by the grant administrator and the Project, both female and male candidates as well as people with disabilities being strongly encouraged to apply. An experienced grant programme administrator (NGO "Creative Center CCC") facilitated the efficient, transparent and equal selection process and ensured a unified approach and cumulative effect from current and previous rounds of the grants support programme. Applicants developed, submitted and presented their business plans at the three stages of the evaluation process: a) technical screening against the basic eligibility criteria; b) assessment by independent business experts; c) in-person presentation to the evaluation committee.

# PROJECT TARGET AREAS



- Boundary of oblast
- Boundaries of raions
- Contact line
- Berdiansk City

## Activity 1.2.2.

## Provide small-scale financing through the grant scheme

The grant support within the Project is provided for the start-up, restoration or expansion of the micro, small and medium-sized businesses to create jobs for IDPs and local population of the target oblasts. The grants programme envisages that each business plan submitted for the competition should include long-term prospects for profit and realistic market indicators, demonstrate the conditions for self-employment of the applicant and the creation of additional jobs. The maximum amount of the grant for the implementation of one business project was 6,500 EUR.

Olena Chernuhina, 49, with support from UN RPP and the government of Denmark (USD 5,800) expanded her sewing workshop in Mariupol, Donetsk Oblast and enhanced the quality of her cloth collections.

Photo by UNDP  
Galyna Balabanova



The start-up grants contest for MSMEs from the Azov sea region has been announced in August 2020 following an extensive information campaign on social media and regional TV<sup>8</sup>. In addition, the UN RPP held a meeting with representatives of Zaporizhzhia Oblast Administration, including the department of agro-industrial development and department of information policy to ensure broader dissemination of information about the contest. Subsequently, the Project also organised 16 online and offline awareness raising events in target communities for more than 200 agricultural MSMEs, including 81 woman-headed enterprises, providing them with information about terms of participation in the grant programme.

To ensure the quality of applications from the agricultural MSMEs, the UN RPP developed a tailored training programme on business planning, financial literacy and investments specific to the requirements of the grant programme. A shorter version of this training programme was delivered to fit the online format due to the COVID-19 restrictions related to travel and public gatherings. In total, 4 online training sessions were conducted for some 74 agricultural MSMEs, including 19 woman-headed enterprises. The trainees were provided with information on how to generate business ideas and accurately prepare and submit grant applications. In addition, the Project has conducted 1 Training of Trainers session for 26 (11 women) representatives of different farmers support organisations, including agricultural advisory service, local administrations, and other stakeholders.

<sup>8</sup> <https://www.facebook.com/watch/?v=291328658760498>



Following the open call for applications<sup>9</sup>, 809 business plans were submitted to the start-up grants contest, of which 45% of applications were submitted by women. As a result of a highly competitive evaluation process, 175 entrepreneurs (74 women) managed to set up, restore or expand their businesses with the support of the small grant programme.

In general, 53% of the funds were allocated to Hospitality (27%) and Food Processing (26%) sectors,

Figure 1. Distribution of grants by sectors and gender

Value chain	Proportion of the total grant pool	Number of MSMEs supported	Proportion of MSMEs owned by women
Hospitality	27%	48	54%
Food processing	26%	46	46%
Fruit and vegetables	14%	24	37%
Industry and Engineering Services	13%	23	17%
Grain and Oilseeds	12%	20	20%
Textiles and Clothing	4.5%	8	88%
Dairy and Beef	3.5%	6	50%

At 30 Roman Kruhliakov abandoned his sailor career in favour of the healthy snacks business in the Mariupol area funded by UN RPP and the government of Denmark (USD 7,200).

Photo by UNDP  
Galyna Balabanova



while Fruit and Vegetables got about 14%, Industry and Engineering Services – 13%, Grain and Oilseeds – 12%, Textiles and Clothing – 4.5% and Dairy and Beef – 3.5% (see Figure 1). The grant funds have been used for the procurement of the equipment and tools necessary to start production activities, for hiring additional personnel to expand a business, and for the initial procurement of feedstock and materials for production or for services provision.

