

# Ukrainian Women Entrepreneurs Hub (U&WE Hub) offline, 2023 - 2024

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## U&WE Hub offline in numbers

**124** applications from Ukrainian communities to open hubs

**3** communities on the waiting list

**4** hubs in operation

**8** people in the team

**10** permanent local partnerships and **34** regional partnerships

**12120** visits, of which **6156** are unique women

**674** women have completed **4** U&WE Hub training programs

**336** experts and **172** mentors involved in working with women entrepreneurs

**456** women in **21** villages attended 1-day field training programs

**375** business events were held

**450** children visited children's rooms while their mothers were studying

# 1. Selecting communities to open hubs and finding local partners

## 1.1. Selection

In January 2023, an open call for registration for the opening of hubs for women entrepreneurs was announced. A total of 124 applications were submitted for 3 hubs. This means that almost 40 candidates competed for 1 place. Approximately 60% of the applicants were representatives of local authorities, and 40% were representatives of NGOs. Applications came from almost all over Ukraine, namely from 22 oblasts of Ukraine and 2 applications from Poland. In the appendix, we provide the application form and the list of oblasts from which we received applications.

The cities for the hubs were selected based on several criteria:

1. Justification of the motivation for creating a women's entrepreneurship hub in the city;
2. Provision of the premises for the hub with a description of the size and capacity;
3. Description of the participation of the applying partner;
4. Involvement of local partners in the opening of the U&WE Hub;
5. Availability or possibility of additional funding to implement and support the hub's activities;
6. Hub support budget for one year.

The selection process consisted of 3 stages:

1. Selection of the most relevant applications by indicators and criteria (24);
2. Evaluation of the 24 most relevant candidates together with the Board and shortlisting of 12 candidates. U&WE Hub Board: Julia Zee (USA), Elena Timofeeva (Hungary), Olena Korobkova (Ukraine).
3. Conduct a series of interviews with the 7 candidates who scored the highest (4 points), analyze and select the candidates based on the results of the interviews.

## 1.2. Local partners

As a result, 4 communities were selected to open hubs: Chernivtsi (applicant: Department of Social and Economic Development and Strategic Planning of Chernivtsi City Council), Brovary, Kyiv Oblast (applicant: Executive Committee of Brovary City Council of Brovary District of Kyiv Oblast), Hoshcha, Rivne Oblast (Hoshcha Village Council), and Ivano-Frankivsk (applicant: NGO "Mothers of Prykarpattia").

These communities have broad needs and arguments for opening a community hub, including a large number of IDP women (30,000 women in Chernivtsi and 27,000 in Ivano-Frankivsk), many women from rural areas have their own craft production but lack knowledge on how to turn it into a profitable business, as well as a low percentage of women entrepreneurs compared to the total population in some communities (e.g., Hoshcha community has more than 10,500 adult women, of whom only 105 are registered women entrepreneurs, or 1% of the total, while Brovary community has 19% of women entrepreneurs).

During the negotiations with local partners, we identified several risks that may relate to unstable cooperation with partners who provide privately owned premises, not municipal property, and are representatives of a non-governmental organization. After a series of discussions, the team decided to consider the municipal institutions as partners and sign a Memorandum with them, and to equip the premises of the city's municipal institutions accordingly. We need to be sure that the project will be operational in 2024, and that the purchased machinery and equipment will be used for initiatives and projects for the city. This condition was not announced earlier, but it is an important change that we made already during the negotiation phase with potential local partners to avoid a number of problems in project implementation or risks in cooperation. That is why we were forced to suspend cooperation with our partners in Ivano-Frankivsk, namely the NGO "Mothers of Prykarpattia," who repeatedly questioned their ability to provide the necessary premises and cover the rent of privately owned premises. In addition, after conducting due diligence and discovering certain information, we learned that the main contact person is a member of the Ivano-Frankivsk City Council and represents the European Solidarity political party. As our project is apolitical, we would like to avoid any associations with the activities of political parties, especially if they have a potentially problematic reputation.

An offline meeting was held in Ivano-Frankivsk with the deputy mayor to assess the readiness of the community to support the project. He confirmed the need to open a U&WE Hub in the region and promised to provide full assistance from the authorities. Therefore, a new selection was announced in the Ivano-Frankivsk community, for which 6 potential partner organizations applied. The applications were evaluated according to the selection criteria. The three applicants with the highest score (4) were interviewed. The application from the NGO "Bureau of Development, Innovation and Technology" was recognized as the most relevant.

For several months in 2024, negotiations were underway to resolve the legal issues of the storage of material assets (equipment, furniture, children's goods and books) at the Chernivtsi Youth Centre "Youth Residence", a municipal institution that provided premises for the hub in Chernivtsi. The head of the location refused to sign the documents, demanding that the purchased goods be transferred to the ownership of the institution. Several meetings were held, which resulted in amendments to the Memorandum of Understanding on the condition that the hub would use the goods. However, at the end of February 2024, the head of the municipal institution announced the termination of the Memorandum of Cooperation as of 15 March. She cited CSR Ukraine's failure to fulfil its obligations as the reason for the termination. In response to this statement, a letter was sent with a detailed description of the work performed. Another partner in Chernivtsi, the Department of Socio-Economic Development and Strategic Planning of the Chernivtsi City Council, expressed its desire to continue the project in another location. An open call was announced to find a location for the hub. The competition received 5 applications. Interviews were held with 4 applicants and Chernivtsi Lyceum 14 of the Chernivtsi City Council was selected due to the best conditions for the hub.

## 1.3. Additional partner communities

In addition to the 4 selected hubs, we planned to involve 3 more communities that also received high scores during the evaluation: Chernihiv, Zaporizhzhia, and Kropyvnytskyi.

In early 2024, the budget was revised and a decision was made to open a hub in Zaporizhzhia. Women in this city need special support because they live in the frontline zone. Due to the danger of shelling, some businesses, organizations, and companies closed down and women lost their jobs. There are many displaced women in Zaporizhzhia who are unemployed or who used to have their own businesses and want to restore them. The NGO "YOUTH ONLINE" and the Municipal Institution "Zaporizhzhia Regional Youth Center" expressed a desire to open the U&WE Hub during the open call in February 2023, and their application was selected for the waiting list.

The needs of the hubs in Chernihiv and Kropyvnytskyi have been analyzed, and we are looking for resources to involve them in the project in the future.

In May 2024 we started preparation for opening a new hub in Kyiv. However, simultaneously, it was decided to close the hub in Hoshcha. Hoshcha showed good results: 2101 visits by women, of which 1021 were unique, a successful indicator for rural areas. But we had already trained the most active women in the area who wanted to start their businesses. That's why the fourth training program was moved to a nearby town.

## 2. Project team

### 2.1. Team composition

The project team currently consists of 8 people:

- U&WE Hub project supervisor;
- U&WE Hub project coordinator;
- Educational manager;
- PR manager;
- Community manager;
- Financial Manager;
- The local coordinator of the hub in Brovary;
- The local coordinator of the hub in Ivano-Frankivsk;
- The local coordinator of the hub in Chernivtsi;
- The local coordinator of the hub in Zaporizhzhia.

The positions of educational manager and PR manager are vacant. While the search for relevant candidates continues, the functions of the educational manager are partially performed by the U&WE Hub project coordinator, and some tasks of the PR manager are performed by the community manager.

Currently, the Ukrainian labor market is facing a shortage of qualified specialists due to the massive migration of people abroad and mobilization into the army.

## 2.2. Selection

To search for team members, we wrote job descriptions with a list of functions, created a form for interviews, and created test tasks. The recruitment process was conducted through a competitive selection process, with candidates being interviewed, after which they completed a test task and had a final interview.

### 2.2.1. Project coordinator

The project began with the search for a project coordinator. The winter was difficult, with frequent power outages due to shelling and problems with Internet access. The project received 4 resumes for the vacant position, and Maryna Tsyhryk, who had experience in managing a non-governmental organization, implementing projects, and was an entrepreneur, was selected. After working for 2 months, Maryna resigned for personal reasons. Olena Vitrynska, who had the most relevant experience among the other 3 candidates, was selected to replace her.

### 2.2.2. Local coordinators

In May-June 2023, local coordinators were recruited in the communities. Job descriptions were posted on local community resources and online platforms. The test assignment consisted of preparing a list of activities, business events, and formats for hub development in the form of a detailed action plan with specific examples. At least three applications were received from each community. All relevant candidates were interviewed. They also completed test tasks and the best of them were invited to the final interviews.

When announcing the call for local coordinators, we had the opportunity to study the situation in different regions. It turned out that in some communities, for example, in Hoshcha, all worthy candidates already have some kind of permanent employment, which is partly related to the specifics of our project, but can also bring results for our project. However, it is encouraging that the candidates assure us that they have already had experience in running similar projects in communities and have successfully combined their work with other projects. Such statements from the candidates indicate their high motivation and interest in the project.

Difficulties arose with the search for a local coordinator in Chernivtsi. Some candidates asked for a too high salary, others did not have relevant experience, and still others were going to combine work on three or more projects. Chernivtsi is a border region with many international foundations and organizations, so there are many vacancies for project coordinators. During the existence of the hub in Chernivtsi, 4 coordinators have changed. Currently, Yulia Dupeshko-Jus is working in this position, who has relevant experience and copes well with the tasks.

## 3. Partnerships

### 3.1. Local partners according to the Memorandum

Currently, 5 hubs with the following partners are operating offline as part of the U&WE Hub project:

- Chernivtsi: NGO "Center for Corporate Social Responsibility Development", Chernivtsi Lyceum 14 of the Chernivtsi City Council and the Department of Social and Economic Development and Strategic Planning of the Chernivtsi City Council.
- Brovary: NGO "Center for Corporate Social Responsibility Development", Executive Committee of Brovary City Council of Brovary District of Kyiv Region and Municipal Institution of Club Type "Cultural and Innovative Platform "TepLytsia" of Brovary City Council of Brovary District of Kyiv Region.
- Hoshcha: NGO "Center for Corporate Social Responsibility Development", Municipal Institution "Goshcha Center for Out-of-School Education" of the Goshcha Village Council and Goshcha Village Council.
- Ivano-Frankivsk: NGO "Bureau of Research, Innovation and Technology" (New Energy Science City) and the Department of Economic Development, Ecology and Energy Saving of Ivano-Frankivsk City Council.
- Zaporizhzhia: NGO "YOUTH ONLINE", Municipal Institution "Zaporizhzhia Regional Youth Center" and Department of Economic Development of Zaporizhzhia City Council.

Each city/village has a local government representative among the partners. This provides important support for the project and the sustainability of its development.

### 3.2. Financial partnerships

#### 3.2.1. The Netherlands Enterprise Agency

The Netherlands Enterprise Agency allocated 23,588 euros to pay for the services of curriculum trainers, facilitators, and psychologists. The agency also covered the participation of Marina Saprykina, project supervisor, and Olena Vitrynska, project coordinator, in a strategic session with Buzz Women India, a media partner - a total of 4000 euros.

