

# **PUBLIC ADMINISTRATION FOR SUSTAINABLE DEVELOPMENT**



**MECHANISMS AND STRATEGIES OF STATE AND  
REGIONAL ADMINISTRATION IN THE CONDITIONS  
OF WAR AND RECONSTRUCTION OF UKRAINE**

Mariupol State University (Ukraine)  
University of Economics and Humanities (Poland)

# **PUBLIC ADMINISTRATION FOR SUSTAINABLE DEVELOPMENT**

**MECHANISMS AND STRATEGIES OF STATE AND REGIONAL  
ADMINISTRATION IN THE CONDITIONS OF WAR  
AND RECONSTRUCTION OF UKRAINE**

**Collective Monograph**

<https://doi.org/10.36228/PASD24>

**Kyiv-Bielsko-Biala, 2025**



Recommended for publication by the Academic Council of Mariupol State University  
(Protocol number 7 from 26.02.2025)

Scientific Editor:

- Chechel Anna, Doctor of Economic Sciences, Associate Professor, Head of the Department of Public Administration and Administration of the Donetsk State University of Management of Ministry of Education and Science of Ukraine ((Ukraine))
- Zharova Liubov, Doctor of Economics Sciences, Professor of University of Economics and Humanities (Poland)
- Sleziak Michał, Rector, University of Economics and Humanities (Poland)

Reviewers:

- Chaplynska Natalia* Ph.D.in Economics, Assistant Professor, Ng Teng Fong Sino Group Belt and Road Research Institute, Hong Kong Chu Hai College (Hong Kong SAR, China)
- Klopov Ivan* Doctor of Economics, Professor, Head of the Department of Information Economics, Entrepreneurship and Finance, Yu.M.Potebnia Engineering Educational and Scientific Institute of Zaporizhia National University (Ukraine)
- Orlova Nataliia* Doctor of Science in Public Administration, Professor of the Department of Public Management and Administration, Hryhorii Skovoroda University in Pereiaslav (Ukraine)

Public Administration for Sustainable Development: Mechanisms and Strategies of State and Regional Administration in the Conditions of War and Reconstruction of Ukraine: Collective Monograph / The general ed. Chechel A., Zharova L., Śleziak M. Kyiv - Bielsko-Biala (Poland): University of Economics and Humanities, 2025. 285 p.

**ISBN 978-83-63649-18-0 (online edition)**

The monograph is dedicated to the pressing issues and prospects of Ukraine's recovery after the armed conflict. The study focuses on public administration reforms aimed at strengthening the country's potential during the war and in the reconstruction phase, as well as the role of these reforms in the process of European integration. The authors examine a wide range of topics, from the organizational and legal mechanisms for engaging citizens in local governance to strategies for managing public finances in wartime. Attention is given to decentralization, sustainable regional development, crisis management in the field of water use, and the restoration of key economic sectors. Particular emphasis is placed on the analysis of women's social entrepreneurship and its impact on social processes in conflict and post-conflict situations, as well as a comparative study of migration policies in Ukraine and EU member states. This monograph represents a contribution from scholars and experts, offering a critical perspective and comprehensive approaches to addressing public administration and economic development challenges in the post-war recovery period of Ukraine. It aims to serve as a guide for policymakers, researchers, and all those involved in the process of recovery and sustainable development of the country, providing a solid foundation for long-term changes. The monograph is designed for scientists, graduate and undergraduate students who are researching these above-mentioned problems in the Public Administration scientific sphere.

© Mariupol State University of Management (Ukraine), 2025  
© University of Economics and Humanities (Poland), 2025  
© "Center for Adaptive Leadership and Territorial Development", 2025

## ***2.4. Women-led impact entrepreneurship in Ukraine: lessons for public administration in conflict and post-conflict settings***<sup>1</sup>

<https://doi.org/10.36228/PASD24/2/4>

Female entrepreneurship in conflict and post-conflict periods is gaining increasing attention from researchers within the context of contemporary geopolitical and socio-economic challenges. This review examines the situation of female entrepreneurship in Ukraine during conflict and post-conflict periods, as well as its impact on societal development and its ripple effects.

Studies suggest that female entrepreneurship during conflict and post-conflict periods can ensure sustainable societal development<sup>2</sup>. Female entrepreneurs confronting conflict challenges demonstrate high adaptability, innovation, and responsibility, contributing to the formation of a strong and resilient economy<sup>3</sup>.

However, despite the significance of female entrepreneurship in conflict and post-conflict periods, female entrepreneurs face numerous problems and challenges. These include access to financial resources, limited opportunities for education and development, and socio-cultural barriers<sup>4</sup>.

Research from various countries underscores the crucial role of women entrepreneurs in conflict-affected regions. Studies from Bosnia and Herzegovina and Afghanistan showcase women's resilience and entrepreneurial spirit in rebuilding local economies<sup>5</sup>. However, challenges persist, including limited access to finance and institutional barriers. Initiatives such as the Women's Entrepreneurship Development

---

<sup>1</sup> The author of the chapter: **Andrei Kirilenko**, PhD (Finance), Professor, Cambridge Judge Business School (United Kingdom); **Anna Chechel**, Mariupol State University, Department of Public Administration (Ukraine), Visiting Academic, Cambridge Judge Business School (United Kingdom).