<sup>9</sup> The joint open call for business grants financed by Denmark, the EU and Japan

The variety of sectors and locations covered by the grants programme has been very wide. Some of the most interesting and promising business initiatives supported by the Programme included a greenhouse agricultural site, cheese and snack production line, entertainment and sports centres, sewing workshops and others.

Being an experienced 37-year-old motocross fan, Serhii Kipcharskyi decided to offer a quad bike rental in the Mariupol area with support from UN RPP and the government of Denmark (USD 5,850).

Photo by UNDP  
Galyna Balabanova





## Activity 1.2.3.

## **Develop and deliver consultancy support services for business development, product or service improvement, and promote experience sharing**

---

To ensure high quality in the implementation of the awarded grants, the Project supports the grantees with consulting services in the main areas of business activity. All 175 MSMEs, who received the grant support from the Project, benefitted from the consultations given by the expert companies involved by the Project. These services cover legal counselling related to registration, re-registration, obtaining permits, certificates, counselling on accounting, including bookkeeping, auditing, reporting, as well as marketing services focused on business and product promotion among customers, use of social media, cooperation with media, and other relevant effective strategies. Each entrepreneur received a 32-hour voucher for consultations.

Advisory support to the grantees is available via remote channels (phone, Skype, Zoom, email, social networks, platforms for webinars, etc.) and has been followed by issuing of monthly digests of frequently asked questions (Annex 7) and by in-person consulting sessions in the legal, accounting, marketing and business development areas. The overall duration of such services is 6 months upon conclusion of each grant agreement.

The Project also initiated preparations for training needs assessment among agricultural MSMEs that received grants under the grant programme. To this end, the assessment methodology and questionnaire for each prioritized value chain were prepared. The assessment aims to identify the farmers' needs for knowledge and information about production and processing technologies, marketing, legislation, finance and economics, and IT. In addition, the assessment aims to identify the formats (e.g. group training sessions, individual advisory services, study tours to successful agri-businesses and exhibitions) and channels (online, offline, phone, email, Viber, WhatsApp) of knowledge and information provision that best suit the needs and preferences of agricultural MSMEs. Since the grant programme results were made available in late December 2020, both the training needs assessment and the provision of information and knowledge to the grantees had to be postponed for the second year of Project implementation.

Outcome 2.

## **MSMES, IN THE SOUTH OF DONETSK AND ZAPORIZHZHIA REGIONS, SUCCESSFULLY INTEGRATE INTO NEW OR EXISTING MARKETS, WHICH PROVIDE THEM WITH IMPROVED PERSPECTIVES FOR SUSTAINABLE BUSINESS OPERATIONS AND LONG-TERM BUSINESS DEVELOPMENT**

---

On 29 October 2020 the UN RPP, in partnership with the Ministry of Digital Transformation of Ukraine, launched the annual business exhibition “East Expo 2020”. In response to the quarantine restrictions, the exhibition of MSMEs from the conflict-affected region was held online on the interactive East Expo website and the government’s business-support portal Diia.Business.

The “East Expo 2020” enabled some 160 entrepreneurs from eastern Ukraine (51 of them from Project’s target areas) to present their products and services online – from homemade delicacies and textiles, to chemical industry and IT. Each MSME profile contains brief information about the company, photos, a short video presentation and contact details for ordering products or services. In addition, 76 entrepreneurs (21 of them from the Project’s target areas) participated in online B2B meetings with potential clients and partners from all over Ukraine and from abroad.

The entrepreneurship promotion campaign “Big Stories of Small Businesses” has been launched to showcase 6 motivational video stories of entrepreneurs from the Azov sea region who managed to start and maintain businesses, lead them through the COVID-19 pandemic, increase employment, and contribute to the development of their communities.

## Activity 2.1.1.

## Identify key agriculture/non-agriculture sectors for market entry

---

In 2020, the Project has initiated an in-depth market research of the prioritized value chains with the purpose of identifying the entry points for agricultural MSMEs and validating those for non-agricultural sectors.