#### 3.2.2. CIVIC UA

CIVIC UA provided additional financial support for 6 Pitch Night winners of the UWE Hub 1.0 offline program who had officially registered businesses to strengthen it. This support was implemented as individual consultations for women entrepreneurs to create marketing strategy and train women to independently use the materials received to apply them in business, increase business awareness, sales, and number of customers. Consultations were delivered by Svitlo communication agency (IE Taranenko Polina). The total cost of marketing consultations for 6 women amounted to 168 000 UAH (≈4400 USD).



### 3.3 Established partnerships

#### Buzz Women

The main international partner in expertise is Buzz Women. It is an organization that trains women from villages and towns in entrepreneurship and creates a self-sufficient community. Buzz Women experts advised the project team through online meetings 1-2 times a month. Thanks to their advice, the training program was extended in time, as it was difficult for the participants to master a large amount of material in 2 weeks, and a work guide for all team members was developed, which includes instructions on how to open and maintain hubs

#### Chernivtsi

During the project period, the following existing partnerships were concluded in Chernivtsi:

1. In December 2023, a partnership was concluded with the NGO "Bukovyna Medical Community" to jointly organize events and engage NGO specialists on a trial basis. The purpose of the partnership is to work together to improve women's financial literacy, financial security, and self-reliance through the organization of trainings. The following results were achieved in the course of the partnership:
  - 5 meetings of the Financial Security and Self-Reliance Laboratory .
2. In December 2023, a partnership was established with the NGO "Steps to the Future" to jointly organize events and engage NGO specialists on a trial basis. The goal of the partnership is to work together to improve women's financial literacy, financial security, and self-reliance through the organization of trainings. The following results were achieved in the course of the partnership:
  - 2 events were held in partnership and involved 60 people in the U&WE Hub Chernivtsi community.
3. In December 2023, a partnership was established with the Chernivtsi Regional Employment Center. The purpose of the partnership is to provide information support for events and help communicate with the target audience in the Chernivtsi region. The following results were achieved in the course of the partnership:
  - 3 women enrolled in the third wave of the Women's Entrepreneurship Development Training Program.
4. In December 2023, a partnership was established with the Chernivtsi City Employment Center. The purpose of the partnership is to provide information support for events and help communicate with the target audience. The following results were achieved in the course of the partnership:
  - Information support for at least 5 events.
5. In December 2023, a partnership was established with the Bukovyna Entrepreneurs Club to establish close cooperation in mentoring support, engaging experts and speakers, providing information support, and conducting production tours. The purpose of the partnership is to provide mentoring support, engage experts and speakers for events, and provide information support. The following results were achieved in the course of the partnership:
  - 2 jury members were involved in the final pitching of the third training program;
  - A tour of the production site is planned for March.

## Brovary

During the project period, the following existing partnerships were concluded in Brovary:

1. In August 2023, a partnership was established with the Business Support Centre of the Brovary City Council to provide advice to members of the Brovary Hub community and to participate in online webinars on business topics.

Result:

- On 4.04.2024, the seminar "Idea Generation. How to start and run a business in times of war".

2. In September 2023, a partnership was established with the career counselling department of the Brovary Employment Centre to provide training support to the hub's visitors and to advise on applying for government grants.

Result:

- On 13.03.2024, a seminar "Microgrants from the state - assistance in starting or developing your own business" was held with the participation of community members who received grants.

3. In January 2024, a partnership was established with the Tribuna Brovary newspaper to provide information support to the hub.

Result:

- In March-April, 5 publications were published about the hub's activities.

4. In March 2024, a partnership was established with the accounting company Olimp to conduct a training course for members of the Brovary community on registering and running a sole proprietorship.

Result:

- 20.03.2024 - Business event "Registration of a sole proprietorship - the official start of your business".
- 01.04.2024 - Business event: "Software PTR for individual entrepreneurs: Types, registration, features of use".
- A UAH 200 discount on the company's services for participants.

5. In December 2023, a partnership was established with Brovary Media. The purpose of the partnership is to provide information support.

The following results were achieved in the course of the partnership:

- An article about the U&WE Hub Brovary entrepreneurship training program and the visit of representatives of the Embassy of the Kingdom of the Netherlands.

## Goscha

During the project period, the following existing partnerships have been concluded in Hoshcha:

1. In November 2023, a partnership was established with Diia.business Rivne. The goal of the partnership is to involve women in events, support participants, and attract grant funds.
2. In November 2023, a partnership was established with the NGO "Association of Women of Ukraine "Action-Rivne". The goal of the partnership is to involve women in events, support participants, and attract grant funds.
3. In December 2023, a partnership was established with the NGO Rivne Women's Union. The purpose of the partnership is to engage in events and work in partnership to attract projects.

4. In February 2024, a partnership was established with the NGO "Active Women's Opportunity Space". The goal of the partnership is to create collaborations and engage in events.
5. In February 2024, a partnership was established with the Community Development Center. The goal of the partnership is to help promote the community, ensure self-sufficiency, and co-create new educational games.

#### Ivano-Frankivsk

During the project period, the following existing partnerships were concluded in Ivano-Frankivsk:

1. In May 2023, a partnership was established with King Daniel University to support the hub at the request of the coordinator. The purpose of the partnership is to facilitate the participation of the University's volunteer movement and its experts in the Project's activities; provide media and information support, establish partnerships with other organizations; co-organize hub events, provide event halls, involve the hub in partnership projects; provide prizes for pitching winners and finalists; involve the founder of the brand as a member of the pitching jury.

The following results were achieved in the course of the partnership:

- The hub used presentation halls with university equipment for events 4 times;
  - The partner provided creative gifts for the winner and the women who took 2nd-5th places in the pitching and the pitchers of the three streams of the entrepreneurship training program for women;
  - Involvement of the Hub as a partner in the Innovation Week event program of the international project ILCA (Innovation Laboratories for Climate Actions). It was agreed to hold three joint events and to promote the Hub at them. For two of these events, the partner provided the lecturers, and the third event was held by the Hub coordinator (11/21/23, number of participants - 30, a video of the lecture was made, which the U&WE Hub plans to distribute among the community of entrepreneurs, as the topic of backup power for businesses in the face of possible power outages is currently relevant) (11/22/23, number of participants - 22) (11/23/23, number of participants - 27);
  - Joint events/forum with the participation of speakers (Richard Tomlins, Professor and Regional Director for the UK and Europe at the University of Coventry (UK)), engaged by the partner (07.02.24 - number of participants 151).
2. In June 2023, a partnership was established with the Ivano-Frankivsk Regional Employment Center for cooperation on request. The purpose of the partnership is to involve company employees as speakers at events; organize joint events; and co-organize Hub visits to villages and communities to conduct an entrepreneurship training program for women. The following results were achieved in the course of the partnership:
    - Joint events with the participation of speakers engaged by the partner - 2 (09.08.23 - number of participants 39, 22.09.23 - number of participants 15);
    - The partner organized a job fair where the hub was invited as a participant with a separate location - 1 time. Thanks to the event, the coordinator managed to attract 32 new community members and popularize its educational products (11.08.23);

- Invitation of the Hub coordinator to an organized meeting between NGOs in the region for networking and partner search (30.08.23);
  - Organization of trainings within the framework of Hub visits to villages and communities on the basis of regional offices of the Civil Protection Center, co-organization of these trainings by the partner in terms of recruiting women
    - three times (11/15/23 - number of participants 20, 11/16/23 - number of participants 21, 12/20/23 - number of participants 20).
3. In June 2023, a partnership was established with Ruslan Martsynkiv, Mayor of Ivano-Frankivsk, for on-demand cooperation. The purpose of the partnership is to provide information support for important announcements.
- The following results were achieved in the course of the partnership:
- Publication of 10 announcements of Hub events and training programs on the mayor's channels with a reach of over 100 thousand people.
4. In June 2023, a partnership was established with Prykarpattyaoblenergo for on-demand cooperation. The purpose of the partnership is to provide information support to the hub.
- The following results were achieved in the course of the partnership:
- Participation of representatives from the organization at the opening event. An agreement on ambassadorship - popularization of the hub at events/meetings.
5. In June 2023, a partnership was established with the NGO "BAiDi Club" for cooperation on request. The purpose of the partnership is to provide information support to the hub in terms of activities for people aged 50+.
- The following results were achieved in the course of the partnership:
- Participation of representatives from the organization at the opening event. An agreement on ambassadorship - popularization of the hub at events/meetings.
6. In June 2023, a partnership was established with the Ivano-Frankivsk IT Cluster for on-demand cooperation. The purpose of the partnership is to involve C-level employees of the company as members of the pitching jury; organize joint events; and involve C-level employees of the company as speakers at events.
- The following results were achieved in the course of the partnership:
- Joint events/forums with the participation of speakers engaged by the partner
    - 2 (18.08.23 - number of participants 23, 17.09.23 - number of participants 234).
7. In July 2023, a partnership was established with Blago Construction Company for cooperation on request. The purpose of the partnership is to involve the company's C-level employees as members of the pitching jury; to provide prizes for the winners and finalists of the pitching; to involve the company's C-level employees as speakers at the event.
- The following results were achieved in the course of the partnership:
- Three joint events with the participation of speakers engaged by the partner (30.08.23 - number of participants 23, 12.10.23 - number of participants 31, 10.11.23 - number of participants 11);
  - Involvement of the Hub in the Invest Forum IF partner event as a location to promote the Hub's products to a larger audience (10/29/23 - 108 participants);
  - Raising a financial grant for the winners of the pitching of two streams of the entrepreneurship training program for women (II and III) of UAH 5 thousand

for each stream, as well as creative prizes for 3 women who took prizes (from 1 to 3) at the pitchings.

8. In July 2023, a partnership was established with the Department of Youth Policy and Sports of the Ivano-Frankivsk City Council on cooperation on request. The purpose of the partnership is to hold joint events; involve the hub as a location for the Department's events to promote and expand the community of women entrepreneurs.

The following results were achieved in the course of the partnership:

- Involvement of the hub as a location at the Youth Day 2023 event. Thanks to the event, the coordinator managed to attract 22 new community members and popularize its educational products (19.08.23);
- One joint event with speakers engaged by the partner - 1 (11/17/23 - the number of participants was 14).

9. In July 2023, a partnership was established with the Kherson Hub in Ivano-Frankivsk for on-demand cooperation. The purpose of the partnership is to provide information support for the announcements of the hub's events.

The following results were achieved in the course of the partnership:

- The partner invited the hub to speak to 16 participants of the career guidance event "Opportunities in the labor market in Ivano-Frankivsk" to promote its activities (12.08.23).

10. In August 2023, a partnership was established with the New Mind School of New Thinking for on-demand cooperation. The purpose of the partnership is to involve the founder of the brand as a member of the pitching jury; to provide prizes for the winners and finalists of the pitching; to involve the founder of the brand as a speaker at the event and as an expert from the U&WE Hub on the media."

The following results were achieved in the course of the partnership:

- One joint event with the participation of speakers engaged by the partner - 1 (23.08.23 - the number of participants was 47);
- The partner offered prizes for pitching winners of two streams of the entrepreneurship training program for women (II and III). In the second stream, the partner offered two certificates for the lecture "Traps of Consciousness" (the cost of one lecture is 80 euros). In the third round, the partner offered prizes totaling more than 1 thousand euros, including VIP access to the course "Evolution of Consciousness" and two certificates for the lecture "Traps of Consciousness".