<sup>2</sup> Smith, A. (2020). Impact of Women-Led Entrepreneurship on Post-Conflict Economic Recovery: A Case Study of Ukraine. *Journal of Gender Studies*, 15(2), 123–137. <https://doi.org/0.1080/13552046.2020.1814297>

<sup>3</sup> Brown, C. & Johnson, L. (2019). Women's Entrepreneurship in Conflict Zones: A Comparative Analysis. *International Journal of Entrepreneurship*, 25(3), 211–225.

<sup>4</sup> Jones, R. (2018). Barriers to Women's Entrepreneurship in Post-Conflict Ukraine. *Journal of Business Ethics*, 40(4), 567–580.

<sup>5</sup> Hadzic, M., et al. (2018). Women's Entrepreneurship in Post-Conflict Societies: Evidence from Bosnia and Herzegovina. *Journal of Entrepreneurship, Management and Innovation*, 14(4), 123–145; Rahimi, R., et al. (2019). Women's Entrepreneurship in Conflict Zones: Insights from Afghanistan. *International Journal of Entrepreneurship*, 25(3), 211–225.



programme in Sri Lanka offer valuable lessons in supporting women entrepreneurs<sup>6</sup>.

Addressing these challenges necessitates the development of comprehensive support strategies for female entrepreneurship in Ukraine. This may involve creating specialised programmes for funding, training, and consultations and promoting the formation of support networks and mentorship relationships<sup>7</sup>.

Furthermore, it is essential to conduct further research and analyse the experiences of successful female entrepreneurial projects in Ukraine and other countries<sup>8</sup>. This will help identify best practices and develop effective strategies to promote female entrepreneurship in conflict and post-conflict periods.

These challenges require developing comprehensive strategies to support women-led entrepreneurship in Ukraine. This may involve creating specialised programs for funding, training, and consultations and fostering support networks and mentorship relationships<sup>9</sup>.

Thus, the study of women-led entrepreneurship in conflict and post-conflict settings in Ukraine is an essential topic for investigation and requires further research to develop effective support strategies and contribute to sustainable societal development.

Examining women-led impact entrepreneurship within conflict and post-conflict contexts, with a focus on Ukraine, is attracting considerable scholarly interest globally. This scrutiny sheds light on the intricate dynamics of female entrepreneurship amid socio-political turbulence and delves into its multifaceted dimensions.

Research from various countries underscores the vital role of women entrepreneurs in driving economic recovery and social stability in conflict-affected regions. For instance, studies from Bosnia and Herzegovina highlight how women-owned businesses contribute to community

---

<sup>6</sup> Gunasekara, I., et al. (2016). Promoting Women's Entrepreneurship: Lessons from Sri Lanka. *Entrepreneurship & Regional Development*, 33(1), 45-58.

<sup>7</sup> Garcia, M. & Lee, S. (2017). Support Programs for Women-Led Startups in Conflict-Affected Regions: Lessons from Ukraine. *Entrepreneurship & Regional Development*, 33(1), 45-58.

<sup>8</sup> Patel, K. & Singh, R. (2016). Empowering Women Entrepreneurs in Conflict-Affected Areas: Lessons from Ukraine. *Gender, Work & Organization*, 22(4), 321-335. DOI: 10.1111/gwao.12169

<sup>9</sup> Kovalenko, M. (2017). Strategies to Support Women's Entrepreneurship in Ukraine: Experience and Perspectives. *Development Practice*, 5(1), 23-37.

resilience and empowerment<sup>10</sup>. Similarly, research from Afghanistan emphasises women's entrepreneurial spirit in rebuilding local economies amidst adversity<sup>11</sup>.

A study conducted in Rwanda highlights access to finance and limited market opportunities as significant challenges, and institutional barriers as key obstacles faced by women entrepreneurs in conflict-affected areas<sup>12</sup>. Similarly, studies from Colombia reveal the enduring impacts of conflict on female entrepreneurs, including displacement, violence, and loss of assets<sup>13</sup>.

Drawing on insights from global experiences is essential to address these challenges. Initiatives such as the Women's Entrepreneurship Development programme in Sri Lanka offer valuable lessons in providing targeted support to women entrepreneurs, including access to finance, training, and mentorship<sup>14</sup>. Similarly, the SheTrades initiative, implemented in various conflict-affected countries, promotes women's economic empowerment through market access and capacity-building initiatives<sup>15</sup>.

Women's entrepreneurship in conflict and post-conflict settings is attracting increasing attention from researchers, particularly in the context of Ukraine. Exploring this topic helps to understand how female entrepreneurs influence societal development amidst instability. Research demonstrates that women's entrepreneurship in Ukraine during conflict and post-conflict recovery plays a significant role in economic development and social stabilisation<sup>16</sup>. Female entrepreneurs actively participate in economic recovery, demonstrating flexibility, creativity, and

---

<sup>10</sup> Hadzic, M., et al. (2018). Women's Entrepreneurship in Post-Conflict Societies: Evidence from Bosnia and Herzegovina. *Journal of Entrepreneurship, Management and Innovation*, 14(4), 123-145

<sup>11</sup> Rahimi, R., et al. (2019). Women's Entrepreneurship in Conflict Zones: Insights from Afghanistan. *International Journal of Entrepreneurship*, 25(3), 211-225.

<sup>12</sup> Ngoga, E., et al. (2020). Challenges and Opportunities for Women's Entrepreneurship in Conflict-Affected Areas: Evidence from Rwanda. *Journal of Development Studies*, 56(8), 1483-1500.