This research aims to identify the key products, based on the findings of the prioritized value chain assessments undertaken within the EU-funded project under the UN RPP, assess the regulatory and buyers' requirements in terms of food safety and quality as well as labelling and packaging, assess the perspectives and challenges in meeting those requirements, assess the impact of COVID-19 on trade and gauge the interest in e-commerce. As part of the market research, in-depth interviews are to be conducted with 40 micro and small agricultural businesses, 6 agricultural cooperatives and 7 industry/business and farmers associations from the prioritized value chains. In addition, in-depth interviews will be carried out with 20 buyers at different levels, including retail chains working with micro and small agricultural MSMEs, wholesalers, processors, traders and exporters, and HORECA (hotels, cafés, restaurants).

A detailed analysis of market conditions in the prioritized non-agricultural sectors of the economy were initiated in 2020 to reveal major constrains and needs within the target value chains and to coordinate further UN RPP interventions in the second year of Project's implementation. Presentations of the research results to key stakeholders as well as workshops and series of conferences and tailored training sessions based on the findings and recommendations for relevant MSMEs will be delivered in 2021.

## Activity 2.1.2.

## Facilitate access to identified markets and value chains

The Project's interventions have been focused on creating an enabling environment for expanding trade links within Ukraine through awareness raising of relevant stakeholders and promotion of the products and services of local MSMEs in other regions, including through their participation in trade fairs, conferences and exhibitions.

To further promote successful MSMEs from the conflict-affected oblasts and in order to facilitate inter-regional trade and commercial links, on 29 October 2020 the UN RPP, in partnership with the Ministry of Digital Transformation, launched the annual business exhibition "East Expo 2020"<sup>10</sup>. In response to the quarantine restrictions, the 2020 exhibition of MSMEs from the conflict-affected region was held online on the interactive East Expo website<sup>11</sup> and the government's business-support portal Diia.Business<sup>12</sup>.

The event provided ample opportunities for 160 MSMEs from Donetsk, Luhansk and Zaporizhzhia oblasts (including 51 from the Project's target areas) to showcase and promote their products and services online – from homemade delicacies and textiles, to chemical industry and IT. Each MSME profile contained a brief information about the company, photos, a short video presentation and contact details for ordering products or services. In addition, 76 entrepreneurs (21 of them from Project's target areas<sup>13</sup>) participated in online B2B meetings facilitated by the Ukrainian Chamber of Commerce and Industry with potential clients and partners from all over Ukraine and from abroad.

The event helped reconnect economic ties disrupted by the COVID-19 pandemic, facilitate post-crisis recovery and promote the digitalisation of commercial activity at the regional level.



<sup>10</sup> <https://www.ua.undp.org/content/ukraine/en/home/presscenter/pressreleases/2020/east-expo-2020-online-business-exhibition.html>

<sup>11</sup> <https://east-expo.com.ua/en/>

<sup>12</sup> <https://business.diia.gov.ua/exhibitions/shid-expo-2020>

<sup>13</sup> 13 women

The Programme launched its annual entrepreneurship promotion campaign “Big Stories of Small Businesses”, highlighting success stories of people from the target areas who started their businesses or provided employment to others. In 2021 the campaign will showcase 6 success stories of MSMEs from the south of Donetsk and Zaporizhzhia oblasts, who managed to start and maintain businesses, lead them through the COVID-19 pandemic, increase employment, and contribute to the development of their communities. The videos are aimed to inspire others to set up their own businesses and create new or expand existing partnerships between MSMEs from the target regions and the rest of Ukraine. The best video stories will showcase in a nationwide information and awareness raising campaign screened on intercity trains, in cinemas, on big street screens and in retail stores in the target areas.<sup>14</sup>

As far as agricultural MSMEs are concerned, the UN RPP facilitates entry to identified markets and value chains by agricultural MSMEs by supporting their participation in business, technology and investment fairs and study tours to successful agribusinesses. During 2020 the Project has identified and selected a number of business and technology fairs and exhibitions suitable for agricultural MSMEs that could not, nevertheless, be attended due to the COVID-19 pandemic and related lockdown. The calendar of events for 2021 has been updated and the most suitable events were selected. The UN RPP has also initiated the identification of successful agribusinesses willing to share their experience with farmers from the Azov sea region. This activity is planned for the second year of Project implementation.