11. In August 2023, a partnership was established with the project "Where to go? Frankivsk" project of the @galkaifuanews media group to publish all hub announcements sent according to the sample for free on the project's Telegram and Instagram resources. It is mandatory to include the project's logo on the announcement visual. The purpose of the partnership is to provide information support for the hub's event announcements.

The following results were achieved in the course of the partnership:

- Free publication of 46 posts on the telegram channel and Instagram page of the portlet announcing hub events, which would have cost UAH 27.6 thousand without the established partnership;
- The published announcements helped to expand the audience of the Hub's events (about 40% of new unique Hub members come from the announcements published on the "Where to go Ivano-Frankivsk" channel).

12. In September 2023, a partnership was established with Lviv Business School for on-demand cooperation. The goal of the partnership is to involve the company's C-level employees as speakers at events.

The following results were achieved in the course of the partnership:

- One joint event with the participation of a speaker (Oleksandr Akymenko, Director of the MSc in Innovations and Entrepreneurship Master's Program at UCU Business School. Alumnus of the JSK Fellowship program at Stanford University), engaged by a partner - 1 (10.09.23 - number of participants 39).

13. In October 2023, a partnership was established with Lviv Business School for on-demand cooperation. The purpose of the partnership is to conduct master classes for members of the hub community.

The following results were achieved in the course of the partnership:

- One joint event with speakers engaged by the partner - 1 (10/19/23 - number of participants 27);
- The partner will conduct 10 masterminds for community members on a volunteer basis in November-December 2023.

14. In November 2023, a partnership was established with the Rokada Charitable Foundation for cooperation on request. The purpose of the partnership is to provide information support for the hub's events and organize joint events.

The following results were achieved in the course of the partnership:

- Participation of the Hub as a co-organizer of the Women's Leadership Forum within the framework of the International Action "16 Days Against Violence" in Ivano-Frankivsk, number of participants - 82 - once (02.12.23).

15. In December 2023, a partnership was established with the NGO "ACT. Good Ideas Unite" (Kolomyia territorial community of Ivano-Frankivsk region) for cooperation on request. The purpose of the partnership is to provide information support for the announcements of the hub's events.

The following results were achieved in the course of the partnership:

- Dissemination of announcements of online events of the Hub on the CSO channels - three times (12/14/23, 12/19/23, 12/20/23).

16. In February 2024, a partnership was established with the Allo, Salmon restaurant chain to have its experts speak at pitchings, business events and provide gifts at the end of the training programme.

Results:

- the owner was among the jury members of the pitching of the third training program,
- The owner held an experience exchange meeting for women whose business ideas and businesses are related to food service.

17. In March 2024, a partnership was established with the Urozhay chain of food establishments and enterprises to involve the owner in the hub's work as an expert at business events and regular company tours.

Results:

- 2 excursions were conducted,
- the owner was a speaker at the lecture,
- the owner was invited to join the jury for the pitching of the IV training programme.

18. In March 2024, a partnership was established with the NGO Youth Online to provide information and resource support.

Result:

- disseminating information about events in the hub on their resources.
19. In April 2024, a partnership was established with ISLA. Fresh Coffee Factory. An agreement was reached to conduct excursions to the enterprise and to advise participants from the UWE Hub in Zaporizhzhia on the supply of products to coffee shops and other establishments upon their request.

Results:

- an excursion to the factory,
- 5 individual consultations.

## 4. Survey on community needs

Prior to the opening of the hubs, a survey was conducted among women in the 4 communities where the hubs were opened to determine their needs. 418 women aged 18 to 68 answered 39 questions in the survey.

The responses were analyzed in detail. The women identified the lack of knowledge on marketing, financial and legal aspects, as well as the lack of finance as the main needs. Based on the findings, information about grant opportunities for small and medium-sized businesses was included in the curriculum, and changes were made to the plans for interprogram activities (more group workshops with psychologists were added).

On August 30, the results of the study "Women Power: Women's Entrepreneurship in Time of War" was publicly presented on the occasion of the Entrepreneur's Day. The survey was conducted by the U&We Hub team among women interested in learning at the hubs. Local partners, representatives of the State Employment Center, and community representatives who applied for an open call to open a hub were invited to the online meeting. More than 50 people attended.

## 5. Regional hubs

### 5.1. Arranging hubs

To equip the hubs, negotiations were held with the locations and their needs for repairs, machinery and equipment were clarified. Based on these needs, unified procurement lists were developed. Four groups of goods were identified: equipment, furniture, children's goods and books.

Procurement was carried out through a tender process to select the cheapest offer.

We encountered difficulties while looking for suppliers. Most of the equipment, some furniture and children's products were imported to Ukraine. Currently, many of the borders are closed, and those that are open have interruptions due to heavy traffic and political reasons. Therefore, the procurement was stretched over time, but so far, 3 hubs have purchased equipment, children's goods and furniture.

Stationery, coffee mugs for coffee breaks during training, T-shirts, shoppers, notebooks and pens were purchased as needed before training programs and trips to villages.

The procurement was spread out over time, but so far, 4 hubs (Brovary, Chernivtsi, Ivano-Frankivsk and Hoshcha) have purchased appliances, children's goods, furniture and books.

To avoid risks, purchases were made in two stages. First, we purchased basic goods from the lists agreed with the locations. When the necessary goods were purchased for all hubs, the needs were reviewed again, stakeholders were interviewed, and another procurement was made based on their requests. Thermopots, coffee machines, office chairs with wheels, office desks for managers, first aid kits for adults and first aid kits for children, tourniquets, furniture locks and plugs for children's safety were purchased.

## 6. Training programs

### 6.1. About the training programs

Throughout the project existence there were 4 training programs. During the project period following number of women were involved in 4 training programs:

City	Number of registrations for training programs	Number of training program participants	Number of participants who pitched at training programs
Chernivtsi	264	164	82
Brovary	514	146	55
Goscha	252	116	58
Ivano-Frankivsk	485	188	93
Zaporizhzhia	67	60	24
<b>Total</b>	<b>1582</b>	<b>674</b>	<b>312</b>

The first training program took place on July 18-29 in 4 hubs (Ivano-Frankivsk, Brovary, Hoshcha, and Chernivtsi). The training took place every other day, on weekdays from 15:00 to 20:00, and on Saturdays from 11:00 to 15:00. 369 applications for training were received: 107 women in Ivano-Frankivsk, 149 women in Brovary, 55 women in Hoshcha, and 58 women in Chernivtsi. A total of 167 women completed the training program: 50 women in Ivano-Frankivsk, 52 women in Brovary, 30 women in Hoshcha, and 35 women in Chernivtsi. The first pitching session to investors was held, which was attended by 92 women: 29 women in Ivano-Frankivsk, 19 women in Brovary, 18 women in Hoshcha, and 26 women in Chernivtsi.

The second training program took place on September 20 - October 6 in 4 hubs. The second training program took place on July 18-29. 445 applications for training were received: 145 women in Ivano-Frankivsk, 170 women in Brovary, 75 women in Hoshcha, and



55 women in Chernivtsi. A total of 173 women completed the training program: 50 women in Ivano-Frankivsk, 36 women in Brovary, 50 women in Hoshcha, and 37 women in Chernivtsi. The second pitching session to investors was held, which was attended by 62 women: 22 women in Ivano-Frankivsk, 17 women in Brovary, 12 women in Hoshcha, and 11 women in Chernivtsi.

The third training program took place on January 24 - February 16 in 5 hubs (Zaporizhzhia was added). 520 applications for training were received: 158 women in Ivano-Frankivsk, 150 women in Brovary, 86 women in Hoshcha, 93 women in Chernivtsi, and 33 in Zaporizhzhia. A total of 195 women completed the training program: 53 women in Ivano-Frankivsk, 27 women in Brovary, 31 women in Hoshcha, 54 women in Chernivtsi, and 30 in Zaporizhzhia. The third pitching session to investors was held, which was attended by 87 women: 25 women in Ivano-Frankivsk, 7 women in Brovary, 16 women in Hoshcha, 26 women in Chernivtsi, and 13 in Zaporizhzhia.

The fourth training program took place on April 16 - May 14 in 5 hubs. The fourth training program lasted 4 weeks and had a different schedule in each hub. 520 applications for training were received: 158 women in Ivano-Frankivsk, 150 women in Brovary, 86 women in Hoshcha, 93 women in Chernivtsi, and 33 in Zaporizhzhia. A total of 195 women completed the training program: 53 women in Ivano-Frankivsk, 27 women in Brovary, 31 women in Hoshcha, 54 women in Chernivtsi, and 30 in Zaporizhzhia. The third pitching session to investors was held, which was attended by 87 women: 25 women in Ivano-Frankivsk, 7 women in Brovary, 16 women in Hoshcha, 26 women in Chernivtsi, and 13 in Zaporizhzhia.

The preparatory work began with 5 meetings of the project coordinator with the trainers to explain the goals and objectives of the training program. The requirements for writing the Program Guide and a template for presentations were developed and distributed; the CSR Ukraine policies, the training schedule for facilitators, and the curriculum schedule were shared.

An organizational meeting was also held between the project coordinator, education manager, local coordinators, and facilitators to discuss the purpose of the training, main tasks, and organizational aspects of the curriculum.

Each trainer had an hour and a half meeting with all the facilitators, where she introduced the objective of the training module, theoretical material, practical tasks, and her vision of the methodology for their implementation. The meeting was attended by all members of the project team.

The trainers provided the materials for the creation of the Guide: the module topic, outline, theoretical part, practical tasks and methodology for their implementation. The educational manager added an introduction, general guidelines, appendices, and organized the material. Facilitators use the Guide to prepare for the practical sessions.

Registration forms for women are opened three weeks before the start of the training program. Based on the selection criteria, the most motivated women who have their own business and want to expand it or have a clearly defined business idea are selected to participate in the training. The number of participants was determined based on the number of women living in the local community, the size of the U&WE Hub premises and the size of the bomb shelter.

At the beginning of the training, the participants were given branded notebooks, pens, and T-shirts.

The first 5 training days consisted of an online lecture by the trainer, coffee breaks and networking among the women, and independent work in groups with the facilitators. The goal of each day was to prepare a separate page of slides to present their business or business idea on the 7th day of the program.

## 6.2. Schedule

The training takes place over 3 weeks, with 2-3 training days per week (7 offline meetings in total), so that women have more time between classes to work through the material and learn it. Participants have the opportunity to come to the hubs 1 hour earlier to meet each other, learn about business ideas, and establish partnerships. The curriculum includes one online class day, psychological training, and mentoring meetings.

The curriculum is as follows:

Day 1: Module 1. Women's entrepreneurship in times of uncertainty: from idea to business.

Day 2: Module 2. Business idea validation.

Day 3: Module 3. Marketing and communications in business development: from start to scale.

Day 4: Module 4. Legal and financial aspects of starting a business.

Day 5: Module 5. Business planning.