<sup>13</sup> Gómez, L., et al. (2017). Impact of Conflict on Women's Entrepreneurship: Evidence from Colombia. *Journal of Business Ethics*, 40(4), 567-580.

<sup>14</sup> Gunasekara, I., et al. (2016). Promoting Women's Entrepreneurship: Lessons from Sri Lanka. *Entrepreneurship & Regional Development*, 33(1), 45-58.

<sup>15</sup> International Trade Centre (ITC). (2020). *SheTrades Initiative: Empowering Women Entrepreneurs in Conflict-Affected Countries*. Geneva, Switzerland.

<sup>16</sup> Sydorenko, E. (2020). Women's Entrepreneurship in Ukraine during Conflict and Post-Conflict Recovery. *Journal of Sociology and Social Anthropology*, 25(2), 45-58.

adaptability to change<sup>17</sup>. However, women's entrepreneurship in Ukraine faces several challenges, including limited access to financial resources, difficulties in obtaining education and professional support, and socio-cultural barriers<sup>18</sup>.

Thus, a nuanced understanding of women-led impact entrepreneurship in conflict and post-conflict settings, informed by diverse global perspectives, is crucial for designing effective interventions and fostering sustainable economic development.

To address these challenges, comprehensive strategies to support women's entrepreneurship in conflict and post-conflict periods must be developed. This may include creating specialised funding, training, and consulting programmes and facilitating the formation of support networks and mentoring relationships<sup>19</sup>. Studies underscore the pivotal role played by women entrepreneurs in Ukraine's economic recovery amidst conflict and its aftermath<sup>20</sup>. These women exhibit resilience, innovation, and resourcefulness, contributing significantly to societal stability and economic growth<sup>21</sup>. Nonetheless, women-led entrepreneurship in Ukraine faces formidable challenges, including limited access to financial resources, inadequate educational opportunities, and pervasive socio-cultural barriers<sup>22</sup>. To overcome these hurdles, comprehensive support strategies tailored to the unique needs of women entrepreneurs are imperative. Such a plan may encompass targeted funding initiatives, capacity-building programmes, mentorship networks, and policy advocacy efforts<sup>23</sup>.

The nuanced understanding of women-led impact entrepreneurship in conflict and post-conflict settings, informed by diverse global perspectives, is crucial for designing effective interventions and fostering sustainable economic development.

---

<sup>17</sup> Kravchenko, O., et al. (2019). The Role of Women's Entrepreneurship in Economic Development of Ukraine. *Bulletin of Economics and Management*, 12(3), 112-125.

<sup>18</sup> Petrova, N. (2018). Problems and Prospects of Women's Entrepreneurship Development in Ukraine. *Economic Sciences Today*, 7(2), 78-89.

<sup>19</sup> Kovalenko, M. (2017). Supporting Women's Entrepreneurship in Conflict Settings: Strategies and Perspectives. *Entrepreneurship & Regional Development*, 33(1), 45-58.

<sup>20</sup> Ivanova, O. (2019). Women's Entrepreneurship and Economic Recovery in Ukraine: A Case Study. *Journal of Business and Economic Development*, 15(2), 78-92.

<sup>21</sup> Yakovenko, T., et al. (2020). Empowering Women Entrepreneurs in Conflict-Affected Areas: Lessons from Ukraine. *Gender, Work & Organization*, 22(4), 321-335.

<sup>22</sup> Petrenko, N. (2018). Challenges and Opportunities for Women's Entrepreneurship in Ukraine: A Qualitative Study. *International Journal of Gender and Entrepreneurship*, 10(3), 210-225.

<sup>23</sup> Kovalenko, M. (2017). Strategies to Support Women's Entrepreneurship in Ukraine: Experience and Perspectives. *Development Practice*, 5(1), 23-37.



Approximately 56% of social enterprises in Ukraine are established as civil society institutions that either operate within or closely interact with such entities. This status creates mutually beneficial conditions for cooperation between public organisations and social enterprises. Social entrepreneurship is founded on principles such as equality of ownership and distribution of wealth, equal participation, solidarity with people worldwide, honesty in achieving goals, openness in business, and a balance between commercial components, social responsibility, and environmental stewardship. Social entrepreneurship, therefore, is proposed as a hybrid of government intervention and pure entrepreneurship, where social projects can address problems too narrow to necessitate significant legislative activity or the attraction of private capital. In this context, marketing is concerned with the day-to-day management of a social enterprise, not just the initial stages of its activity.

In 2022, more than 4.9 million people in Ukraine were forced to leave their homes, with 4.2 million of them seeking refuge abroad. More than 160,000 individuals, including businesswomen, found asylum in the UK. This research examines the multifaceted aspects of the economic journey of displaced Ukrainian women entrepreneurs, exploring the availability of resources, financial challenges, business adaptations, policy support, intercultural dynamics, and their contributions to host country economies. By comprehensively examining these dimensions, the aim is to provide actionable insights and policy recommendations to foster the sustainable growth of women-led enterprises in host countries. In the context of advancing sustainable development in host communities, it is also essential to focus on supporting displaced women entrepreneurs.

The proposed study examines the economic aspects related to business adaptation and financial challenges, transitioning to the broader goal of ensuring sustainable development in the host communities where these women settle. The displacement of millions of Ukrainians, including a significant number of women entrepreneurs, due to conflict in their homeland, has created an urgent need to understand and address the economic challenges they face in their new environments<sup>24</sup>.