In 2021 the UN RPP will proceed with further development of the East-Expo brand and facilitate the participation of a number of agricultural and non-agricultural MSMEs in business and technology fairs and study tours.

---

<sup>14</sup> <https://startbusiness.com.ua/bssb-2021/>

UN Recovery and Peacebuilding Programme

# SUPPORT TO ENTREPRENEURSHIP AND EMPLOYMENT DEVELOPMENT ALONG THE AZOV SEA COASTLINE IN DONETSK AND ZAPORIZHZHIA REGIONS

TRAINING & CONSULTING SERVICES



**779 people**  
developed business skills  
and improved employability

**545**  
WOMEN

**234**  
MEN



**300 people**  
from the agriculture sector  
are included

**111**  
WOMEN

**189**  
MEN



**175 MSMEs**  
supported through grants programme and received consulting  
services on legal, accounting, marketing and business development  
issues

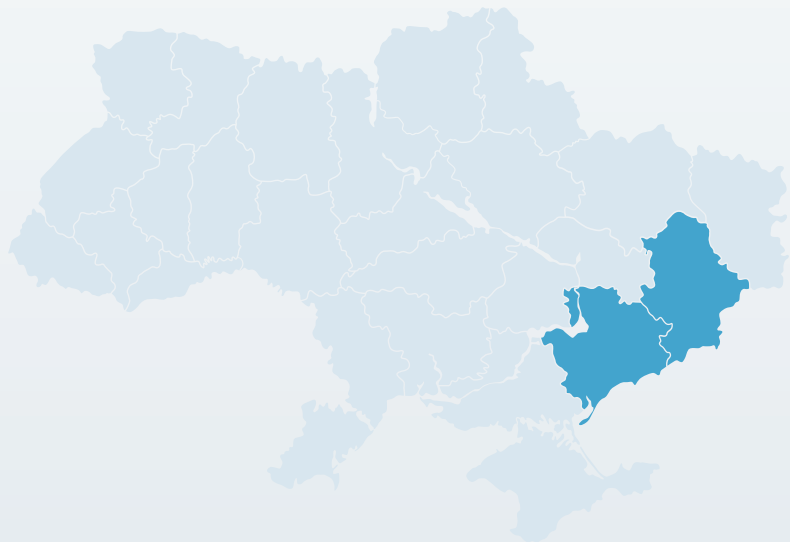
**74**  
owned  
by women

**108**  
Zaporizhzhia Oblast

**46**  
owned by women

**67**  
Donetsk Oblast

**28**  
owned by women



BUSINESS PROMOTION



**1**

Business Exhibition  
'East Expo 2020' held online



**51 MSMEs**

(27 owned by women) from the areas  
along the Azov sea coastline



Over  
**3,500**  
people visited



Over  
**50,000**  
people reached  
by entrepreneurship  
promotion campaign

## Activity 2.1.3.

## Promote formation and development of clusters, business groups and associations

---

The Project has initiated the preparations for promoting and developing clusters, business groups and associations in the target areas. It identified 20 industry and farmers' associations at the national, regional and local levels representing farmers and farming women in general, agricultural producers from specific value chains (fruit and vegetables producers, berry producers, potato producers, grain producers, livestock producers) and processors (grain processors, millers, bakery producers, dairy processors, meat processors).

Based on the results of the assessment of business service providers and associations of non-agricultural MSMEs conducted by the UN RPP in 2018-2019, activities aimed at determining and searching for effective ways to strengthen and develop the associated groups in the prioritized sectors of the economy in the areas along the Azov sea coastline were initiated during 2020. The development of strategies with detailed intervention plans is envisaged for existing and potential clusters and groups based on their capacities, current economic trends in the region, market networks, opportunities and risks that exist in the two oblasts.