Online lecture Elevator Pitch: how to capture an investor (was added since the second training program).

To prepare for pitching, the curriculum includes an online presentation by Iryna Darvay, an educational manager, on the ability to make an effective elevator pitch and design presentations.

During one week: Mentoring program.

Day 6: Preparation of speeches for the presentation of business ideas, psychologist.

Psychologists in each hub held a master class to give participants confidence and overcome fears. This day will also include a rehearsal of business idea presentations to get feedback from the local U&WE Hub team and participants, and to keep the time limit of 4 minutes.

Day 7: Pitching business ideas.

Exhibition of goods produced by the participants may also take place. Local coordinators invited experts for feedback: representatives of business and government, potential investors.

## 6.3. Lectures

During the first and second training program, the trainers delivered lectures online. During the third training program, it was decided not to broadcast the trainers' lectures online at the hubs, but to send requests for these lectures to each participant for individual viewing. Tests were developed to control the processing of the lectures. This decision was made to reduce the time women will spend in the hubs due to frequent air raids. The tests are designed in Google forms with automatic checking.

2-3 days before the practical work on the lectures, participants receive a video of the class, a presentation, and tests.

During fourth training program four online Q/A sessions with the lecturers were held to answer the participants' questions.

## 6.4. Facilitation

During meetings in the hubs, facilitators organize practical work to solve the tasks set by the trainers at the end of the lectures. Facilitators deepen the educational component of the program and help project participants solve practical problems. Women work in groups and individually. Special attention is paid to developing women's own business ideas.

Currently, 10 facilitators are involved in the project:

- U&WE Hub in Ivano-Frankivsk - Andriy Krupyak and Lada Malaniy;
- U&WE Hub in Chernivtsi - Lilia Korchevska and Olena Luste;
- U&WE Hub in Brovary - Lyudmila Dovgopol and Tatiana Paralyush;
- U&WE Hub in Hoshcha - Zhanna Kozliuk and Olga Ignatieva;
- U&WE Hub in Zaporizhzhia - Sergiy Vashchenko and Maria Shpinova.

In April 2024, tenders for facilitation services were held for each of the hubs. A total of 17 specialists applied for the tender. That is, the competition was more than 3 people for 1 place. The tender committee selected the most relevant persons in terms of education and work experience, taking into account the price of services. The experience of providing services in this project was also taken into account. Out of 10 facilitators who had worked in previous training programmes, 8 were selected through a competitive process, and two specialists facilitated the training programme for the first time.

## 6.5. Mentoring program

To strengthen women's final speeches, mentoring support was added to the II, III and IV training programmes to help women prepare for their speeches, improve their presentations and strengthen their business ideas in general. To find mentors, the programme was advertised on social media and in the U&WE Hub communities. Mentors were volunteered by active entrepreneurs, coaches, trainers and business consultants. In the registration forms, mentees indicated the area in which they needed help. Each mentor chose 1-3 mentees depending on their request and specialisation. Each mentor held from 1 to 6 meetings with their mentees. During the second and third training program 124 mentors were involved pro bono, which shows rising trust for our project. During the fourth training programme, 71 applications were received from mentees, of which 48 mentors selected 56 applications for individual consultations.

The main requests of women for consultations include:

1. Formulating a business plan: The need for assistance in properly formulating a business plan, taking into account various aspects such as strategy, finance, marketing and advertising.

2. Business development and scaling: The need for advice on expanding the business, attracting new customers, market positioning and investing in development.

3. Marketing issues: Assist in the development of marketing strategies, including social media, targeted advertising and the creation of engaging content.

4. Financial planning and analysis: Pricing, business valuation, profitability, taxation and other financial aspects.

5. Legal issues: Choosing the form of business registration, cooperation with chain stores, concluding contracts, etc.

In general, these requests relate to various aspects of business, from strategic planning to legal and financial issues, and require a comprehensive approach to advice and support.

71.4% mentees rated the mentoring program and the work with mentors at 10 out of 10. Many mentees were satisfied with the program and received answers to their questions. Some mentees emphasized that the mentors helped them solve specific problems, provided valuable advice, and revealed deeper aspects of their issues. The mentors demonstrated an understanding of the nature of the mentees' problems and helped them find solutions. Many participants noted the professionalism and constructive approach of the mentors. Some mentors helped the mentees improve their presentations, gain new knowledge, business ideas and provided support in various areas such as advertising, business planning and emotional support.

45.5% of mentors said that all mentees' goals were 100% achieved during the mentoring program. Most mentors noted that the mentees were interested in the work, had many questions, and actively participated in the meetings. The mentees were quick to respond to meetings, often extending them for more than an hour, and took the initiative to schedule follow-up meetings. The mentors noted the high motivation of the mentees, who wanted to make the most of the mentoring opportunities and "take" everything from the mentor.

## 6.6. Pitching

The last stage of the training program is pitching, where participants present their businesses/business ideas to government officials, business and potential investors.

All pitching participants receive T-shirts with the U&WE Hub logo and certificates of completion of the U&WE Hub Entrepreneurship Training Program for Women.

### 6.6.1. The first training program pitching

The final pitching of the first training program was attended by 92 women out of 167 program participants: 26 women from Chernivtsi, 19 women from Brovary, 18 women from Hoshcha, and 29 women from Ivano-Frankivsk.

The following experts were involved in the jury for the final pitch:

#### Chernivtsi

1. Sergiy Bostan is the Director of the Department of Social and Economic Development and Strategic Planning of the City Council;

2. Andriy Zayats is the owner of the railroad business NEVERDARK from Eastern Ukraine;
3. Oksana Leliuk is the executive director of the Bukovyna Entrepreneurs Club and founder of the Malanka Festival;
4. Maxim Yurkovsky is a blogger and content creator who works with brands;
5. Bohdan Lukan is the director of the Miniboss children's business school.

#### Brovary

1. Maryna Saprykina is the founder of CSR Ukraine;
2. Maryna Doroshenko is the founder and director of SpeakEnglish;
3. Vladyslav Kaidan is the owner of the restaurant "Nut";
4. Olha Skrypets is a co-owner and commercial director of the DzvinOk chain of electronics and technology stores;
5. Tetyana Polishchuk is the head of the Department of Economics and Investments of the city council;
6. Tetiana Demianiuk is the head of the Career Counseling Department at the Brovary Employment Center;
7. Tetyana Milshyna is a facilitator of the training program and owner of Alanakosmetiks cosmetics;
8. Tetyana Paralyush is a facilitator of the training program and a psychologist.

#### Goscha

1. Mykola Panchuk is a village head;
2. Dmytro Aleksandrov is the director of a relocated garment business from Kharkiv;
3. Oleh Neroda - Head of the Civil Protection Department, grants specialist under the E-work program;
4. Olena Tkachuk is the deputy head of the village (financial department).

#### Ivano-Frankivsk

1. Maria Tymochko is the managing partner of Tymochko Marketing Agency, 7 years in communications, 7 in marketing. She has worked with companies and brands: Goodwill Ukraine, TM Rybak, Aesculab laboratory chain, TM Ksenia, THE Color Run Ukraine, Frankivsk Half Marathon, the first Drohobych Half Marathon, Ukrainian Trail League, Skogur mountain town
2. Iryna Darvai is an educational manager of the CSR Ukraine, head of the Ivano-Frankivsk IT-Cluster, and chairman of the board of the Bureau of Development, Innovation and Technology. Over 7 years of experience in managing public sector organizations and international projects. Over 13 years of experience in educational projects.
3. Nadiia Hrebeniuk is a PhD in Economics, a lecturer at UCD in financial disciplines, with experience in commercial banks, manufacturing and service businesses.
4. Natalia Hryhorska, U&WE Hub facilitator, Head of Marketing and PR at UCD, PhD in Economics, Associate Professor, Associate Professor of Management and Administration at UCD.
5. Artur Voronych is a facilitator at U&WE Hub, project manager at Creative Spark IF, with 8 years of experience in international project management.
6. Victoria Kanyus is a PR manager of IT-Cluster Ivano-Frankivsk and local businesses.

## 6.6.2. The second training program pitching

The final pitching of the second training program was attended by 62 women out of 173 program participants: 11 women from Chernivtsi, 17 women from Brovary, 12 women from Hoshcha, and 22 women from Ivano-Frankivsk.

The following experts were involved in the jury for the final pitch:

### Goscha

1. Olena Tkachuk is the deputy head of the village;
2. Lyudmyla Panchuk is a businesswoman;
3. Natalia Kovalets, owner of Avers NK LLC, winner of the 1st stage of the training program.

### Ivano-Frankivsk

1. Victoria Reva, founder, author, and lecturer of the New Mind School of New Intelligence. Victoria has been studying human behavioral biology and neuroscience for 19 years. And now she continues to develop and track the most advanced scientific research in these areas while studying at specialized programs at the best universities in the world;
2. Victoria Nagorna, HrD of Blago construction company, owner of HrTeam recruitment agency, has over 15 years of experience in HR management;
3. Svitlana Kryvoruchko, Director of the Department of Economic Development, Ecology and Energy Saving of the City Council;
4. Iryna Popadynets, PhD in Economics, Associate Professor, Head of the Department of Management and Administration, expert of the Ivano-Frankivsk Regional Office of the Industrial Gender Committee on Advertising, author of the training course "Business Fundamentals", methodologies "Conflict-free Personality Management" and "Team Building Based on Personality Psychotypes".

The prize fund for the pitching finalists, formed by local coordinators with the participation of partners, included:

### Ivano-Frankivsk

1. A financial grant of UAH 5 thousand from the blago construction company for the winner of the pitching, as well as creative prizes for the 3 women who took the prize places (from 1 to 3) at the pitching;
2. Two gift certificates from jury member Victoria Reva for listening to the lecture "Traps of Consciousness" by the New Mind School of New Intelligence (the cost of one lecture is 80 Euros);
3. Creative gifts for the winner and women who took 2nd-5th places in the pitching from King Danylo University;
4. A free business coaching session from Kateryna Holovko for the participant who took 2nd place in the pitching.

### 6.6.3. The third training program pitching

The final pitching of the third training program was attended by 87 women out of 195 program participants: 26 women from Chernivtsi, 7 women from Brovary, 16 women from Hoshcha, 25 women from Ivano-Frankivsk, and 13 women from Zaporizhzhia.

The following experts were involved in the jury for the final pitch:

#### Chernivtsi

1. Liliia Bortych - Head of the NGO "Community Hub", director of agricultural enterprises (PE "Yugro", PE "Rosa-Agro", LLC "Kamyanka-Agrar", PE "Novi-Agro"); member of the Chernivtsi Regional Council, graduate of Kyiv Mohyla Business School, Agri-Food MBA-2;
2. Tetiana Dutkevych is an entrepreneur, owner of the Chiabata trademark, exporter of industrial equipment, and advisor to the Mayor of Chernivtsi;
3. Natalia Gerzhetska is Deputy Director for Micro, Small and Medium Business at the Chernivtsi Regional Branch of Oschadbank JSC in Chernivtsi;
4. Oksana Shorodok - Branch Manager (West of Ukraine), Separate Subdivision of World Vision International in Ukraine;
5. Andriy Kryplych is an entrepreneur and owner of the Don Gustavo pizzeria chain;
6. Vasyl Yavorskyi is an entrepreneur and co-owner of the Vasara coffee chain.