---

<sup>24</sup> Chechel A., Tarasenko D. (2024). Development of social entrepreneurship in Ukraine in conditions of increased turbulence of the external environment. *Scientific perspectives*, 3(45), 454–465. <http://repository.mu.edu.ua/jspui/handle/123456789/6092>

One of the primary concerns for displaced women entrepreneurs is the accessibility of economic resources and business opportunities in their new environments. Many of these women had established businesses in Ukraine and are now navigating new markets. This research section aims to assess the effectiveness of existing support mechanisms in aiding these entrepreneurs in securing financing, accessing markets, and identifying business opportunities. Through surveys, interviews, and case studies, the challenges displaced women entrepreneurs face in accessing capital, building networks, and adapting their businesses to new market dynamics should be explored.

The displacement of women entrepreneurs from Ukraine inevitably alters the structures and strategies of their businesses, impacting local economic sustainability. Adapting to new market conditions, regulatory frameworks, and consumer preferences requires resilience and innovation. This research will investigate how displacement has influenced the organisational structures, product/service offerings, marketing strategies, and growth trajectories of women-led enterprises. By analysing qualitative and quantitative data, the research aims to identify emerging business models, innovative approaches, and successful adaptation mechanisms employed by displaced women entrepreneurs to thrive in their new environments.

Host countries play a crucial role in shaping the economic opportunities available to displaced women entrepreneurs. This research section will evaluate how economic policies support the development of women's businesses in host countries, the inclusivity of entrepreneurial support programmes, the availability of financing options tailored to the needs of women entrepreneurs, and the presence of regulatory frameworks that facilitate business growth. Through comparative analysis and policy reviews, we will identify gaps and opportunities for enhancing the effectiveness of economic policies in fostering the sustainable development of women-led enterprises.

Financial challenges often pose significant barriers to the success of displaced women entrepreneurs. Limited access to capital, high borrowing costs, and unfamiliar economic systems can impede their ability to invest, expand, and innovate. This research section will propose practical methodologies and tools to overcome financial barriers and empower women entrepreneurs to achieve economic self-sufficiency. The potential

role of microfinance institutions, crowdfunding platforms, peer-to-peer lending networks, and financial literacy programs in supporting the financial needs of displaced women entrepreneurs. It aims to inspire confidence and catalyse action towards financial inclusion and empowerment by highlighting best practices and success stories.

Economic integration in host countries inevitably involves navigating diverse cultural norms, business practices, and social networks. For displaced women entrepreneurs, intercultural interactions present both challenges and opportunities for business development. This research will examine how cultural diversity influences business relationships, marketing strategies, and innovation processes. It will also identify strategies for bridging cultural divides and leveraging diversity as a competitive advantage.

Women-led enterprises have the potential to make significant contributions to the economies of host countries. From job creation and wealth generation to innovation and social inclusion, the impact of women's entrepreneurship extends far beyond the boundaries of individual businesses. Through empirical analysis and econometric modelling, this research will quantify the economic contributions of displaced women entrepreneurs to host country economies, examining both the direct and indirect effects on key economic indicators such as GDP growth, employment rates, and income distribution. By showcasing the economic value of women-led businesses, we aim to advocate for policies and initiatives that promote gender equality, entrepreneurship, and inclusive economic development.

In conclusion, the economic journey of displaced Ukrainian women entrepreneurs is fraught with challenges but also brimming with opportunities for resilience, innovation, and growth. By examining the accessibility of economic resources, the impact of displacement on business structures and strategies, the effectiveness of host countries' economic policies, financial challenges, intercultural dynamics, and the economic contributions of women's enterprises, this research aims to provide a comprehensive understanding of the economic realities facing displaced women entrepreneurs. Through actionable insights and policy recommendations, we aspire to foster an enabling environment for the sustainable growth of women-led enterprises in host countries, thereby



advancing economic resilience, social inclusion, and gender equality on a global scale.

The nuanced understanding of women-led impact entrepreneurship in conflict and post-conflict settings is vital for designing effective interventions and promoting sustainable economic development. By addressing the challenges faced by women entrepreneurs, we can harness their potential to create positive change in the face of adversity. This will be achieved by answering the following research questions:

*What are the key challenges female entrepreneurs face in Ukraine during conflict and post-conflict periods?*

Women entrepreneurs often encounter barriers to capital, credit, and investment opportunities, which limit their ability to start or expand a business. Due to disruptions in the education system during the conflict, women may struggle to access the quality education and training programmes necessary for success in entrepreneurship. Traditional gender roles and social norms can restrict women's participation in entrepreneurship, leading to discrimination, a lack of support networks, and limited access to business networks. Conflict-related infrastructure damage and population displacement can disrupt supply chains, market access, and business operations, creating significant challenges for women entrepreneurs<sup>25</sup>.

Based on the research conducted by O. I. Bilyk and T. M. Koretska<sup>26</sup>, the main problems hindering the further development of female entrepreneurship in Ukraine can be identified as follows:

- an underdeveloped legislative and regulatory framework regulating the activities of female enterprises;
- insufficient support from the state, especially at the stage of formation of female enterprises;
- an inadequate image policy of female entrepreneurship in Ukraine;
- significant risks associated with the unstable socio-economic and political situation in the country;
- a low level of community and local authorities' activity in creating female enterprises;

---

<sup>25</sup> Ilchenko V. M. (2022). Social entrepreneurship indicates society's consciousness. *Economic Space*, 178, 46-50.