Further growth and stabilisation of the identified associations will be achieved during 2021 through facilitation and support for the establishment of contacts and communication between MSMEs and existing clusters and associations, and through provision of advice and tailored training on the benefits of joint business activities and cooperation.

# Lessons Learned

---

## 01

As evidenced by the “Assessment of the impact of the COVID-19 pandemic on micro, small and medium size enterprises in eastern Ukraine”, the COVID-19 and subsequent economic slowdown has extensively affected the Ukrainian economy and prospects of growth. It has added to the multi-layered development challenges of eastern Ukraine and impeded the development of MSMEs in the region. Considering the crucial role of MSMEs in sustainable development and poverty reduction, it is important that tailored, evidence-based and decisive policies are implemented to avert the situation and to enable creation of a thriving private sector composed of local MSMEs.

---

## 02

Considering limited consumption capabilities of the local population, and the loss of some traditional markets due to political events, studies showed that in order for the MSMEs in the target sectors to develop and expand, internationalisation efforts must be improved, for the companies to be able to tap international markets, particularly that of the European Union with unparalleled purchasing power.

---

## 03

To ensure effective contribution of MSMEs towards sustainable development, gender mainstreaming must take a central role. This will have important economic and social consequences. According to the assessment, women seem to have been more affected by the economic slowdown resulting from the pandemic, mostly, however, due to the sectoral patterns. In addition, adaptation strategies have a significant negative effect on women employees, who have more likely been laid off or sent to unpaid leave during the lockdown. Continuous efforts must take place to bring qualified women to the labour market to ensure equitable development. Hence, activities to encourage women entrepreneurship and to support stereotype-free education broadening the employment opportunities for women, need to be facilitated.

---

## 04

Moreover, taking into account the global trend of digitalisation of commercial activities and the economic downturn caused by COVID-19, it is also necessary to support MSMEs with developing, launching and promoting online stores to facilitate post-crisis recovery and make them more resilient to similar shocks in the future. It is also important to train the entrepreneurs on how to manage online stores, create digital advertisement and run promo campaigns on web and social media. While online activity is an efficient tool for businesses to promote their products and services, it cannot fully replace the offline face-to-face communication and networking. Over the years “East Expo” proved to be an effective platform to expand markets, help MSMEs establish new business relations, and give its participants a competitive advantage. It is crucial to come back to the offline format of the event as soon as the current pandemic is overcome.



---

## 05

Based on the experience in business promotion motivation campaigns and the already existing brand of “Big Stories of Small Businesses” it is recommended to continue identifying success stories and using them to launch public motivational campaigns, that will inspire people in the target regions to launch businesses and create a positive image of the entrepreneurs in the region and throughout the country. This activity should be strengthened by expanding partnership with nationwide business-oriented media, creation of dedicated special project pages, quizzes, voting and other interactive tools.

---

## 06

During the monitoring visits the grantees mentioned a lack of networking between each other and specifically holding face-to-face events to be focused on networking organized in the respective areas. According to monitoring reports, such activity could play a significant role in business development in terms of finding reliable suppliers, partners and even clients. This networking opportunity is especially relevant for IDPs who have limited business contacts in host communities. Additionally, this activity could build a strategic network of entrepreneurs ensuring sustainable cooperation and business development, hence it would be essential to organize such networking events. This will be further strengthened through the development of online marketplace on the already existing “Start a business” platform and the participation in business expos.

---

## 07

Despite continuing high demand for training activities in large settlements and administrative centres, it was noted that many participants would prefer attending training sessions located closer to their place of residence. Therefore, it is advisable to deliver trainings in the remote areas next to those in administrative centres where learning activities are traditionally concentrated.

# Risk Analysis

---

## 01

The quarantine measures to contain the spread of COVID-19 in Ukraine may be extended till the end of 2021, leading to a worsening of the economic situation and a sharp deterioration of people's life quality, first of all among the most vulnerable groups. The spread of coronavirus infection in Ukraine continues to accelerate with the new cases and hospitalisations growing steadily since mid-February 2021. The quarantine has been extended until end of April 2021, however if the epidemic situation continues to worsen the quarantine may be extended further and the list of restrictive anti-epidemic measures will be expanded.