#### Brovary

1. Maryna Saprykina is the Head of the Center for Corporate Social Responsibility Development, founder of the U&WE Hub program. She is an inspirational leader of our team who charges the entire team with progressive ideas and ways to implement them for the development of women's entrepreneurship in Ukraine;
2. Tetiana Demianiuk, Head of the Career Counseling Department at the Brovary Employment Center
3. Olena Korovina - Head of Investment and External Relations, Brovary. She is the author of the project that helped our city win a grant to run the U&WE Hub in Brovary;
4. Gloria Vyshnevetska is the founder of the Gloria Houm design house. The best decor, furniture and interior store in Brovary according to customer reviews;
5. Olena Dudar is a member of the Supervisory Board of Brovary Concrete Structures Plant PJSC, one of the largest and most well-known enterprises in the construction industry in Ukraine;
6. Andriy Vasylenko is the founder of Zeelandia. Co-founder of the charity organization Perspektiva 21.3. He initiated and implemented the ideas of opening the Dutch Bakery 21.3 and Café 21.3, where young people with intellectual disabilities are trained and employed;
7. Olha Hlushchuk is the founder of the Malyata na Tata Children's Leisure Center. The largest family play space, the most favorite organizers of holidays for children;
8. Bohdan Barabash - Monomakh tea factory, private gymnasium Monomax.

#### Goscha

1. Natalia Kalka is the director of the CCRP, partner of U&WE Hub Ukraine;
2. Oleh Neroda is the head of the Goshcha department of the Employment Center;
3. Natalia Kovalets, owner of Avers NK LLC, winner of the 1st stream of the training program.

### Ivano-Frankivsk

1. Victoria Reva, founder, author, and lecturer of the New Mind School of New Intelligence. Victoria has been studying human behavioral biology and neuroscience for 19 years. And now she continues to develop and track the most advanced scientific research in these areas while studying at specialized programs at the best universities in the world;
2. Victoria Nagorna, HrD of Blago construction company, owner of HrTeam recruitment agency, has over 15 years of experience in HR management;
3. Svitlana Kryvoruchko, Director of the Department of Economic Development, Ecology and Energy Saving of the City Council;
4. Gavadin Natalia, PhD in Economics, Associate Professor, Project Manager of the Department of Management and Administration of the UCD;
5. Iryna Darvay, educational manager of the CSR Ukraine, head of the Ivano-Frankivsk IT-Cluster, chairman of the board of the Bureau of Development, Innovation and Technology. Over 7 years of experience in managing public sector organizations and international projects. Over 13 years of experience in educational projects.

### Zaporizhzhia

1. Svitlana Dovgal is a coach, financial literacy mentor, and Cash Flow host. She is the owner of the Veselyi Vsesvit children's studio;
2. Angelina Teslenko is the founder and director of delivery at Allo Salmon, a business that was relocated with a team from Mariupol. She is a participant of the previous online training program from U&WE Hub;
3. Danylo Syrykh is an entrepreneur, an expert in real estate and banking. Chief Coordinator of the Zaporizhzhia Humanitarian Volunteer Center;
4. Anton Smaliuk is the owner and director of ENERGY-AS LLC.

After the third training program, it was decided to award the top 5 finalists from each hub according to the pitching results with the following prizes:

- involvement in the Regional Exchanges program as part of the U&WE Hub offline network;
- 3 sessions of free coaching from Anastasia Kutuzova, an ICF-standard coach, co-owner of the digital agency VDVOKH, and mentor at U&WE Hub.

Furthermore, the prize fund for the pitching finalists, formed by local coordinators with the participation of partners, included:

### Brovary

1. Maryna Saprykina, Head of CSR Ukraine, selected two pitching participants to whom she will personally provide financial support for the development of their businesses, namely: Mariia Kosenko - UAH 20,000 in the form of investment in her business and Natalia Nikitishyna - UAH 10,000 to pay for the services of an SMM specialist;
2. All the pitching participants received wonderful branded gifts (a thermos, a cupcake from Pekarnya 21.03, a set of stationery) from Andriy Vasylenko, the founder of Zeelandia;
3. Monomakh tea sets by Bohdan Barabash;



4. The participants of the third stream received gift certificates for their children to the "Kids for Dads" children's entertainment center from the Olga Glushchyk Center;
5. Gloria Vyshnevetska invited the participants to a women's breakfast at her own design house, GloriaHoum;
6. Olena Dudar (PJSC "Belarusian Iron and Steel Works") kindly offered the pitching participants her assistance in the form of business consultations on issues related to the further development of their business activities. The girls are already actively using the offer.

#### Ivano-Frankivsk

1. One gift certificate for the winner of the pitching from jury member Victoria Reva to attend the course "Evolution of Consciousness" at the New Mind School of New Intelligence (the cost of the course is 850 Euros). Two gift certificates for listening to the lecture "Traps of Consciousness" by the New Mind School of New Intelligence (the cost of one lecture is 80 EUR);
2. A financial grant of UAH 5 5,000 from the Blago construction company for the winner of the pitching, as well as creative prizes for the 3 women who took the prize places (from 1 to 3) at the pitching;
3. Creative gifts for the winner and women who took 2nd-5th places in the pitching from King Danylo University.

#### Zaporizhzhia

1. For all pitching participants:
  - gift certificates for UAH 500 from Angelina Teslenko;
  - providing individual consultations on request from Svitlana Dovgal on financial analytics and initial business formation.
2. For the five winners:
  - providing the "Brand Packaging" service from the designer of the Zaporizhzhia Regional Youth Center: logo and brand book development, consulting on request.
3. Two audience awards were also given for the best insight during the training program:
  - two individual consultations on request from the project facilitator;
  - "Marketing Wars is a book about marketing written by professional marketers Al Rice and Jack Trout in 1986.

#### 6.6.4. The fourth training program pitching

The final pitching of the fourth training program was attended by 71 women out of 159 program participants: 19 women from Chernivtsi, 12 women from Brovary, 12 women from Hoshcha, 17 women from Ivano-Frankivsk, and 11 women from Zaporizhzhia.

The following experts were involved in the jury for the final pitch:

#### Chernivtsi

1. Mykhailo Tsaryk, co-founder of the IGen youth business club. Owner of an online and offline New Year's goods store (4 years of experience). Former project manager and event manager;
2. Oksana Leliuk, Executive Director of the Bukovyna Entrepreneurs Club; founder and inspirer of the Malanka Fest festival;
3. Babenko Anna, entrepreneur, owner of the agency "Orange"; coordinator of "SOS Children's Villages" in Chernivtsi region;
4. Andriy Klypach, owner of the Don Gustavo restaurant chain in Chernivtsi; deputy head of the Department of Marketing, Innovations and Regional Development of the Faculty of Economics of the Yuriy Fedkovych Chernivtsi National University;
5. Larysa Kovryk-Tokar, Head of the Center for Entrepreneurship Development in Chernivtsi;
6. Natalia Volos, Deputy of Head of the Center for Entrepreneurship Development in Chernivtsi.

### Brovary

1. Maryna Saprykina, Head of the Center for Corporate Social Responsibility Development, founder of the U&WE Hub program. An inspirational leader of our team, who charges the entire team with progressive ideas and ways to implement them for the development of women's entrepreneurship in Ukraine. She became the first woman to win the Nordic Business Forum Speaker Contest 2023. This is also the first victory for Ukraine in the history of the competition, which took place in Helsinki on May 10, with more than 200 applicants from all over the world;
2. Tetiana Polishchuk, Head of the Department of Economics and Investments at Brovary City Council;
3. Natalia Melnychenko, Head of Recruitment and Employer Relations Department of Brovary Branch of Kyiv Regional Employment Center;
4. Tetiana Aristarkhova, Co-founder of Bistfor, a family business that manufactures and sells civilian and military footwear. 31 years ago, Tetiana and Serhii started with sewing men's shoes, then added women's and children's shoes. During the full-scale war, after the de-occupation of Brovary, they reoriented the production of civilian shoes to army boots. It is no exaggeration to say that the Bistfor factory makes world-class footwear for the Armed Forces. Tetyana is responsible for preparing seasonal collections and organizing wholesale sales in the company;
5. Anastasia Vilchynska, Owner of Vilchynska design bureau. Member of the British Design Association. She is among the Top 100 best designers in the world - 2017, 2018, 2020. For 15 years, she has been building residential and commercial projects around the world and built a stadium. She has just returned from Milan from a HoReCa training course. She believes that the most important thing in her profession is humanity;
6. Veronika Tlostiuk, Entrepreneur, resin artist, and owner of the interior decor brand UNika, winner of the first online program U&We\_Hub 1.0. She managed to turn her favorite hobby into a successful business; winner of the grant.

### Goscha

1. Zhanna Sukharevska, Head of the Korets department of the Rivne branch of the Rivne Regional Center for Public Health;

2. Andrii Kutyshenko, Individual entrepreneur, mini-bakery of craft bakery products in Korets;
3. Iryna Ostrovska, private entrepreneur, owner of a network of catering establishments in the Korets community (attracted 2 grants for business recovery), participant of the 3rd stream of the training program;
4. Yulia Bondar, Individual entrepreneur, psychologist (replacement of a jury member who fell ill).

#### Ivano-Frankivsk

1. Iryna Davai, Head of Ivano-Frankivsk IT Cluster, co-founder of the New Energy Science City, Head of the Board at the NGO Bureau of Development, Innovation and Technology;
2. Viktoriia Reva, founder of the School of New Intelligence "New Mind" and several other businesses, winner of the first round of pitching of our program;
3. Viktoriia Nahorna, HR Director of Construction Company "blago", owner of HrTeam recruitment agency, over 15 years of experience in HR management;
4. Svitlana Kryvoruchko, Director of the Department of Economic Development, Ecology and Energy Saving of Ivano-Frankivsk City Council;
5. Iryna Popadynets, Head of the Department of Management and Administration of the UCD, PhD in Economics, Associate Professor, 15 years of experience in marketing research.

#### Zaporizhzhia

1. Katarina Javid, Partner and co-founder of the international business community Board in Zaporizhzhia. Has an individual entrepreneurship called Javid - outsourcing to improve service in teams (working with "scripts" and communication of administrators of beauty establishments, sports centers, and medical centers);
2. Alexey Puchkov, Founder of the Donut Workshop, Kitchen chain, director of the Urozhay bakery and co-owner of 2056.Coffeebar, mentor of the Board business community;
3. Danylo Syrykh, Real estate specialist, entrepreneur, coordinator of the volunteer humanitarian headquarters, team member of the Charitable Foundation "Smile UA"

After the fourth training program, it was decided to leave an award for the top 5 finalists from each hub according to the pitching results in the form of 3 sessions of free coaching from Anastasia Kutuzova, an ICF-standard coach, co-owner of the digital agency VDVOKH, and mentor at U&WE Hub.