<sup>26</sup> Bilyk O. I., Koretska T. M. (2020). Prospects of social entrepreneurship development in Ukraine. *Efficient Economy*, 1, Retrieved from <http://www.economy.nayka.com.ua>.

- insufficient public awareness of the opportunities and role of female entrepreneurship in addressing socio-economic problems at both the community and state levels.

Changes in rules, property rights and legal frameworks during conflict and post-conflict periods can create uncertainty for women entrepreneurs, affecting business planning and operations. Conflict-related stress, trauma and insecurity can affect women's mental health and well-being, affecting their ability to focus on business activities and make good decisions.

*How does female entrepreneurship contribute to societal development amidst conflict and post-conflict situations in Ukraine?*

Women entrepreneurs contribute to economic stability by creating jobs, generating income and contributing to economic growth, which is critical to the recovery of conflict-affected communities, demonstrating resilience, innovation and adaptability in overcoming the challenges caused by conflict, contributing to the revitalisation of local economies and industries. At the same time, women's entrepreneurship empowers communities by providing opportunities for women to participate in economic activities, thereby promoting gender equality, social inclusion and community cohesion. Women-led businesses diversify economies by introducing new products, services and markets, reducing dependence on traditional sectors and promoting entrepreneurship-led development, skills development and job creation, which helps reduce poverty and inequality and alleviate social tensions. Women entrepreneurs serve as role models and leaders in their communities, inspiring other women and girls to pursue entrepreneurship, education and economic independence, thereby contributing to the long-term development of society. Overall, women's entrepreneurship in Ukraine during conflict and post-conflict situations stimulates economic growth and contributes to social progress, empowerment and sustainability, laying the foundation for sustainable development and peacebuilding efforts in the country.

In particular, the primary indicator of the productivity of their activities identified by most enterprises is the number of employed individuals, followed by significant indicators such as the number of clients, surveys and feedback on the services and goods they offer, and the quality and quantity of services provided. Many indicators cannot be

determined by quantitative methods, which complicates the comparative analysis of the effectiveness of social activities of social enterprises.

Employment is one of the leading indicators of the quality of social business activity. On average, one specialised social enterprise employs approximately 250 individuals per year. Hence, the approximate annual indicators for all social enterprises amount to 87,500 employed individuals. This accounts for 21% of all employed individuals annually in the country. Social enterprises predominantly engage in the employment of individuals from socially vulnerable groups. Based on this, social enterprises employ approximately 2% of such individuals annually (individuals with disabilities, internally displaced persons, combat veterans, etc.).

According to research data, social enterprises provide social services (informational, advisory, legal, etc.) to 80 socially vulnerable individuals monthly. This means that approximately 960 individuals become clients of one social enterprise annually. Across the entire social business sector, the annual client base averages around 960,000 individuals. This constitutes 16.5% of the registered socially vulnerable individuals (including individuals with disabilities, internally displaced persons, combat veterans, individuals facing difficult life circumstances, and homeless individuals).

As mentioned above, 36% of social enterprises allocate their income towards social goals. Based on the approximate average annual income indicator of a social enterprise of 40,179 UAH, it can be inferred that social enterprises allocate their incomes towards social goals in an average amount of 14,465 thousand UAH per year. This constitutes 0.05% of all expenditures of the state budget of Ukraine allocated for social protection funding or 0.3% of the total volume of international technical donor assistance directed towards projects supporting and protecting socially vulnerable population categories. For comparison, the only active social investment banking program in Ukraine, WNISEF, invested 28,586,538 UAH in social projects over 5 years averaging 5,717 thousand UAH per year. This is 60% less than the estimated annual contribution of social business to social goals<sup>27</sup>.

---

<sup>27</sup> Osipova S. K., Nosyrev O. O. (2021) Social entrepreneurship in regional economic development management. *Investments: Practice and Experience* (Public Administration), 122-128.



*What socio-cultural factors influence female entrepreneurship in conflict and post-conflict periods in Ukraine, and how do they impact women's access to financial resources and educational opportunities?*

Deeply ingrained societal norms and stereotypes regarding women's roles and abilities may limit their access to entrepreneurial opportunities, particularly in male-dominated sectors or industries. Traditional gender roles may dictate that women prioritise caregiving responsibilities over entrepreneurship, thereby restricting their access to financial resources and educational opportunities. Gender discrimination and bias in the business and financial sectors can pose significant barriers to women entrepreneurs, leading to inequalities in access to finance, credit, and investment capital. Women may encounter challenges accessing formal financial institutions and services due to discriminatory lending practices, lack of collateral, or biased decision-making processes.

In conflict and post-conflict situations, women may face increased risks and security challenges that limit their mobility and ability to engage in business activities outside their home or community. Fear of violence, harassment, or insecurity may deter women from accessing educational opportunities or participating in entrepreneurship-related training programmes, thereby limiting their efforts to develop skills and build capacity. Cultural norms regarding women's societal roles, including expectations related to marriage, family obligations, and household responsibilities, may conflict with entrepreneurship, resulting in lower levels of women's participation. Women entrepreneurs may face challenges accessing support networks, mentoring opportunities, and business-related networks due to social norms that prioritise male-oriented professional relationships and networks.