In its turn, the impact of infection risk mitigation measures on the economy of small communities can be disastrous, with serious consequences on people's wellbeing and mental health, hugely affecting the most fragile community members. As it is still not clear how long the restrictive measures will continue to be in effect, and how the overall situation with the COVID-19 pandemic will evolve, there is a chance that the implementation of some of the Project activities, specifically those which require personal presence or interaction between the stakeholders, can be affected. In this regard, the Project will closely monitor the situation at the local level and will carefully re-evaluate risks, as well as explore and apply alternative implementation arrangements, where applicable.

---

## 02

Worsening of the macroeconomic situation in Ukraine together with the burden put on the national financial institutions by the COVID-19 pandemic may lead to increase of inflation rates, depreciation of the national currency and limiting access to credit resources. The further economic downturn in the country and worldwide may generate uncertainty within the business environment and create lack of resources for business development, especially in the conflict-affected context, and provoke a fear to start/expand business or invest in production facilities, real estate and land.

---

## 03

Although a ceasefire and an outline for a political settlement were drawn up in the Minsk agreements, no effective ceasefire has taken hold for a significant period of time. Deterioration of the security situation in the south of Donetsk and Zaporizhzhia oblasts may preclude minimal security conditions necessary for programming in the areas close to the "contact line" and GCAs of these oblasts.

## Annex 1.

## RESULTS FRAMEWORK

## Outcome 1. MSMEs sector in these coastal areas grows, generating the creation of new jobs

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
<p><b>1.1.</b> Number of new MSMEs in target regions operating sustainably at Project's end (broken down by sector)</p> <p><b>Comments</b> *By sectors: Textile and Clothing – 8 (7 women) Hospitality – 48 (26 women) Food Processing – 46 (21 women) Grain and Oilseeds – 20 (4 women) Dairy and Beef – 6 (3 women) Industry and Engineering Services – 23 (4 women) Fruit and Vegetables – 24 (9 women)</p>	0 (2019)	Not less than 100 (60 Zaporizhzhia Oblast, 40 Donetsk Oblast)	<p>175* (74 women) – Total</p> <p>108 (46 women) – Zaporizhzhia Oblast</p> <p>67 (28 women) – Donetsk Oblast</p>	Not less than 100 (60 Zaporizhzhia Oblast, 40 Donetsk Oblast)	Local administration's reports Project's reports and records

## Output 1.1. Improved access to relevant business information, skills development and support

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
<p><b>1.1.1.</b> Number of business people trained, informed and advised by the Project (broken down between agriculture and non-agriculture businesses)</p> <p><b>Comments</b> To date, 779 business people (545 women) were trained, informed and advised by the Project, including those 300 (111 women) representing the agriculture sector.</p>	0 (2019)	250 (at least 125 women)	779 (545 women), including 300 (111 women) from the agriculture sector	500 (at least 250 women)	Project's records, local administration's records and sites

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
<p><b>1.1.2.</b> Percent of surveyed business people, having received training and advice from the Project, claiming (and showing evidence of) skills improvement (broken down between agriculture and non-agriculture businesses)</p>	0 (2019)	70%	98%	80%	Enterprise survey results
<p><b>Comments</b> Based on the post-training evaluation, 98% business people confirmed skills improvement as a result of the Project intervention.</p>					
<p><b>1.1.3.</b> Project supported on-line information platform is operating and used</p>	0 (2019)	1 platform operating, used by no less than 200 business people	1 platform being upgraded*, new marketplace used by 74 business people**	1 platform operating, hosted by local institution, used by no less than 400 business people	Platform's usage statistics Enterprise survey results
<p><b>Comments</b> *The platform earlier developed within the UN RPP, is being upgraded with the Project support to provide businesses with an access to the marketplace, which is expected to be fully operational in May 2021. **To date, the marketplace is represented by 74 MSMEs, while the total number of the platform users is 1070.</p>				1 Mobile app operating, hosted by advisory service organisation	
<p><b>1.1.4.</b> Evidence of operational and sustainable extension services network covering the Project target areas</p>	No (2019)	Network operating	Network operating	Network operating and sustainable	Project's records Enterprises survey results
<p><b>Comments</b> The identified inadequate provision of services in rural areas has been addressed through the establishment of a Light model of Agricultural</p>					

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
Advisory System (LAAS), which has been a comprehensive, locally developed system that provides pertinent information and advisory services to farmers, aggregators of agricultural products and processors.					