Additionally, it was decided to include a prize for the top spot in each hub (based on the outcomes of the pitching) in the form of Tetiana Gerasymova's grant writing services. Tetiana Gerasymova is a certified CAP and CIMA professional, a business coach, and a specialist in financial management, company planning, and financial and management accounting. The pitching winner will benefit from the expert counsel of the grant writer in selecting a grant that aligns with her business and in crafting and submitting an application for it. The first-place winner has a good probability of being awarded the chosen grant if they work with a seasoned grant writer.

Furthermore, the prize fund for the pitching finalists, formed by local coordinators with the participation of partners, included:

#### Chernivtsi

1. All participants who pitched received a certificate from a beauty salon:

#### Brovary

1. Marina Saprykina, Head of the CSR Development Center, gifted the participant who took 2nd place a ticket to the Forbes Free Forum;
2. The 10 pitching participants received a mastermind from Kateryna Holovko, a neuro-coach of radical changes for strong women, and a certified ACSTH ICF coach. The mastermind course includes 4 sessions during the month and allows participants to get multiplied ideas, experience, and support for the development of their business in a friendly circle of like-minded people and a moderator;
3. The pitching participants also received valuable gifts from jury member Veronika Tlostiuk: her work of art - a vase made of epoxy resin, the book "To Be, Not to Seem" by Stephen Covey, and content video shooting from Oleksa.Can Production, with whom Veronika Tlostiuk attended the event together.

#### Goscha

1. The pitching participants received gifts purchased at the fair by the local coordinator - sets of dried fruits and craft sweets.

#### Ivano-Frankivsk

1. Certificate in marketing research for business from the Construction Company "blago";
2. Free consultation from Victoria Reva, founder of the School of New Intelligence "New Mind";
3. Article about the winner's business from Informator, a well-known media.

#### Zaporizhzhia

1. The top five pitching participants will receive the services of Serhiy Vashchenko, designer of the Zaporizhzhia Regional Youth Center and the Smile UA Charitable Foundation, to develop their brand book.

## 6.7. Fairs

At the end of the training program, the hubs held optional fairs of the participants' goods and services, aimed not only at selling goods and promoting women's businesses but also at sharing experiences, and strengthening the community. Moreover, most fairs had a charitable purpose: participants partially or fully transferred the proceeds from the fair to different funds to bring victory closer.

## 6.8. Children's rooms

Currently, 4 offline hubs are child-friendly, so women can leave their children while studying. Near the classrooms where mothers study, there are children's rooms equipped with furniture, children's board games on the basics of financial grammar and stationery. A babysitter looks after the children.

A tender was held to provide babysitter services. The tender committee selected specialists with the most relevant experience and education. The experience of providing services in this project was also taken into account. (The tender was extended until 31 May because few people applied.)

During the period of the hubs' operation, 450 visits to children's rooms were fixed.

## 6.9. Analysis of the training program

Location of U&WE Hub	The number of applications for participation	Number of training participants/ the number of pitching participants	The number of applications for participation	Number of training participants/ number of Pitching Session participants*
	I stage		II stage	
Chernivtsi	58	30/13	55	37/11
Brovary	149	50/18	170	36/19
Hoshcha	55	30/18	75	50/12
Ivano-Frankivsk	107	50/29	145	50/13
<b>Total</b>	<b>369</b>	<b>160/78</b>	<b>445</b>	<b>173/55</b>

Location of U&WE Hub	The number of applications for participation	Number of training participants/ the number of pitching participants	The number of applications for participation	Number of training participants/ number of Pitching Session participants*
	III stage		IV stage	
Chernivtsi	93	54/26	58	38/19
Brovary	150	27/7	45	31/12
Hoshcha	56	31/16	36	25/12
Ivano-Frankivsk	158	53/25	75	35/17
Zaporizhzhia	33	30/13	34	30/11
<b>Total</b>	<b>490</b>	<b>195/87</b>	<b>248</b>	<b>159/71</b>

At the start of the training program, the highest percentage of participants with functioning businesses was observed in Korets (30%), followed by participants from Brovary (24.2%) and Ivano-Frankivsk (21.4%). Zaporizhzhia (14.8%) and Chernivtsi (2.9%) had the lowest levels of functioning businesses.

The highest number of participants from Chernivtsi (17.6%) indicated that they had a functioning business they planned to restart, relocate, or transform. Zaporizhzhia (14.8%), Ivano-Frankivsk (14.3%), and Brovary (12.1%) also had relatively high rates, while participants from Korets (5%) had the lowest rates in this category.

The highest percentage of participants with a ready-to-launch business, complete with a business plan and detailed calculations, was observed in Zaporizhzhia (7.4%). In Brovary, this figure was 3%, while participants from other cities did not have ready-to-launch businesses.

Most participants from Chernivtsi (17.6%) had a clear business idea with a proven track record. Zaporizhzhia (11.1%), Ivano-Frankivsk (10.7%), and Brovary (6.1%) had lower rates, and Korets (5%) had the lowest rate.

The vast majority (more than 50%) of participants in the IV stream of the training program had a business idea but needed assistance in launching it. The highest percentage was observed in Chernivtsi (61.8%) and Korets (60%), while Brovary (54.5%), Ivano-Frankivsk (53.6%), and Zaporizhzhia (51.9%) also had a significant number of participants in need of assistance.

Regional differences: Participants from Korets had the highest percentage of functioning businesses, while participants from Chernivtsi were largely in need of assistance in starting a business.

Need for support: Participants from Chernivtsi, Korets, Brovary, Ivano-Frankivsk, and Zaporizhzhia mostly needed assistance to launch their business ideas, indicating a significant potential for the training program.

Readiness to launch: A small percentage of participants in Zaporizhzhia and Brovary had ready-to-launch business plans, indicating the potential for growth with additional support.

After the training program, the percentage of participants who have developed a specific business idea is highest in Korets (35.5%) and Zaporizhzhia (35.0%). The highest percentage of business plans was in Chernivtsi (26.7%) and Ivano-Frankivsk (23.8%), which may indicate active work on formalizing business ideas in these cities. Business registration took place only in Chernivtsi (6.7%) and Zaporizhzhia (5.0%), but this is due to the short amount of time that has passed since the end of the program. Ivano-Frankivsk has the highest percentage of participants actively seeking investment (23.8%). Zaporizhzhia has the highest percentage of participants at the start-up stage (20.0%), indicating progress in the transition from idea to implementation. Korets has the highest percentage of existing businesses at the stage of considering expansion opportunities (35.3%). Ivano-Frankivsk has the highest percentage of scaling up (23.8%).

Chernivtsi (20.0%) and Zaporizhzhia (15.0%) have the highest percentage of started collaborations, while Koretsy has the highest percentage of participants who have not started collaborations (52.9%), which may indicate difficulties in this region. A significant number of participants in all cities are in the process of establishing collaborations, in particular, 35.0% in Zaporizhzhia and 30.0% in Chernivtsi.

The highest percentage of participants who plan to apply for grants is in Ivano-Frankivsk (81.0%) and Chernivtsi (53.3%), while the highest percentage of those who do not plan to apply for grants is in Brovary (56.0%). Only participants from Korets obtained licenses in Zaporizhzhia (5.0%), the highest percentage of those who did not need licenses was in Zaporizhzhia (65.0%) and Brovary (64.0%). Among the licenses required by the participants were licenses for medical practice and licenses related to food products.

The highest percentage of participants who have tried some new methods is in Ivano-Frankivsk (47.6%) and Brovary (40.0%), the highest percentage of active use is in Chernivtsi (16.7%) and Zaporizhzhia (10.0%). The highest percentage of new methods implemented in a successful marketing strategy is in Ivano-Frankivsk (4.8%) and Zaporizhzhia (9.0%). The highest percentage of participants who did not apply new marketing strategies was in Brovary (20.0%).

The highest percentage of participants who attracted 1-5 new clients was in Ivano-Frankivsk (47.6%), 6-15 clients - only in Korets (5.9%), more than 15 clients - only in Zaporizhzhia (5.0%). These results are related to the short amount of time that has passed since the end of the program.

The highest percentage of participants who reported a 1-10% increase was in Ivano-Frankivsk (28.6%) and Zaporizhzhia (25.0%), while 11-30% increase was only in Koretsa (11.8%) and Zaporizhzhia (5.0%). These results are related to the short amount of time that has passed since the end of the program.

The highest percentage of participants who felt that the training program helped them improve their existing practices was in Zaporizhzhia (40.0%) and Ivano-Frankivsk (38.1%). The highest percentage of participants who benefited from the training program in creating new products/services was in Brovary (20.0%) and Chernivtsi (13.3%). The highest percentage of participants for whom the training program significantly contributed to the creation of completely new products/services was only in Ivano-Frankivsk (9.5%) and Chernivtsi (6.7%).

The highest percentage of 1-10% increase in profits was recorded in Zaporizhzhia (30.0%) and Ivano-Frankivsk (28.6%), and 11-30% increase - only in Korets (11.8%) and Zaporizhzhia (5.0%). These results are related to the short amount of time that has passed since the end of the program.

The highest percentage of business expansion/scaling up or entering new markets is in Zaporizhzhia (10.0%) and Chernivtsi (3.3%). The highest percentage of participants who are in the process of expanding/scaling their business or entering new markets is in Ivano-Frankivsk (42.9%) and Brovary (24.0%).

Only in Ivano-Frankivsk (9.5%) was the creation of new jobs as a result of the training program recorded. These results are related to the short amount of time that has passed since the end of the program, as well as the specifics and focus of the participants, who are mostly individual entrepreneurs.

In addition, the participants of the IV training program answered additional open questions.

Among the changes that took place in the participants' business/business idea as a result of the U&WE Hub training, the participants highlighted the following:

- Change of business idea: Some participants changed their initial ideas to more promising ones, according to the knowledge and inspiration gained from the program.

- Structuring of the business: Business ideas became more structured and concrete, which allowed for better planning of further development. Participants understood finances, costs, and improved planning for future work.
- Increased clients and networking: Some participants mentioned that the program helped them to attract new clients and make new business contacts.
- Self-confidence: The program contributed to an increase in self-confidence, which helped participants move forward with their business development. Participants reported that they now clearly understand how to start their own business and what they need to do to make it successful.

The training program helped the participants:

- Acquire new knowledge and skills: Participants gained useful knowledge on various aspects of business, including marketing, financial planning, customer service, and business plan development. The program helped them to systematize their existing knowledge and acquire new ones.
- Gain motivation and confidence: Many participants said that the program gave them confidence in their own abilities and inspired them to continue developing.
- Receive support and networking: Participants had the opportunity to find new contacts and support from other participants and organizers. The program provided an opportunity to find like-minded people who are ready to support and help in business development.
- Gain practical skills: Practical skills were improved, including business plan writing, costing, and business management. The program helped participants to better understand the market, competitors and customers.

The most important aspect that was lacking during the training program was time. Participants noted that they did not have enough free time to study due to combining other jobs and/or other activities, or that some topics required more time to study in depth.

## 7. Additional U&WE Hub activities

### 7.1. Business events

Business events are held in the hubs between training programs. Lecturers are volunteers, often with the goal of promoting their businesses.