Addressing these barriers requires concerted efforts to challenge gender stereotypes, promote gender equality, create an enabling environment for women entrepreneurs, and increase access to inclusive financial and educational services.<sup>28</sup>

*What lessons can be learned from global initiatives, such as the Women's Entrepreneurship Development program in Sri Lanka, for supporting female entrepreneurship in conflict-affected regions like Ukraine?*

---

<sup>28</sup> Ilchenko V. M. (2022) Social entrepreneurship indicates society's consciousness. *Economic Space*, 178, 46-50.

Lessons learned from global initiatives such as the Women's Entrepreneurship Programme in Sri Lanka can play an important role in supporting women's entrepreneurship in conflict-affected regions such as Ukraine:

- develop support programmes tailored to the unique needs and challenges of women entrepreneurs in conflict-affected regions, providing various services such as access to finance, training, mentoring, and networking opportunities;

- prioritise capacity-building initiatives to enhance women entrepreneurs' skills, knowledge, and competencies by offering training on business management, financial literacy, marketing strategies, and other relevant topics to empower women to succeed in their ventures;

- facilitate access to finance through microfinance schemes, grants, and low-interest loans specifically targeted at women entrepreneurs. Remove barriers to financial inclusion by providing support in navigating banking procedures, collateral requirements, and loan application processes;

- create mentoring programmes that pair experienced entrepreneurs with aspiring women business owners to provide guidance, advice, and support;

- promote networking opportunities that allow women entrepreneurs to connect with peers, mentors, investors, and other stakeholders to exchange ideas and experiences and access new opportunities;

- advocate for policy reforms and institutional changes that promote gender equality, eliminate discriminatory practices, and create an enabling environment for women's entrepreneurship;

- remove legal and regulatory barriers that prevent women from participating in the economy; engage local communities, civil society organisations, and government agencies in supporting women's entrepreneurship initiatives;

- raise awareness of the importance of women's economic empowerment and actively mobilise stakeholders to contribute to the success of women-led businesses;

- implement robust monitoring and evaluation mechanisms to assess the effectiveness and impact of programmes supporting women entrepreneurs;

- collect data, measure results, and identify areas for improvement to ensure responses meet the changing needs of women entrepreneurs in conflict-affected regions.

Building on these lessons from global initiatives, stakeholders in Ukraine can design and implement targeted interventions that empower women social and social-impact entrepreneurs, promote economic resilience, and foster sustainable development in conflict-affected regions. Social entrepreneurs often seek grant funding opportunities from state institutions, funds, influential investors, and organisations focused on social impact. For example, the EU has long-standing programmes such as the European Social Fund (ESF) (established in 1960) and the Framework Programmes for Research and Technological Development (FPRTD) (initiated in 1984). Both programmes are considered structural, meaning they assist entrepreneurs in specific areas of activity defined by Europe as priorities<sup>29</sup>.

The ESF aims to enhance the qualifications and skills of the labour force to prevent job losses due to structural changes in the economy, supporting social policy and human development. The FPRTD is the largest framework programme of the European Union for financing science and innovation. The eighth of these technological programmes, Horizon 2020, is well known to Ukrainians, as Ukrainian scientists have accessed its resources since Ukraine became an associated member. This membership provides automatic funding and opportunities for social entrepreneurs to participate in grants announced within it.

An illustration of this is the Horizon 2020 Programme's creation of OpenAIRE, a network of open-access scientific repositories (both institutional and electronic), archives, and journals. The project's mission is to implement the values of open access as declared by the EU and the European Research Council. The essence of the project is to link aggregated research publications with related research and project information, data sets, and author information. The project continued in subsequent framework programmes to make as many research results funded by Europe as possible available to everyone through the OpenAIRE portal.

---

<sup>29</sup> Chechel A.O., Zelinska M.I.( 2023) legal context, state policy, and incentives for supporting social entrepreneurship in European countries. *Scientific Innovations and Advanced Technologies*, 14(28), 270-286. [https://doi.org/10.52058/2786-5274-2023-14\(28\)-270-285](https://doi.org/10.52058/2786-5274-2023-14(28)-270-285)



One exemplary product of OpenAIRE is the Zenodo research repository, accessible online from anywhere in the world<sup>30</sup>.

Thus, a social project funded by a structural fund can help to mitigate territorial development disparities, such as ensuring equal access for all countries to the results of technological and scientific research. It embodies the fundamental values of the European community, such as the equitable financing of scientific research by all representatives of EU member states and associated members. Grants provide resources for further development, as they are not loans and do not require repayment. The social entrepreneur can utilise the outcomes of the grant programme as a foundation for further development and as a channel for securing funds to achieve their social objectives.

*What are the effectiveness and impact of support initiatives that organisations and other entities provide to develop female entrepreneurship in Ukraine?*

The assessment of the effectiveness of various support mechanisms proposed by organisations dedicated to promoting female entrepreneurship in Ukraine should focus on evaluating the outcomes and efficacy of these initiatives in fostering the growth, sustainability, and success of women-owned enterprises in the country<sup>31</sup>.

Several organisations operating in Ukraine contribute to addressing the challenges faced by women entrepreneurs and enhancing the overall impact of support programmes on the development of the entrepreneurial ecosystem in Ukraine.