### Output 1.2. Improved access to business financing

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
<b>1.2.1.</b> Number of new and/or existing entrepreneurs having obtained and benefited from a Project's grant (for start-up or development purposes) (broken down by sector)	0 (2019)	100 business people (no fewer than 50 women)	175 (74 women) – Total	100 business people (no fewer than 50 women)	Grants administrator's records
<b>Comments</b> *By sectors: Textile and Clothing – 8 (7 women) Hospitality – 48 (26 women) Food Processing – 46 (21 women) Grain and Oilseeds – 20 (4 women) Dairy and Beef – 6 (3 women) Industry and Engineering Services – 23 (4 women) Fruit and Vegetables – 24 (9 women)			108 (46 women) – Zaporizhzhia Oblast		
			67 (28 women) – Donetsk Oblast		

### Outcome 2. MSMEs successfully integrate new or existing markets, providing them with improved perspectives for sustainable business operations and long-term business development

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
<b>2.1.</b> Percent of overall production volumes sold by MSMEs in the target oblasts (broken down by sector)	27.6% – Donetsk Oblast (2018)	29% – Donetsk Oblast	NA	29% – Donetsk Oblast	State Statistics Service

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
<p><b>Comments</b></p> <p>The State Statistics data will be available in April 2021.</p>	43.1% – Zaporizhzhia oblast (2018)	45% – Zaporizhzhia Oblast	NA	45% – Zaporizhzhia Oblast	
<p><b>2.2.</b> Number of MSMEs in active clusters, business groups in the region (broken down by sector)</p>	30 – Textile and Clothing 35 – Hospitality 10 – Food Processing 325 – Grain and Oilseeds 12 – Dairy and Beef 28 – Industry and Engineering Services 11 – Fruit and Vegetables (2019)	33 – Textile and Clothing 39 – Hospitality 11 – Food Processing 325 – Grain and Oilseeds 12 – Dairy and Beef 31 – Industry and Engineering Services 11 – Fruit and Vegetables	NA	33 – Textile and Clothing 40 – Hospitality 12 – Food Processing 330 – Grain and Oilseeds 15 – Dairy and Beef 35 – Industry and Engineering Services 15 – Fruits and Vegetables	Project records
<p><b>Comments</b></p> <p>The data will be available upon finalising the ‘Comprehensive market analysis for each of the prioritized value chains with mapping all the market players’ in May 2021.</p>					

### Output 2.1. Improved access to new or existing markets

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
<p><b>2.1.1.</b> Number of MSMEs’ activities promoted at national/international levels through Project supported exhibitions, fairs and other networking events (broken down by sector)</p>	0 (2019)	50 (25 owned by women)	160* (55 women)	100 (50 owned by women)	Project records
<p><b>Comments</b></p> <p>*This includes 51 MSMEs (27 of them owned by women) from the south of Donetsk and Zaporizhzhia oblasts: Textile and Clothing – 8 Hospitality – 2 Food Processing – 9 Grain and Oilseeds – 2 Dairy and Beef – 3 Industry and Engineering</p>					

Indicators	Baseline	Target (2020)	Actual (2020)	Target (2021)	Means of verification
Services – 4 Fruit and Vegetables – 8 Other – 15					
<b>2.1.2.</b> Percent of average marketing costs incurred by Project supported MSMEs in target areas (broken down by sector)	0 (2019)	4%	NA	4%	Enterprise survey
<b>Comments</b> The data will be available upon finalising the 'Comprehensive market analysis for each of the prioritized value chains with mapping all the market players' in May 2021.					