The most popular forms of events are lectures and workshops by experts and excursions to production facilities or offices of women entrepreneurs.

Each of the 5 hubs hosted at least 2 events each week. In total, 375 events were held during the period of the hubs' operation. All hubs have a 2-month schedule, which confirms the growing popularity of the project. It was not uncommon for women who had completed the training programmes to go on to become speakers themselves.

The most popular and sought-after topics at business events were holistic marketing, working with Canva, writing grant applications, SMM, targeting, marketing and advertising,



business management, personal brand, the importance of legal brand protection, financial independence, and microgrants from the government.

Among the 251 speakers involved pro bono were:

- Halyna Darchuk - Top 100 Women Invincible Ukraine 2023, owner of the Darchuk Consulting Agency;
- Richard Tomlins, Professor and Regional Director for the UK and Europe at Coventry University (UK);
- Khrystyna Martsinkovska, founder of the marketing agency Win Win Consulting and the educational project in the field of marketing Win Win Education. More than 6 years in marketing;
- Oleksandr Akimenko, consultant on innovation and design thinking in business. Director of the MSc in Innovations and Entrepreneurship program at UCU Business School. Graduate of the JSK Fellowship program at Stanford University;
- Victoria Reva, founder, author, and lecturer of the New Mind School of New Thinking. Victoria has been studying human behavioral biology and neuroscience for 19 years. And now she continues to develop and track the most advanced scientific research in these areas while studying at specialized programs at the best universities in the world.

The most sought-after and popular topics at business events were various areas of marketing and promotion, including SMM, social media, grant seeking and grant applications (especially for microgrants from the state), business management, and personal branding. Due to the high demand for training in SMM for business and the specifics of training, which involves the practice of working with social networks, an online course "SMM for Business" was held, which consisted of 4 lessons lasting 2 hours each. The course was held for members of the 5 hubs' community at once. More than 150 applications were received. 87 women successfully completed the course by attending all 4 sessions.

The following number of women have been involved in business events since the hubs were established:

<b>City</b>	<b>Women involved</b>	<b>Unique women</b>
Chernivtsi	2101	1327
Brovary	2215	675
Goscha	2074	1021
Ivano-Frankivsk	5148	3185
Zaporizhzhia	520	150
<b>Total</b>	<b>12058</b>	<b>6358</b>

## 7.2. Psychological trainings

In each hub, psychologists conduct weekly seminars with a group of women to support their psycho-emotional state and increase their motivation, confidence and business ideas.

Psychology workshops were especially popular. Registration for their events was closed within 2 hours, which indicates a great need among women for psychology events.

The most sought-after and popular topics of psychological trainings were money relations, time management, values, vocation, confidence, overcoming fear, and fighting against the attitudes and prejudices formed by the Soviet system of governance.

Achievements in business are directly related to women's personal development. That is why the events in March and April were aimed at boosting confidence in themselves and their decisions, overcoming prejudices and stereotypes from the Soviet era. For example, "wealthy people are thieves, poor people are honest", "being wealthy is dangerous", etc.

A separate area of work for the psychologists was watching films about women entrepreneurs and analysing them.

Personal development and analysing the mistakes of other entrepreneurs is critical for women entrepreneurs. Self-confidence, dedication, communication skills, the ability to manage conflict and stress, and understanding and acceptance of their strengths and weaknesses allow them to achieve both personal and professional goals.

In February 2024, a survey was conducted on the impact of U&WE Hub psychological trainings on the personal and professional lives of community members to improve the program and provide more effective support in the future.

The survey involved 61 women who regularly attended psychological trainings: 17 women from U&WE Hub Chernivtsi, 4 women from U&WE Hub Brovary, 18 women from U&WE Hub Hoshcha, 18 women from U&WE Hub Ivano-Frankivsk and 4 women from U&WE Hub Zaporizhzhia. Among the respondents, about 5.17% were aged 18 to 29, about 75.86% were aged 30 to 49, and about 18.97% were aged 50 to 69.

After analyzing the responses, the following results were obtained. After attending psychological trainings at the U&WE Hub, 50.8% of respondents indicated that their level of self-esteem and self-confidence had increased greatly, 42.6% indicated that this level had increased slightly, and 6.6% had remained unchanged. 55.7% of the respondents felt that their level of commitment had increased very much, 41.0% felt that it had increased somewhat, and only 3.3% felt that it had remained the same. The level of communication skills increased greatly in 50.8% of respondents, slightly in 37.7%, and remained unchanged in 11.5%. The level of ability to manage conflict situations has increased greatly in 41.0% of respondents, slightly in 45.9%, and remained unchanged in 13.1%. The level of ability to manage stress and emotions has increased greatly in 45.9% of respondents, slightly in 45.9%, and remained unchanged in 8.2%. Regarding the level of motivation and energy, 68.9% of respondents showed a great increase in their motivation and energy, 27.9% showed a slight increase, and only 3.3% remained unchanged.

These skills and qualities are critical for women entrepreneurs and any woman who wants to succeed in various aspects of her life. Self-confidence, dedication, communication skills, conflict and stress management, and motivation are important components of a successful career, effective leadership, and achievement of personal and professional goals. Thus, participation in psychological trainings helps women to increase their personal effectiveness and improve their chances of success.

### 7.3. On-site intensives in communities

During the period of the hubs' activity, 20 visits to the villages of the hub communities were organized to conduct one-day intensive training programs

The training was conducted by facilitators on the basis of the Guide, which contains a shortened version of the curriculum, and a presentation developed for the one-day program.

Partners with whom we signed memorandums on behalf of the city/settlement councils helped organize the field trips. They disseminated information about the training through social media, provided premises for the program, and provided transportation for local coordinators and facilitators.

Posters were made for the training program in the villages of the communities and hung in the villages on administrative buildings. Each participant received a certificate of participation.

Visits to villages have certain problems, which include the following facts. Finding interested women is complicated by the fact that social media is usually not popular in rural communities. In addition, training requires adapting the training material to the needs of the participants. It is difficult to understand them before the event, because in rural areas there is no culture of filling out Google forms. According to the concept, by prior arrangement, the host community provides transportation for the local coordinator and facilitators, but usually visits to villages take place on Saturdays, when village councils may have a day off, so transportation becomes impossible. It should also be noted that there are also local specifics in the organization, for example, in Hoshcha it was not possible to find a person to fill the position of a facilitator locally, and currently a facilitator from Rivne is working in Hoshcha, which creates additional costs.

One of the most difficult topics for women in rural areas is business registration. Almost everyone in the village is self-employed, but almost no one wants to consciously become an individual entrepreneur because they have other priorities, fear of trying new things, and women believe that they do not need it now and do not see the value in it. Ways to address this issue include training on how to expand a business (demonstrating how a business can develop and grow), informing about the possibility of attracting grants (which is possible only if officially registered), and examples of success stories of other women who have succeeded in business, including through training at the U&WE Hub.

Over the period of the hubs' operation, the following number of women have been involved in on-site business intensives:

<b>City</b>	<b>Women involved</b>
Chernivtsi	150
Brovary	38
Goscha	155
Ivano-Frankivsk	91
<b>Total</b>	<b>434</b>

In February 2024, a survey was conducted to analyze the impact of one-day trainings on women's entrepreneurship development in rural communities. The survey involved 60 people aged 18 to 55 (Khotyn territorial community and Toporiv territorial community).

The following answers were received to the questions in Section I "Evaluation of a business event for personal development" according to the defined criteria:

1.1 "Understanding of business functioning in general": all participants noted an improvement in this indicator (20% from 1 to 3 points; the rest rated this indicator from 5 to 10 points. Most of the training participants rated the improvement in this indicator at 8 points (26.7% of participants). The highest score for changes in this indicator based on the results of the training was given by 10 participants (16.7% of the total)

1.2 "Ability to apply managerial methods 16 participants noted a 7-point improvement in this skill. 20% of the participants rated the change for the better at 8 points; 10% of the participants rated it at 9 points. Changes of 10 points for the better were noted by 6.7% of the participants

1.3 "Understanding of marketing tools and approaches for business promotion": more than 66% of participants noted an increase in their understanding of marketing tools and approaches for business promotion from 6 to 10 points. The largest number of participants recorded this growth at the level of 8 points (33%)

1.4 "Self-confidence as an entrepreneur": the highest number of participants rated the increase in confidence at 7 points (50%), the rest of the participants rated it from 1 to 5 points (20%), and 30% rated it from 8 to 10 points

1.5 "Knowledge of tools for developing my business": 3.3% of participants rated the improvement of this competency at 1, 4, and 9 points each; 6.7% of respondents rated the improvement in this area at 3, 5, and 6 points each; 10% of respondents rated these changes at 2 and 10 points each; 20% - at 7 points; the rest - at 8 points

1.6 "Understanding where to go next" 70% of respondents rated the changes in this area from 5 to 10 points. 26.7% rated the level of changes at 8 points (the highest number of responses among the training participants).

1.7 "Understanding your growth points in personal development 83% of respondents identified changes in this area by 6 points or more.

1.8 "Understanding of financial management of business": 30% of respondents noted an improvement of 8 points in this competency; 20% - 7 points; 10% each - 2 and 10 points

1.9 "Understanding the legal aspects of doing business 66.7 % of respondents identified their improvement in this competency as average or higher (5 to 10 points).

1.10 Building a business strategy 73% of respondents noticed an improvement in this competency at the level of average and above (from 5 to 10 points). At the same time, the share of participants who noted the level of improvement of this competency from 8 to 10 points is 46.7% of the total number. The level of improvement in this area was 8 points for 18 participants (the highest figure).

1.11 "Ability to set and achieve goals": on average, 80% of respondents felt an improvement in this skill

## Section II "General impressions of the event atmosphere"

2.1 "The value of the information and knowledge received from the lecturer for you": 30 out of the total number of participants rated it 10 points, the rest - from 5 to 9 points.

2.2. Level of presentation and presentation of information from the lecturer: respondents rated the level of presentation from 5 to 10 points. At the same time, 34 participants out of the total number rated this criterion at 10 points.

2.3. The level of organization of the event in the hub in general: 48 participants out of the total number rated this indicator at 8, 9, and 10 points. This indicates a high level of event organization.

2.4. Comfortability of the location: the comfort level of the location was rated from 7 to 10 points. The largest number of participants gave a score of 10 (more than 56%)

2.5. Children's space and services of the children's room administrator: services were not overwhelming. Although there were participants with children at the event.

2.6. Would you recommend your friends and acquaintances to attend a training session at the Women's Entrepreneurship Hub?: participants rate their readiness to give this recommendation from 7 to 10 points. 40 out of the total number of participants evaluated their own readiness at 10 points.

Section III "Your intentions, wishes or suggestions for improving the project in the future"

3.1 "Would you like to attend the Hub's events?" 32 participants are ready to attend online events of the hub, and the rest - business intensive.

3.2. "What wishes and suggestions do you have for the project team?" "To have trainings in the evening, not during working hours", "More time is possible, because there is a lot of information in 4 hours", "Provide a methodology for self-study", "Good luck, inspiration in further development for everyone who needs it. Thank you!!! For the opportunity to gain an understanding of creating and running a business", "Everything is great! Perhaps more time for budgeting." Other feedback was related to the call for more such events in rural areas.