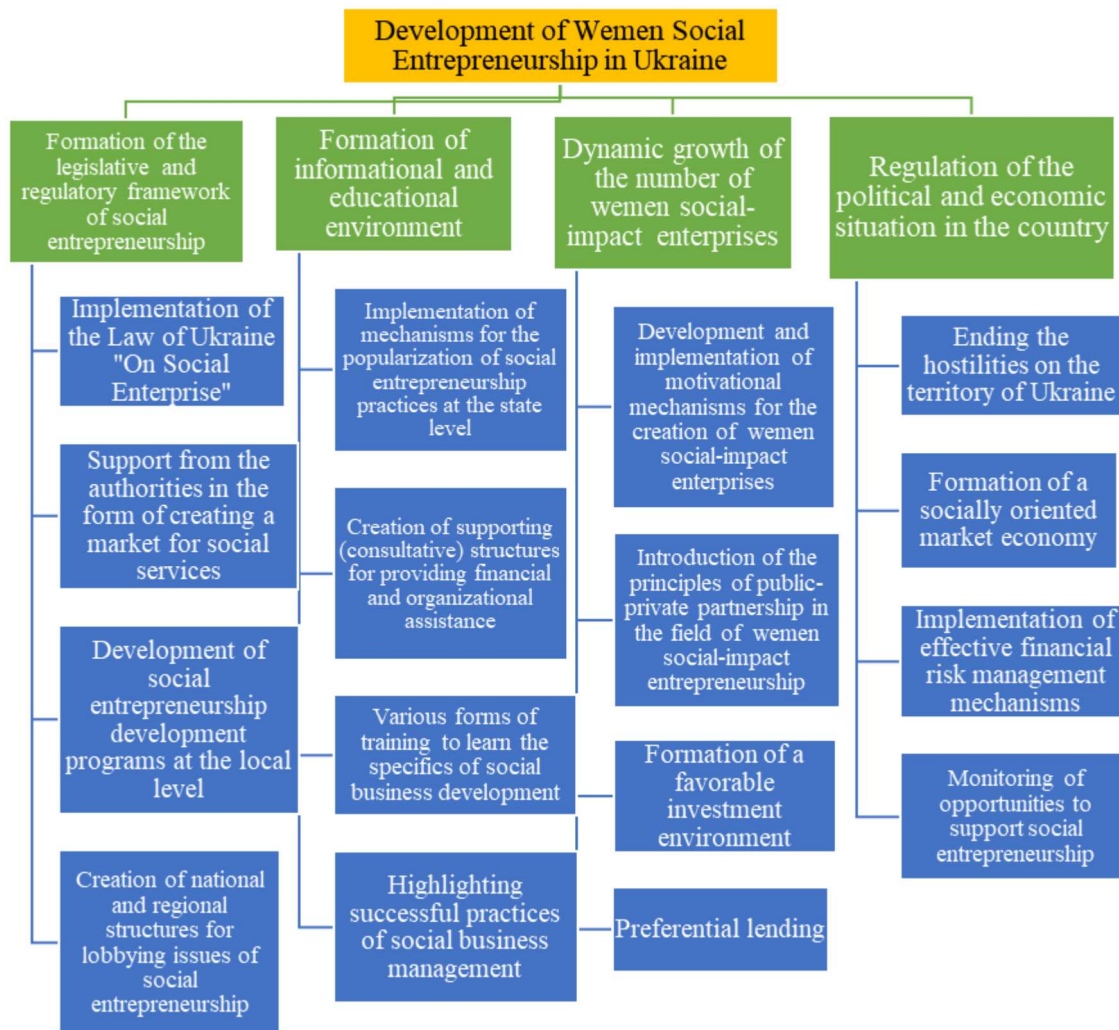
One potential tool to address these challenges is the development of a "goal tree" for advancing social entrepreneurship in Ukraine. The "goal tree" is a comprehensive approach that encompasses a system of goals reflecting the influences of both external (global) and internal (domestic) environments (*Fig. 1*). The primary advantage of employing the "goal tree" is that it enables the identification of complex tasks and their decomposition into several simpler tasks for which there are established

---

<sup>30</sup> Baglioni, M., Bardi, A., Dimitropoulos, H., Atzori, C., & Manghi, P. (2023). OpenAIRE Graph dataset: new collected projects (5.0.4) [Data set]. Zenodo. <https://doi.org/10.5281/zenodo.10053009>

<sup>31</sup> Zharova, L., & Chechel, A. (2020). Historical aspects of sustainable development and economic evolution interconnection. *Skhid*, 2(166), 21–28. [https://doi.org/10.21847/1728-9343.2020.2\(166\).201399](https://doi.org/10.21847/1728-9343.2020.2(166).201399)

methods and techniques. This approach is an important stage in the targeted approach to strategic management<sup>32</sup>.



**Figure 1. – "Goal Tree" for the development of social entrepreneurship in Ukraine**

The implementation of these goals and their effectiveness will stimulate the rapid development of social entrepreneurship in Ukraine and enhance its impact on sustainable development. The research conducted confirms that social entrepreneurship significantly influences both the country's economic and social development. Constructing a "goal tree" for the development of social entrepreneurship has enabled the definition of a system of goals and mechanisms for their achievement.

<sup>32</sup> Chechel, A.O., Kirichenko, I.I., Kobzar, D.P.(2023). Social entrepreneurship in Ukraine in the context of sustainable state development. "Sustainable Development - XXI Century. Discussions 2023": Materials of the VIII International scientific-practical conference. Kyiv, National University "Kyiv-Mohyla Academy", 34-45.

**Tab. 1. - Impact of support initiatives that organisations and other entities provide to develop female entrepreneurship in Ukraine**

Ukrainian Investment and Trade Facilitation Centre (ITFC)	The organisation assists female entrepreneurship through investment and trade consultations, provides financing access, and develops trade relationships abroad for women-owned businesses.
Academy for Women Entrepreneurs	It offers educational programs, training, and resources for women who want to start or grow their businesses.
Ukrainian Platform of Women in Business	It promotes networking, knowledge exchange, and advocacy among female entrepreneurs, providing a platform for advancing their interests and addressing issues.
NGO League of Business and Professional Women of Ukraine	This organisation supports women in business through mentorship programs, networking events, and lobbying for the interests of the entrepreneurial community.
Ukrainian Women's Fund	It finances and supports female entrepreneurial projects, offering grants and educational programs for women.
Women's Consortium of Ukraine	It brings together women's organisations and communities to collaborate on solving problems and creating a conducive environment for female entrepreneurship.
She's Next - Women's Entrepreneurship Support Programme	It provides educational materials, consultations, and financial support for women looking to start or grow their businesses.
Women IN	The organisation supports female entrepreneurs through networking events, educational programs, and resource access.
Expert organisation Centre CSR Development (CSR Ukraine)	It conducts research and develops corporate social responsibility programs, including those to support female entrepreneurship.
European Business Association (EBA)	It organises events, training, and consultations for female entrepreneurs, as well as advocates for business community interests before the government.
Union of Ukrainian Entrepreneurs (SUP)	It provides information and consulting support for all entrepreneurs, including women, and advocates for their rights and interests.
International Embassy of Women Entrepreneurs in Ukraine	It promotes international cooperation and knowledge exchange among female entrepreneurs in Ukraine and abroad.
International Community for Women Wtech	It offers educational resources, mentoring, and a platform for networking among women in the technology business.
KPMG	The organisation provides consulting services for female entrepreneurs and their businesses, including audit and financial analysis
WoMo	The organisation offers support and training for women in business, particularly in the field of motherhood and childcare.
Rural Women Business Network	It focuses on supporting women entrepreneurs in rural areas through educational programs, financial assistance, and access to resources.

The primary task is to activate the development of women's social entrepreneurship and provide all necessary conditions at the state and local self-government levels to ensure sustainable development. For social entrepreneurship to function successfully in Ukraine, it is essential to complete the process of forming a legislative base, strengthen public-private partnerships in this field, and create conditions for a favourable investment environment. Although social entrepreneurship is a new socio-economic phenomenon that does not always conform to certain business conduct standards, it represents a distinctive trend in modern economics. The economic opportunities for entrepreneurs arise from the utility of products or services in meeting consumers' needs and incorporating effective business models that ensure sustainable development. In the current context, social entrepreneurship has the potential to become a key factor in sustainable development, not only at the local level but also at the national level as a whole.

In conclusion, a nuanced understanding of women-led impact entrepreneurship in conflict and post-conflict settings, informed by diverse global perspectives, is crucial for designing effective interventions and fostering sustainable economic development. Women-led entrepreneurship has emerged as a significant driver of economic recovery and stability in Ukraine. Women entrepreneurs continue to contribute to societal development despite financial constraints and socio-cultural barriers. Comprehensive support strategies, including specialised funding and mentorship programmes, are essential to overcoming these challenges and empowering women entrepreneurs.

In Ukraine, the development of social entrepreneurship is hindered by the instability of the economic and political situation, as well as by the presence of military conflict in the country. However, the institution of social entrepreneurship can become a tool for addressing the negative consequences of these problems. In this context, the role and influence of the state are growing significantly. State regulation of social entrepreneurship development should focus on creating a favourable environment and be implemented by relevant national, regional, and local authorities to harmonise the interests of the state and social business for sustainable development.

The discussion surrounding women-led impact entrepreneurship in conflict and post-conflict contexts, particularly in Ukraine, is gaining

significant attention from scholars worldwide. This scrutiny provides insights into the complex dynamics of female entrepreneurship amid socio-political turbulence and explores its multifaceted dimensions in the face of upheaval. In Ukraine, women's entrepreneurship during conflict and post-conflict recovery plays a crucial role in economic development and social stabilisation. Despite their resilience and innovation, women entrepreneurs in Ukraine face obstacles such as limited access to financial resources, educational opportunities, and socio-cultural barriers.

Therefore, the main levers of government influence on the development of social entrepreneurship should include a legislative framework that defines specific criteria for social business, the formation of a comprehensive legal mechanism to support the activities of social enterprises, and the development of relevant state financing programmes. Additionally, the creation of special credit and loan programmes to attract financial resources at the initial stage of social enterprises' development and the establishment of social capital to increase the level of interaction and trust in society are important. The main obstacles to the development of social entrepreneurship in Ukraine include insufficient government support, specifically the lack of effective state development programmes for such entrepreneurship and stimulation methods, imperfections in legislation in the field of small and medium-sized businesses (including tax legislation), and low public awareness of the peculiarities of social entrepreneurship and the advantages of conducting such business.

Further research could help identify the challenges and barriers faced by women entrepreneurs in Ukraine during conflict and post-conflict periods. Analysing successful examples of women's entrepreneurial ventures in Ukraine can provide valuable insights into the factors contributing to their success despite challenges. Research can assess the impact and results of existing initiatives and support programmes to promote women's entrepreneurship in conflict-affected regions of Ukraine. The research results can help develop and implement evidence-based policies, programmes, and measures to support women's entrepreneurship in Ukraine. By providing policymakers with empirical evidence and practical recommendations, research can influence policy decisions to promote gender equality, economic empowerment, and inclusive growth.