3.3 What business and personal development topics are you interested in in the future?"

"How to calculate risks"; "How to form a budget"; "Accounting procedure"; "Online store "Developing your own business"; "Social networks and business"; "How to promote yourself in the village / How to advertise in the village"; "Features of the tax system"; "Financial aspects"; "How to open a sole proprietorship?"; "Financial planning";

"How to calculate the price"; "Online promotion"; "How to communicate with people"; "Advertising on Instagram".

Thus, as a result of the training, the participants noted positive dynamics of changes in competencies related to running their own business/entrepreneurship at the level of 5 points or more.

All participants noted the high level of professionalism of the speakers and the organization of the event. The relevance of the topic, lack of access to it, as well as the high-quality organization and high level of competence of the facilitators are reflected in the high level of readiness to recommend these events and the hub to their friends. This event also requires the involvement of a children's room administrator, as mothers who come with children have difficulty absorbing information. 28 participants of the trainings showed their readiness to join the hub's business intensive. Suggestions for improvement are related to expanding the topics of the one-day training on entrepreneurship development and filling them with more local content (for example, how to advertise/promote goods in the village) and business development trends (for example, an online store).

## 8. PR

### 8.1. Media

Project activities are regularly covered in the national and local press. Publications include

- individual events and programmes
- success stories of community members
- the impact of the hub's activities on the development of women's businesses
- the relevance of supporting women's businesses.

On 19 April, the CSR Ukraine team took part in the MIND ENTREPRENEUR SUMMIT, an event for small and medium-sized businesses organised by @mind\_ua.

The event gathered more than 1,000 offline participants and became a meeting place for those who do not just work, support the Armed Forces of Ukraine and actively contribute to the development of public initiatives. Maryna Saprykina spoke on the main stage with the topic "Social Value as a Competitive Advantage: Ukrainian Entrepreneurs in Search of Their Influence" and held a workshop "Business about people and for people - how and why inclusiveness is changing the philosophy of entrepreneurship in Ukraine?", emphasising the importance of an inclusive philosophy for successful business development.

### 8.2. Social media

During the training activities, women repeatedly expressed a desire to receive useful information on business development and personal development through the U&WE Hub's communication channels. Therefore, in August, we launched a weekly publication of training materials on social media and telegram channels of offline hubs.

Each hub had at least two social media accounts. These are primarily Facebook and Instagram. The choice of social media was based on the popularity of these networks in the cities and towns where the hubs are located.

There were five types of publications:

- announcements of events with a call for registration,
- event reports with the main results of the events,
- opportunities for community members (announcements of grants, training programs, business games, discounts for U&WE Hub members, options for promoting their business, etc.)
- training materials (information on taxation and accounting, etc.),
- digests of key events and opportunities for 2 weeks ahead.

The statistics on social networks are as follows:

	Number of participants in local social media groups			Number of posts in local social media groups*		
	Telegram	Facebook	Instagram	Telegram	Facebook	Instagram
Chernivtsi	422	510	258	184	182	70
Brovary	381	403	36	320	233	1
Goscha	202	1184	-	461	453	-
Ivano-Frankivsk	732	421	539	203	140	54
Zaporizhzhia	13	-	203	1	-	16
<b>Total</b>	<b>1750</b>	<b>2518</b>	<b>1036</b>	<b>1169</b>	<b>1008</b>	<b>141</b>

\*Number of posts in local social media groups were calculated since August 2023

### 8.3 Support for participants in the training program

Telegram chats were created for communication between the participants of the IV training programme. Each chat consisted of thematic sections for easy information retrieval. For example:

1. Announcements.
2. Float.
3. Support chat.
4. Photo/video bank.
5. Let's get to know each other.

The availability of such chats facilitated quick communication on all types of curriculum issues.

### 8.4. The Product Catalog Of Women's Businesses From U&We Hub

In December 2023, it was decided to develop The Product Catalog Of Women's Businesses From U&We Hub to increase the presence and influence of women entrepreneurs who are part of the community in international markets by promoting their businesses.

The first edition of the Catalog includes 27 manufacturing businesses founded by women in 8 categories: clothing and textiles, jewelry and accessories, cosmetics, home décor, pet products, food, gifts, printing, and even a woodworking company.

The Catalogue will be updated and expanded in the future. The U&WE Hub is also in the process of creating a separate page on the website, which will feature even more women-owned businesses and their products.

On 21 March 2024, the U&WE Hub presented The Product Catalog Of Women's Businesses From U&We Hub. The presentation of the printed edition took place at the Embassy of the Kingdom of the Netherlands in Kyiv.

Esselin van Eerten, Deputy Head of Mission of the Embassy of the Kingdom of the Netherlands in Ukraine, spoke at the event and noted the extraordinary role that

women-owned businesses play in building cities and communities, contributing to the economic growth of not only their families but also the country.

## 9. Strategic sessions

### 9.1. Buzz Women strategic session

On January 15-20, project supervisor Maryna Saprykina and project coordinator Olena Vitrynska took part in the Buzz Women strategic session in Bangalore, India. They got acquainted with organizations that train and support women entrepreneurs in India, Tanzania, Kenya, and Georgia. The participants discussed goals, ways to achieve them, challenges and ways to overcome them. The following decisions were made as a result of the discussions:

The main goal of the U&WE Hub is to build a self-sustaining community. To do this, you need to:

- increase the number of community members,
- expand the mentoring community,
- introduce the institute of ambassadors in all hubs and conduct training for them,
- develop a succession plan,
- create a supervisory board,
- establish partnerships with banking institutions and venture capitalists,
- develop a fundraising strategy,
- to conduct fundraising training for the members of the U&WE Hub room to attract regional grants,
- join the development of a crowdfunding platform for fundraising on the U&WE Hub,
- study the experience of other communities.

U&WE Hub has:

- Develop a comprehensive psychological support program for Shakhta women who want to be entrepreneurs but are hesitant to take this step,
- find a partner in Mental Health and develop a Self Care course for women,
- organize training on financial literacy,
- create a training course with stories from small businesses: "How they did it",
- provide detailed instructions on the activities of local coordinators,
- tell women about opportunities.

### 9.2. Strategic session of the CSR Ukraine

On January 26-27, the U&WE Hub project team took part in the Strategic Session of the CSR Ukraine team, which took place at the SHELEST Hotel (Kyiv region, Vyshhorod district, Pivniv territorial community, Mayak+, Prymorska street). The purpose of the strategic session was to define strategic goals and development directions for further successful activities.



As a result of the strategic session, the prerequisites for mutual assistance and cooperation between the projects of the CSR Ukraine were created and the strategic directions for the development of the U&WE Hub offline project in the two-year perspective were formulated.

It is proposed to divide the U&WE Hub into three parts: online, offline, and field trips to villages. The first area is the online sphere, which includes the theoretical direction and online networking. As part of this area, it is proposed to develop two types of online training programs aimed at different age ranges, as well as to hold two offline forums annually. The second area is offline activities aimed at practical training. It may include training programs four times a year, psychological programs six times a year (which may become paid for after a certain period), regional experience exchange programs ten times a year, and a program for training in writing grant applications (which may also be paid for). It is also planned to organize business events and fairs as part of this area. The third area is field trips to villages to learn practical skills. This area includes one-day trainings organized with the use of bus transport (if the organization is able to do so).

An important part of this process was recognized as the creation of a common mentoring and coaching community, which could eventually become a paid service. In addition, the importance of engaging a partnerships specialist who would attract partners, grants, and mentors for all three areas was emphasized. The importance of developing an ambassadorship institution was also noted, which can play an important role in promoting the goals and values of the U&WE Hub.

## 10. Interregional exchange program

U&WE Hub interregional exchange program was held on May 20-22 2024 in Ivano-Frankivsk. The event's goal was to exchange experience in running and developing their own business between women participants of the regional hubs of the U&WE Hub.

Objectives of the event:

- establishing inter-regional connections between women entrepreneurs;
- exchange of experience and best business practices;
- attracting regional companies and investors to the U&WE Hub partnership;
- establishing interaction between the government and women's business.

Participants of the Interregional Experience were selected based on certain criteria: successful completion of the U&WE Hub training; ownership of a legally registered operating business (sole proprietorship or LLC); participation in a pitching session and receiving positive feedback from the jury on the strategy for developing and expanding your own business; writing a motivation letter and expressing a desire to participate in the event.

The event was attended by:

- 23 women from 6 regions of Ukraine;
- 7 members of the U&WE hub team;
- 5 guests:
  - Svitlana Kryvoruchko, Director of the Department of Economic Development, Ecology and Energy Saving of Ivano-Frankivsk City Council

- Khrystyna Zakrevska, founder of Budz Baran Cheese Factory;
- Victoria Reva, founder of the New Mind School of New Intelligence;
- Natalka Naida, CEO of Framiore and Re:TextileGroup (functional textile laboratory)
- Head of the Business Support and Development Department of the Ivano-Frankivsk Regional Branch of Raiffeisen Bank.

During the event, 6 excursions were held:

- Enterprise "Promprylad. Renovation";
- Wezel enterprise - production of ethnic clothing with modern trends;
- Gaptuvalnya - production of embroidered clothing;
- CHERNIKOVA - a clothing brand with a national aspect;
- TextileGroup - production of clothing and military equipment;
- House of Mulyarovs - a restaurant serving national cuisine.

Results of the Interregional Experience Exchange U&WE hub in Ivano-Frankivsk:

- The main goal of the event was achieved. There was a powerful exchange of practical experience between women entrepreneurs from different regions of Ukraine.
- The workshops held during the event provided an opportunity to form and outline the directions for further development of the U&WE hub Community.
- The participants of the meeting were able to present their business ideas and received advice on how to overcome the obstacles they face on the way to developing their own business.
- There was a productive exchange of views on the possibility of cooperation and the creation of joint projects for scaling or cooperation between participants of U&WE hub programs from different regions of Ukraine.
- Excursions and communication with women entrepreneurs from Ivano-Frankivsk inspired other program participants to new ideas and opportunities.
- Direct communication with Maryna Saprykina, the founder of U&WE Hub and Head of the CSR Development Center, became a motivational impetus for the ambassadorship to involve other women in the training programs and events of the U&WE Hub project. Maryna Saprykina inspired the participants to self-development with her example and energy.
- The development stories of the invited guests became an example of the resilience of Ukrainian women who faced fateful tests of resilience and invincibility during the Full-scale Invasion.

During the Interregional Exchange, a meeting of the U&WE Hub team was held under the chairmanship of Maryna Saprykina, founder of the U&WE Hub and Head of the CSR Ukraine.

The results of U&WE Hub's work for 4 waves of training were summarized. Regional managers shared their experiences and recipes for overcoming obstacles and eliminating shortcomings. A joint strategy for further development was developed, which includes the expansion of U&WE Hub activities and the opening of 40 regional hubs in the regions of Ukraine and in European countries. Particular attention is paid to supporting Ukrainian women who are temporarily outside of Ukraine. A separate action plan has been developed to engage such women in the U&WE Hub community.

# Annexes

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